

Role Description

Senior Legal Support Manager

Role Description Fields	Details
Cluster	Stronger Communities
Department/Agency	Crown Solicitor's Office
Division/Branch/Unit	Corporate Services Division
Role number	51002467
Classification/Grade/Band	Clerk Grade 9/10
Senior executive work level standards	Not Applicable
ANZSCO Code	512111
PCAT Code	1119192
Date of Approval	November 2024
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

The Senior Legal Support Manager manages and oversees the overall operations of legal support functions across the legal Divisions to facilitate the provision of quality, timely, efficient and effective legal services to clients.

The Senior Legal Support Manager works collaboratively with key stakeholders to drive projects and initiatives to embed efficient and best practice legal support models, ensuring consistency in work systems, practices and procedures and alignment with business requirements to deliver efficient outcomes.

Key accountabilities

- Manage and oversee the legal support functions within the Divisions (including Legal Support Managers and Legal Secretaries), regularly monitoring the level of support and quality of services provided to maximise productivity and ensure achievement of service standards.
- Inform and support the design, implementation and coordination of improved and consistent, work practices, procedures and processes in consultation with the Manager, Legal Operations, Practice

Group and Corporate Services Leaders to deliver effective outcomes, meet service delivery needs and minimise business risks.

- Provide direction, guidance, support and advice to Legal Support Managers to ensure objectives and business requirements of Divisions are understood and effectively managed.
- Manage the performance of Legal Support staff including time and attendance, work allocation, conduct performance planning and development reviews, provide regular feedback and address training needs to ensure achievement of performance levels and progression of capability development.
- Co-ordinate the allocation of secretarial support across the Legal Divisions and identify and implement appropriate solutions for the management of secretarial resources to enhance and strengthen planning, reporting, workflows, communication and knowledge sharing.
- Monitor and evaluate the level and quality of support and services provided to Divisions to identify training needs and address capability gaps.
- Oversee the implementation of CSO policy and procedures and processes, through Legal Support Managers, to ensure consistent understanding and application across Legal Practice Groups.

Key challenges

- Balancing resources given the need to manage competing demands and high work volumes whilst driving new and improved systems, procedures and practices and maintaining high-performing and effective legal support teams.
- Establishing and managing key Divisional and corporate stakeholder relationships whilst promoting a culture of enhanced client service delivery, collaboration, teamwork and co-operation during a period of significant change.
- Maintaining awareness of changes affecting the business focus and priorities of the CSO and Legal Practice Groups given that legal support structures and service delivery models, systems and procedures need to respond to anticipated changes.

Key relationships

Internal

Who	Why
Manager, Legal Operations	<ul style="list-style-type: none"> • Receive guidance advice and direction. • Report on progress against work plans. • Escalate complex or sensitive matters
Crown Solicitor, Assistant Crown Solicitor and Practice Group Leaders	<ul style="list-style-type: none"> • Respond to requests for information or assistance and respond to escalated and sensitive issues.
Legal Support Staff	<ul style="list-style-type: none"> • Provide direction, guidance, advice and support. • Manage and oversee day to day priorities and activities.
Corporate Services Teams	<ul style="list-style-type: none"> • Manage the flow of information; seek clarification and provide advice and responses; respond to queries, identify needs, communicate services and redirect, escalate or resolve issues. • Develop and maintain effective working relationships and open channels of communication.

External

Who	Why
Client representatives	<ul style="list-style-type: none"> • Receive and provide information.
Legal professionals	<ul style="list-style-type: none"> • Receive and provide information.

Role dimensions

Decision making

The Senior Legal Support Manager has considerable autonomy in relation to decisions regarding the management and administration of legal support arrangements within the Divisions. Practice Group leaders will rely on the Senior 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

The role reports to the Manager, Legal Operations.

Direct reports

Up to 4 Legal Support Managers report to this role.

Budget/Expenditure

Nil

Key knowledge and experience

- Experience leading a team in the provision of high-quality administrative support in a legal services environment.
- Record of achievement in collaborating with key stakeholders to drive, lead and influence the implementation of change and improved business outcomes.

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.

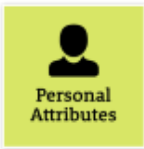
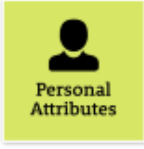
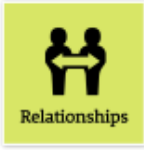
The capabilities are separated into focus capabilities and complementary capabilities

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
 <p>Personal Attributes</p>	<p>Display Resilience and Courage</p> <p>Be open and honest, prepared to express your views, and willing to accept and commit to change</p>	<ul style="list-style-type: none"> • Remain composed and calm and act constructively in highly pressured and unpredictable environments • Give frank, honest advice in response to strong contrary views • Accept criticism of own ideas and respond in a thoughtful and considered way • Welcome new challenges and persist in raising and working through novel and difficult issues • Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues 	Advanced
 <p>Personal Attributes</p>	<p>Act with Integrity</p> <p>Be ethical and professional, and uphold and promote the public sector values</p>	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour 	Adept
 <p>Relationships</p>	<p>Commit to Customer Service</p> <p>Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> • Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community 	Adept



Work Collaboratively

Collaborate with others and value their contribution

- Encourage a culture that recognises the value of collaboration
- Build cooperation and overcome barriers to information sharing and communication across teams and units
- Share lessons learned across teams and units
- Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work
- Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services

Adept



Plan and Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances

- Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work
- Initiate, prioritise, consult on and develop team and unit goals, strategies and plans
- Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses
- Ensure current work plans and activities support and are consistent with organisational change initiatives
- Evaluate outcomes and adjust future plans accordingly

Adept



Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence
- Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience
- Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience
- Seek contributions and ideas from people with diverse backgrounds and experience
- Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness
- Identify and share business process improvements to enhance effectiveness

Adept



Project Management

Understand and apply effective planning, coordination and control methods

- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects

Adept



Manage and Develop People

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

- 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
- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Advanced



Manage Reform and Change

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












- Support teams in developing new ways of working and generating innovative ideas to approach challenges
- Actively promote change processes to staff and participate in communicating change initiatives across the organisation
- Provide guidance, coaching and direction to others who are 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

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
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept