

## Consultancy Brief

### *A. Overview*

#### *Learning & Development Project Consultant*

The Aboriginal & Torres Strait Islander Legal Service (Qld) Limited - ATSILS – is a non-profit organisation funded by the Commonwealth Attorney-General's Department. It aims to provide culturally competent legal services to Aboriginal & Torres Strait Islander peoples and their families across Queensland.

ATSILS employs over 200 staff and operates 26 workplaces across Queensland. Its *Corporate Plan* (2015-2017) confirms ATSILS aims to attract, develop and retain high quality staff.

Contributing to this aim, ATSILS is building a *Workforce Development Strategy* (WFD Strategy) due for release during its current funding cycle (to June 2020), with an anticipated launch in early 2018. It may be one of the first WFD Strategies designed to enhance culturally competent legal services and engagement outcomes in the world.

#### **The consultancy**

**This project supports ATSILS' *Workforce Development Strategy* through the design, delivery and evaluation of aligned L & D initiatives at the organisational and team-level.**

It is assumed that a range of consultancy activities is required. This may include surveying, data analysis, quality assessment of products, delivery analysis (given our multiple-site locations across Queensland), access hierarchy, and other practical outputs. The results of the first project impact the outputs and activities of the second project.

**Reporting to the Chief Executive Officer**, this consultant will work closely with members of the Workforce Development Strategy's Management Team with a particular focus on legal team functioning supervised by the Principal Legal Officer. Team engagement initiatives are also guided by the Director of Sector Engagement and Communications and the Human Resources Manager, with a significant Administration and Knowledge Information Technology focus with the Chief Financial Officer.

## *Stage 1 overview: learning system update*

1. **Conduct an analysis** of our learning systems or pathways provided to ATSILS employees. This is a high-level review and may entail briefings and a short report.
2. **Provide an organisational-level project management service** to stimulate identifying and addressing training needs, managerial learning priorities, and alignment recommendations to achieve the emerging *WFD Strategy*.
3. **Project manage** agreed priorities which may include managing or delivery of leadership, induction materials and particular performance solutions to small groups, or via online methods. This might also include the learning advisory function for TAFE or RTO based Indigenous Advocacy programmes (if available) or alternatives to satisfy likely need of a discreet group of Court Support or Field Officers and other staff to achieve qualifications.

**Note:** Experience with Gallup Inc.'s Engagement system may be used to incorporate *WFD Strategy* projects with increased management communications, performance management and staff alignment. A commentary to the Board's WFD Committee at mid-point will be required regarding evaluation and progress.

4. **Stimulate renewed focus on goal-driven service-delivery recommended learning.**  
Note: A reliable toolbox of induction and employee life cycle resources is already available and may need contemporary integration, such as
  - closer alignment to our focus on staff engagement,
  - offerings updated or supplemented from other providers for Executive Approval,
  - a focus on affordable ways to increase blended or interwoven learning.

### *Outputs for Stage 1*

- a. Project Outline
- b. Overview of our learning system and related strategies to address key recommendations
- c. Survey Analysis on managerial capacity (which may be provided through Gallup research and managerial training outside of this Brief)
- d. Staff feedback consultations notes or online survey responses analysis
- e. Recommended formal qualifications or programmes for prioritised learning
- f. Project reports (to CEO and to the WFD Committee of the Board)
- g. Evaluation data from participants to first stage priorities.
- h. Report with recommendations to inform the *WFD Strategy*.

## *Stage 2 overview:*

1. **Redesign a project-planned WFD Strategy-focused learning system** for use by a range of Executive, Managerial and Service staff to include ATSILS-signature products associated with:
  - an emerging mentoring programme targeted at busy manager lawyers, designed to sharpen court preparation, staff engagement and improved sharing workloads. The “product” will be accessed by managers with their staff members;
  - likelihood of a learning partnership with an Advocacy Training provider (eg. an RTO) to enhance the skills of some staff towards formal qualifications;
  - provide either a resource or similar process to ensure key leaders in the organisation have capacity to deliver the recommended solution.
2. **Set in place training** for in-house production of workshop materials and their blended learning delivery. This may entail:
  - working on a suite of training materials or onboarding/induction instructions;
  - re-designing both established and new content with a view to the transition for blended learning working with legal practice manuals, Guidelines and workshop handouts, Powerpoint presentations to online learning.
  - give face-to-face feedback on compliance and specialist skill development (eg. updates to legal practitioners on law reform issues) in say, a Training Design Course for Blended learning for senior or selected staff (Workshop 2).

## *Outputs (Stage 2)*

**Blended learning project products** with content of approximately 90 minutes total including in-person briefings (workshops) with follow-up online material and participation exercises.  
[Themes are not determined at this time.]

### **Evaluation/impact module essential.**

Any reference to the **Australian Qualifications Framework** for workplace training should be generalised, as ATSILS does not offer formal vocational education training in its workplace.

