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| Position title | General Manager Continuing Legal Education (CLE) |
| Department | Representative |
| Reports to | Chief Executive, New Zealand Law Society |
| Location | Auckland, Wellington (flexible) |

About the Law Society

The New Zealand Law Society | Te Kāhui Ture o Aotearoa (Law Society) is the professional body for barristers and solicitors in New Zealand. The Law Society regulates all lawyers practising in New Zealand and is a membership organisation for lawyers. With branch offices throughout the country, the Law Society's purpose is to be a Kaitiaki (guardian) of an exemplary legal profession in Aotearoa.

Position Purpose

The General Manager Continuing Legal Education is a member of the Executive Leadership Team responsible for the strategic and operational leadership of the Law Society's branded Continuing Legal Education (CLE) business unit, including the development and delivery of CLE's education programme to provide professional development for lawyers. CLE's education programme is linked to the broader education programme offered by the Law Society in support of the delivery of our representative services. This role, and CLE, play a pivotal role in the development and delivery of a joined-up, cohesive education strategy that delivers outstanding value to the profession, and complements our One Law Society strategy.

To ensure the success of CLE, this role is also responsible for:

- creating and delivering CLE's annual education programme.
- developing and implementing a sound strategic plan for CLE
- delivering a financially sustainable and revenue generating CLE education programme.
- revenue and sales management, including pricing strategies and financial forecasting consistent with CLE's Strategy.
- design, investment, and implementation of innovative solutions for the delivery of CLE's education programme, including technology and process improvements.
- CLE's marketing, delivery, and analysis to support the generation of course participation and value.
- leading and managing a high performing team to deliver quality education opportunities to the legal profession.

Delegations

- Financial delegation
- Accountable for:
 - Business Development Manager
 - Administration Manager

- Digital Solutions Manager
- Senior Course Manager

Key Internal Relationships

- President and Board
- Chief Executive and Executive Leadership Team
- Law Society Managers
- CLE Staff
- Other Staff (Regulatory, Representative, Corporate Services, Marketing and Communications)
- Section Chairs
- Law Society Council
- Branch Council and Section Committee Members
- External Education Advisory Committee (or equivalent)

Key External Relationships

- Members
- Ministry of Justice
- Judiciary
- Lawyers generally
- Service Providers
- Commercial partners/stakeholders
- Presenters and volunteers

Accountabilities, Responsibilities and Performance Measures

| Accountabilities/Responsibilities | Performance Measures |
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| <p>CLE Strategy</p> <ul style="list-style-type: none"> • Ensures CLE is a leading and successful provider of continuing legal education. • Leads the development and implementation of CLE’s Strategy. • Develops and regularly reviews the Strategy. • Develops and implements an annual business plan for CLE that supports the Law Society’s strategic plan and overall business objectives of the Law Society. • Develops a set of goals and measures for monitoring the standard of program delivery and the performance of course offerings to maintain and grow participation rates and revenue. | <p>Successful performance includes:</p> <ul style="list-style-type: none"> • Implements and regularly reviews the CLE Strategy for the delivery of continuing legal education that aligns to the overall business strategy of the Law Society. • Implements the systems, processes and programmes required to meet the needs of the legal profession to the requisite quality or better. • Improved educational opportunities for members and the profession, including the development of the learning management system and growth in course participation. • Regularly reviews and reports to the CE and Board regarding implementation of the CLE strategy, financial performance and other key performance and engagement measures. |

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| <ul style="list-style-type: none"> • Engagement with Law Society and partners to enhance the Law Society’s membership offering and co-ordinate the delivery of the Law Society’s continuing legal education offering. • Collects and analyses data, to identify lawyer’s education needs, that informs the development and delivery of education services. • Provides market segmentation and analysis of the effectiveness of programmes and market share. • Sets budgets that maintain and grow market share. | <ul style="list-style-type: none"> • Development of new educational programmes that enhance the membership value proposition. • Works alongside the Law Society’s representative staff to support a joined-up approach to the Law Society’s delivery of continuing legal education. • Effective delivery of agreed courses and programmes in accordance with budgets and timelines. • Maintain and grow market share. |
| <p>Strategic Leadership</p> <ul style="list-style-type: none"> • Contributes to the setting of the strategic direction of the Law Society and its organisational priorities. • Translates Law Society strategy into a business plan for Legal Education and this is communicated to staff. • Contributes to the development of an overarching education strategy for the whole Law Society and ensures CLE has a clear, complementary role in supporting the delivery of that strategy. • Is an effective member of the Executive Leadership Team (ELT). • Presents on the CLE strategy and services, including to the Board, Council and externally. • Leads the cultural shift required to ensure the successful integration of CLE and the delivery of programmes in alignment with the Law Society’s Te Ao Māori Strategy. • Advise the CE on the development and application of policy and strategic | <p>As assessed by the CE:</p> <ul style="list-style-type: none"> • Continuing Legal Education Strategic priorities and operational deliverables set each year. • Strategy effectively communicated to staff. • Strategic goals for CLE are translated into actions through CLE’s annual business plan and are implemented. • Strategic goals for CLE complement and support the Law Society’s broader education programme, including the Representative Strategy and the One Law Society Strategy. • Attends all ELT meetings and participates constructively in discussions. • Engagement survey results and feedback from members and customers of CLE confirms the shift in culture and/or identify areas for further change. • Ensuring CLE is appropriately resourced and structured to create and maintain sustainable financial operations. |

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| <p>decisions relating to CLE.</p> <ul style="list-style-type: none"> • Develop and embed a culture of cross-team collaboration, customer focus, member value and performance management to ensure high quality and continuous improvement in service delivery, in alignment with the Law Society’s broader Representative Strategy, and working as ‘One Law Society’. • Ensure regular and effective communication, connection and collaboration between CLE and other departments of the Law Society. | <ul style="list-style-type: none"> • Effective management of products, services and functions that shows effective quality, value and impact, while also being financially viable. • Sound management and coordination of programs delivered within timeframes and budget. • Effective performance of the department demonstrating a customer-centric approach, as measured in key department reporting on identified performance targets. • Department achieves key-result areas, work programme and budget activities. • CLE has the necessary people, capability and expertise to successfully deliver on the annual programme. • Establishes clear accountabilities, expectations and performance standards with direct reports and ensure regular performance management and development occurs. |
| <p>Leadership and effective management of CLE</p> <ul style="list-style-type: none"> • Deliver legal education in a way that supports the required returns to support financial sustainability of the Law Society’s Representative Services. • Manage the department’s human, physical and financial resources to ensure maximum utilisation and deliver quality education to the legal profession while generating revenue to support the financial sustainability of Representative Services. • Advise the CE on the development and application of policy and strategic decisions relating to CLE. • Develop and embed a culture of cross-team collaboration, customer focus, member value and performance management to ensure high quality and continuous improvement in service delivery. • Ensure regular and effective communication, connection and collaboration between CLE and other | <p>This will be evidenced by:</p> <ul style="list-style-type: none"> • Maintain and grow returns alongside the delivery of a quality service. • Demonstrate the delivery of legal education that meets the learning needs of the legal profession. • Reporting requirements and deadlines are met. <p>Evidence of regular engagement and coordination between CLE and other Law Society departments.</p> |

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| <p>departments of the Law Society.</p> | |
| <p>External Relationships</p> <ul style="list-style-type: none"> Establish and maintain good relationships with a wide range of presenters, potential presenters and content creators to aid in the design and delivery of the courses and workshops required to deliver effective education programmes for the legal profession. <p>Establish an external education advisory committee (or equivalent) to support the development of a high-quality programme that responds to the needs of the legal profession.</p> | <p>This will be evidenced by:</p> <ul style="list-style-type: none"> Course and programme content meets the needs of the profession. Course and programme content adapts to the changing needs of the legal profession. |
| <p>Course, Event and Sales Revenue management</p> <ul style="list-style-type: none"> Develops KPIs for programme participation and growth of revenue. Set annual revenue growth, in consultation with the Board, Chief Executive and representative group. <p>Annually review course, event and programme pricing and ensure revenue KPIs are set and achieved to maintain a financially sustainable service.</p> | <ul style="list-style-type: none"> KPIs for growth in events, programme participation and revenue are achieved. Revenue growth is achieved. Pricing is market based, fair and competitive. Course and programme KPIs are met or exceeded. <p>New courses and programmes are developed in response to the needs of the profession and developments in the law.</p> |
| <p>Lead Education Services marketing and communications strategy</p> <ul style="list-style-type: none"> Work with MarComms to ensure a marketing strategy is developed and implemented that will promote CLE and meet the needs of the legal profession through courses and events that complement those offered by Representative, including the Sections and Branches. <p>With the support of MarComms develop, monitor, and implement</p> | <ul style="list-style-type: none"> CLE marketing has a clear set of annual priorities which is aligned with the MarComms function business plan. <p>Courses and events are effectively marketed in a planned and proactive way to improve performance and revenue.</p> |

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| <p>effective management of agreed CLE channels to communicate and interact with members and the profession.</p> <ul style="list-style-type: none"> • Effectively communicate with staff to encourage innovation through new service offerings. • Communicate CLE strategy, performance outcomes and service and performance analysis with staff and the Board. | <ul style="list-style-type: none"> • Monitoring demonstrates effective communication and interaction with program attendees. • New service offerings are created, and the Board and staff are informed of their performance. |
| <p>Effective monitoring and support of Business Development initiatives</p> <ul style="list-style-type: none"> • Ensuring new programme development aligns with CLE’s Strategy, including enhancing delivery and meeting the needs of the profession. • Ensuring proposals for new services are well developed with a detailed revenue analysis that shows the contribution to financial sustainability. | <ul style="list-style-type: none"> • Oversight of the Business Development Manager, to ensure they operate according to CLE’s Strategy. • New courses and events are financially modelled, supported and implemented appropriately to add value to the legal profession. • Partnership and sponsorship agreements display sound judgement and consideration of the Law Society’s role. • Feedback on courses and events are measured and monitored annually. |
| <p>Developing and managing people</p> <ul style="list-style-type: none"> • CLE staff understand the strategy. • Effectively lead, develop, and manage staff and positively influence their progress towards successful results. • Effectively manage workloads to ensure they are equitable. • Ensure performance objectives, reviews and discussions are completed in line with policies and procedures for all direct reports. • Conduct regular team meetings to share information and update staff on new requirements and policies. • Support managers and staff to achieve objectives, identify personal development opportunities, recognise areas of improvement and establish | <ul style="list-style-type: none"> • Each manager and staff member understands clearly what is required of them and receives regular constructive feedback on progress. • Each manager and staff understand their contribution to the CLE strategy and outputs. • Performance reviews are completed thoroughly and forwarded to People & Culture within specified timeframes. • Employees have a training and development plan that is carried out in conjunction with People & Culture • Employee issues (including non-performance issues) are successfully addressed in a timely manner. • Leave liability is kept at a reasonable |

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| <p>solution-based outcomes.</p> <ul style="list-style-type: none"> • Ensure effective recruitment to attract the best person for the position and then ensure a complete and comprehensive induction takes place. | <p>level.</p> <ul style="list-style-type: none"> • Staff are fully informed about relevant information, and organisational policies and procedures are complied with. |
| <p>Business and financial planning</p> <ul style="list-style-type: none"> • Manage and maintain CLE’s annual budget in accordance with the Law Society’s annual budgeting processes. • Report monthly on any variances to the Finance team. • CLE’s business plans are developed to enhance the capability and outputs of the department. • CLE’s business plans are clearly communicated to the team and inform individual performance objectives. | <ul style="list-style-type: none"> • Budget spent in accordance with financial authority and instructions. • Variances reported. • Business plans are completed within the required timeframes. • Direct reports understand how their work and outputs contribute to the business plan. • Business plan objectives are reflected in all individual performance plans. |
| <p>Organisational Commitment</p> <ul style="list-style-type: none"> • Role model the values and expected behaviours of the Law Society. | <p>As assessed by the CE successful performance includes:</p> <ul style="list-style-type: none"> • Contributes to the development of and helps promote and builds commitment to the Law Society’s purpose, vision, and values. • Willingly undertakes any duty required within the context of the position. • Understands Equal Employment Opportunities principles and appropriately applies these to the Law Society. • Complies with all legislative requirements. |
| <p>Other duties</p> <ul style="list-style-type: none"> • All other duties as reasonably required by your manager. | <ul style="list-style-type: none"> • Achieved as required. |

Safety and Wellbeing

As a management position the incumbent is required to demonstrate leadership of all health and safety matters for their area of responsibility. This means ensuring that the Society complies with its obligations under the Health and Safety at Work Act 2015 and that staff are operating in an environment where health and safety hazards and risks are appropriately identified, eliminated, and mitigated so far as is reasonably possible. Specific responsibilities for this role are:

- 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.

Qualifications, Skills, Knowledge and Experience

To be effective in the position of **General Manager Continuing Legal Education** you should have the following qualifications, knowledge, and experience:

- Previous business management experience of seven or more years at a senior or executive management level, in a commercial environment that demonstrates an effective business acumen, ideally in customer, strategy or education leadership roles.
- Experience in the development and management of strategic plans for the delivery of education or related services that deliver services to customers.
- Experience in revenue and sales management, including pricing strategies and income generation.
- Experience in working with stakeholders and customers to enhance and deliver high quality services.
- The capacity to identify new opportunities and learning needs and experience developing new services or programmes, or changing existing services, to meet these new or changing needs.
- Knowledge of marketing campaigns, delivery and analysis trends to anticipate the needs within the legal education environment.
- Proven experience leading and managing a high performing team. This includes:
 - Ability to create a positive team culture of collaboration and oneness.
 - Ability to bring out the best performance in others, including setting expectations, providing feedback, encouraging high performance, and addressing poor performance.
 - Ability to coach and develop people to ensure that staff have the right skills to do their jobs well.
 - Strong intellect and well-developed analytical and problem-solving skills.
 - Outstanding communication skills, conveys information and ideas accurately, clearly and in a way that meets the needs of the audience, communicates effectively upwards, downwards, and laterally.
 - Emotional intelligence and good self-awareness.
 - Demonstrated sound judgement with the ability to balance and prioritise competing drivers.
 - An understanding of the contextual and political issues which influence the Law Society and ability to quickly adapt style and approach to suit the situation.
 - Able to build trust and maintain credibility by demonstrating integrity in all actions.
 - Ability to connect with the legal profession and understand continuing legal education needs.
 - An understanding of tikanga and Treaty of Waitangi principles.

Any of the following would be an advantage but are not a prerequisite.

- A relevant tertiary level qualification in business or law coupled with a good understanding of the legal profession.
- Direct experience in the delivery of learning solutions.