

Role Description Legal Support Manager



Role Description Fields	Details
Cluster	Stronger Communities
Department/Agency	Crown Solicitor's Office
Division/Branch/Unit	Legal Operations
Role number	TBC
Classification/Grade/Band	Grade 5/6
Senior executive work level standards	Not Applicable
ANZSCO Code	531111
PCAT Code	1117172
Date of Approval	18 February 2019
Agency Website	www.cso.nsw.gov.au

Agency overview

The Crown Solicitor's Office (CSO) is the largest provider of legal services to the NSW Government and its agencies, and the sole provider of legal services in all matters which are regarded as being core to Government functions. The CSO exists to be the NSW Government's most trusted legal advisors. The core aims of the CSO are to deliver high-quality, cost-effective legal services, provide exceptional customer service to the NSW Government and its agencies and foster a culture of continuous improvement in the way we work.

The CSO, headed by the Crown Solicitor, is a Public Service Executive agency related to the Department of Communities and Justice under the Government Sector Employment Act 2013. For more information, go to www.cso.nsw.gov.au

Primary purpose of the role

Provide executive support to two or more Practice Group leaders in the administration and management of their specialist legal teams and the teams' administrative staff to ensure that business objectives are met and that solicitors are fully supported in the delivery of legal services to clients.

Key accountabilities

- Provide administrative support to the Practice Group leaders, including preparing staffing submissions and providing management reports to monitor and assess performance and system compliance to support and contribute to the practice group's structure, staffing, performance management, service provision and compliance.
- Manage the administrative support staff in the practice groups, regularly monitoring the level of support and quality of services provided to maximise productivity and ensure achievement of service standards.
- Provide guidance, support and advice to administrative staff to ensure that the objectives of the group are understood, provide feedback on performance and develop staff to ensure standards of excellence are achieved.
- Develop and implement procedures in consultation with the relevant Practice Group leader, to ensure that service standards are met and business risks are minimised.

- Co-ordinate monthly billing and client reporting for practice groups and work with solicitors in the provision of special reports to meet specific requirements of clients.
- Foster and maintain positive relationships with clients and key stakeholders both internally and externally and actively deal with any issues in a professional manner.
- Provide advice and recommendations to the
- Practice Group leaders on operational matters relating to the administrative support function, implementing and driving change impacting on the legal support function within the practice group.

Key challenges

- Balancing resources given the need to meet competing demands and high volumes of work whilst also driving a more commercial focus in a public sector work environment.
- Promoting a culture of client service and teamwork among legal support staff given the need to build and maintain a high-performing and effective legal support staff.
- Keeping abreast of changes affecting the business focus and priorities of the CSO given that administrative approaches and procedures need to respond to and prepare for these changes.

Key relationships

Internal

Who	Why
Legal Support Business Partner	• Escalate issues, keep informed, provide/seek advice and receive instructions
Legal support staff	• Provide instructions and guidance
Legal staff	• Provide/seek information on administrative and legal matter-related issues
Other Legal Support Managers	• Share information
Other corporate units	• Provide/seek information
All staff	• Provide information

External

Who	Why
Client representatives	• Receive and provide information
Legal professionals	• Receive and provide information

Role dimensions

Decision making

The Legal Support Manager has considerable autonomy in relation to decisions regarding the day-to-day administration of the practice groups and its support staff. The Practice Group leaders rely on the Legal Support Manager to plan and organise the support for solicitors to ensure that legal matters proceed efficiently and that practice group objectives are met.

Reporting line

Legal Support Manager reports to the Legal Support Business Partner.

Direct reports

14-20 depending on the size and number of practice groups.

Budget/Expenditure

The role exercises financial delegations in accordance with the CSO's Delegations.

Essential requirements

- Experience in leading and managing a team.

Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into focus capabilities and complementary capabilities

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	• Adapt existing skills to new situations • Show commitment to achieving work goals • Show awareness of own strengths and areas for growth, and develop and apply new skills • Seek feedback from colleagues and stakeholders • Stay motivated when tasks become difficult	Intermediate
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	• Focus on key points and speak in plain English • Clearly explain and present ideas and arguments • Listen to others to gain an understanding and ask appropriate, respectful questions • Promote the use of inclusive language and assist others to adjust where necessary • Monitor own and others' non-verbal cues and adapt where necessary • Write and prepare material that is well structured and easy to follow • Communicate routine technical information clearly	Intermediate



Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes
- Make sure staff understand expected goals and acknowledge staff success in achieving these
- Identify resource needs and ensure goals are achieved within set budgets and deadlines
- Use business data to evaluate outcomes and inform continuous improvement
- Identify priorities that need to change and ensure the allocation of resources meets new business needs
- Ensure that the financial implications of changed priorities are explicit and budgeted for

Adept



Technology

Understand and use available technologies to maximise efficiencies and effectiveness

- Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks
- Use available technology to improve individual performance and effectiveness
- Make effective use of records, information and knowledge management functions and systems
- Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies

Intermediate



Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development
- Be aware of the influences of bias when managing team members
- Seek feedback on own management capabilities and develop strategies to address any gaps
- Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
- Monitor and report on team performance in line with established performance development frameworks

Adept

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Intermediate
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Foundational
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Foundational
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Foundational
	Work Collaboratively	Collaborate with others and value their contribution	Intermediate
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Foundational
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Foundational
	Project Management	Understand and apply effective planning, coordination and control methods	Foundational
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Foundational



Optimise Business Outcomes

Manage people and resources effectively to achieve public value

Foundational



Manage Reform and Change

Support, promote and champion change, and assist others to engage with change

Foundational