**Project Management reports**, training budgets etc.

**A comment** on ATSILS’ capacity to design and market commercially branded training products in niche areas such as *Legal Service Delivery in Culturally Competent Settings* would be a welcome (but not essential) bonus to the brief. A further comment on Delivery Capacity after interviewing CEO-referred staff may be useful.

## ***B. Notes to the brief (both stages)***

1. **The primary consultation process** will take place in the ATSILS Head Office located in Brisbane. However, in preparing a response to this brief, it should be assumed that at least one in-depth survey to approximately 200 staff should be designed, delivered and analysed to support any findings in the report. This can be achieved through ATSILS' Survey monkey subscription.
2. **Consultation with managers** (in person, online and by telephone across Queensland) can also provide input into mentoring needs across 20 teams. The majority of our management have a significant court or client case load.
3. **Staff surveying** has increased in the past five years to solicit opinion on workshop impact, engagement levels (primarily focusing on feedback, career development and goal focus).
4. **Advocacy training skills or similar “product delivery”** will involve working closely with our Principal Legal Officer and other Managers or senior Court Support Officers to trial new induction or performance-based legal service delivery. Some of the resources for this are already in the community or marketplace.

## ***C. Workforce Development Strategy comment***

**The draft WFD Strategy has three emerging priorities:**

1. Ensuring workforce supply to meet current and future need (succession, remoteness, adaptability)
2. Acknowledging, supporting and retaining the existing workforce (increasing engagement)
3. Building capacity to deal with increased complexity (system review, changes to service delivery and changes to staff demographic).

The WFD Strategy is not expected to be finalised and approved until either November 2017 or February 2018.

## ***D. Consultant Information required by ATSILS:***

**Consultants are required to provide in their Project Proposal submissions, the following:**

1. Statement of the Consultant's capability to perform work of this nature including details of specific knowledge in the legal aid/community legal services industry and working with any Indigenous organisations or clients;
2. A brief summary of the proposed methodology to be employed;
3. Questions to this brief unresolved at the proposal stage;
4. Experience and qualifications of the individuals expected to undertake the work;
5. Any resources required to be provided for the project by ATSILS;
6. Capacity in product design (eg. expertise with online learning software, presentation, mentoring and facilitation skill).
7. Fees to be charged for the project;
8. Timeline comment.

## ***E. Project Proposal selection criteria used to inform contract decision:***

1. Ability to undertake the project and meet ATSILS' requirements within the timeframe provided;
2. Proven experience and qualifications working on courseware review, solutions delivery, in an environment developing employee engagement and managerial skill;
3. Experience in working in service-based industries using proven skills in design, delivery and evaluation of adult education, training analysis and quality assurance focus;
4. The Consultant's ability to demonstrate an in-depth understanding of working with and an appreciation of Indigenous and medium-sized not-for-profit organisations including reference to the principles and values of the organisation as reflected in its *Corporate Plan*;
5. Satisfaction of the value for money proposition and capacity to provide both projects well inside \$110,000.

**Please address all Proposals** to Mr Shane Duffy, Chief Executive Officer by 4:30pm on Tuesday 16<sup>th</sup> May, 2017.

**The proposal, and requests for further information are to be directed to:**

**Ms Jane Oliver**

Human Resources Manager

Aboriginal & Torres Strait Islander Legal Service (Qld) Limited

07 3025 3888 and prefer: email to: [jane.oliver@atsils.org.au](mailto:jane.oliver@atsils.org.au)

## DRAFT (April 2017) *ATSILS Project timeline*

<b>Project Proposals</b>	<b>16 May</b>		
<b>Project commencement</b> Planning, consolidation of priorities, engagement briefings	<b>24 May</b>		
<b>Workshop or consultation</b> with Workforce Development Strategy Management Team members	<b>2 Aug</b>		
<b>Proposed due date for Mid-project Report to CEO: ...</b> escalated learning solutions commence	<b>05 Oct</b>		
<b>Feedback from CEO &amp; Workforce Development Committee:</b> Progress on any formal qualifications RTO agreements etc. for 2018 learning initiatives confirmed.	<b>19 Oct</b>		
<b>Feedback from WFD Committee and/or WFD Management Team regarding WFD Strategy alignment</b> Engagement projects underway		<b>30 Nov 2017</b>	
<b>Supply of draft products and contracted training schedule</b> Product testing schedule		<b>30 Jan 2018</b>	
<b>Product testing phase (eg. mentoring resources, online trials)</b> (CEO first, then release to various staff/managers)		<b>14 Feb 2018</b>	
<b>Finalisation of blended learning products</b> Online prioritised project feedback informs evaluation Evaluation of project <b>Draft closing report to CEO</b>		<b>25 Feb 2018</b>	
<b>Project Close, final report accepted.</b>			<b>31 March</b>