Role Description
Solicitor In Charge
Grade VI

Cluster	Department of Justice
Agency	Legal Aid NSW
Division/Branch/Unit	Legal Services
Classification/Grade/Band	Legal Officer Grade VI Solicitor in Charge
ANZSCO Code	271311
PCAT Code	1118192
Date of Approval	24 July 2014
Agency Website	www.legalaid.nsw.gov.au

Agency overview

Legal Aid NSW is the largest legal aid agency in Australia, comprising a Central Sydney office and 22 regional offices in metropolitan and regional centres across NSW and a number of specialist services and advice clinics. It was established under the Legal Aid Commission Act 1979 as an independent authority to assist economically and socially disadvantaged people to understand and protect their rights in the legal system. People with disabilities, people from culturally and linguistically diverse backgrounds, women and children, Indigenous people and people with mental illness are some of the groups who may experience difficulties when enforcing and defending their rights.

Working in partnership with private lawyers, Legal Aid NSW provides legal information, legal advice, minor assistance and legal representation to eligible people in many areas of law. Legal Aid NSW also provides alternative dispute resolution services, community legal education programs, and publications on legal issues.

Primary purpose of the role

1. Lead and manage the day to day activities of the Regional Office to ensure:

- that client services meet the needs of the community and other stakeholders, and are appropriate and of a high quality
- the efficient and effective use of resources including the supervision and training of the regional office staff
- leadership and expert advice/guidance is provided to legal officers to ensure the delivery of high quality legal services and compliance with Legal Aid NSW policies, guidelines and practice management standards
- Managing organisational and cultural change (e.g. ABC, Contributions)

2. Develop key relationships with internal and external stakeholders including the private profession, legal assistance providers and court personnel.

3. Personally conduct a legal practice as other priorities permit.

Key accountabilities

- Develop, implement and maintain a stakeholder engagement strategy
- Develop, implement and maintain a regional service delivery plan, in consultation with relevant stakeholders, including practice areas and CLSD
- Represent the Regional Office and Legal Aid NSW in the local community and within the local legal profession
- Develop, implement and maintain a client service strategy
- Lead and manage the day to day activities of the Regional Office to ensure the efficient and effective use of resources and that client services meet the needs of the community and other stakeholders

- Establish effective communication within the office so that all staff in the office are aware of key corporate requirements and priorities, reforms and initiatives.
- Contribute to the development of staff through:
  a) Induction and training of new staff members
  b) Managing staff including resolving conflict and implementing individual planning
  c) Identifying and helping to meet training and career development needs
  d) Performance management
- Monitor service delivery and other statistical data (internal and external e.g. court and demographic data) to evaluate office efficiency and productivity and to inform service delivery planning
- Implement and/or recommend improvements, remedial action and/or changes in policies and work processes to ensure that services are appropriate and participate in senior management forums and other activities that contribute to the effective leadership and management of staff
- Provide a high quality legal assistance services as other priorities permit.

Key challenges

- Balance the needs of all key stakeholders (internal and external)
- Manage their work to maintain an effective balance between their primary role as Manager of the office and conducting a practice
- Ensure a positive culture of respect and morale within the office

Key relationships

Who	Why
Internal	
Office Manager	Day to Day management of office
Regional Program Coordinator	Resourcing of Solicitors in a regional office (and own practice)
Executive Director	Responsible for the management of the Office
External	
Local Private solicitors	Day to day regarding assignments of legal matters
Members of the local judiciary	Develop key relationships with legal community
Local Community	Develop relationships

Role dimensions

Decision making

Category 5 of the Legal Aid NSW Delegations Manual

Reporting line

Administrative: Executive Director responsible for office

Professional: Executive Director, practice

Direct reports

Office Manager

Senior practice solicitors

NSW
GOVERNMENT

Budget/Expenditure

Essential requirements

Legal Qualifications

Practising Certificate

Drivers' licence if in a regional office

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
Personal Attributes	Display Resilience and Courage	Advanced
	Act with Integrity	**Advanced**
	Manage Self	**Advanced**
	Value Diversity	Advanced
Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	**Adept**
	Work Collaboratively	Adept
	Influence and Negotiate	**Adept**
Results	Deliver Results	Adept
	Plan and Prioritise	**Adept**
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
Business Enablers	Finance	Intermediate
	Technology	**Intermediate**
	Procurement and Contract Management	Intermediate
	Project Management	Foundational

NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
People Management	**Manage and Develop People**	**Advanced**
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	**Adept**

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attribute		
Act with Integrity	Advanced	• Model the highest standards of ethical behaviour and reinforce them in others • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Ensure that others have a working understanding of the legislation and policy framework within which they operate • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act on reported breaches of rules, policies and guidelines
Manage Self	Advanced	• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Maintain a high level of personal motivation • Take the initiative and act in a decisive way
Relationships		
Commit to Customer Service	Adept	• Take responsibility for delivering high quality customer-focused services • Understand customer perspectives and ensure responsiveness to their needs • Identify customer service needs and implement solutions • Find opportunities to co-operate with internal and external parties to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant stakeholders within the community

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Influence and negotiate	Adept	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise and explain the need for compromise • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relations with internal and external stakeholders • Pre-empt and minimise conflict
Results **Plan and prioritise**	Adept	• Take into account future aims and goals of the team/unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team/unit goals, strategies and plans • Anticipate and assess the impact of changes, such as government policy/economic conditions, on team/unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives • Evaluate achievements and adjust future plans accordingly
Business Enablers **Technology**	Intermediate	• Apply computer applications that enable performance of more complex tasks • Apply practical skills in the use of relevant technology • Make effective use of records, information and knowledge management functions and systems • Understand and comply with information and communications security and acceptable use policies • Support the implementation of systems improvement initiatives and the introduction and roll-out of new technologies
People Management **Manage and develop people**	Advanced	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
Manage reform and change	Adept	• Actively promote change processes to staff and participate in the communication of change initiatives across the organisation • Provide guidance, coaching and direction to others managing uncertainty and change • Engage staff in change processes and provide clear guidance, coaching and support • Identify cultural barriers to change and implement strategies to address these