Role Description
Principal Manager Grants Administration

Role Description Fields	Details
Cluster	Stronger Communities
Department/Agency	Legal Aid NSW
Division/Branch/Unit	Client Service Division
Classification/Grade/Band	Clerk Grade 11/12
Senior executive work level standards	Not Applicable
ANZSCO Code	1119192
PCAT Code	149211
Date of Approval	10 October 2024
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 28 regional offices in metropolitan and regional centres across NSW including the two satellite offices located at Walgett and Bourke 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, from 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 advice, information and 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

The Principal Manager Grants Administration leads Legal Aid NSW's team of grants officers, guiding the strategic approach to accurate and efficient administrative decision making to ensure clients who are eligible for legal aid can access it in a timely manner. The role collaborates with internal and external stakeholders to guide and design efficient and innovative approaches to grants administration and excellence in customer service.

This role determines and administers the more complex and costly applications for legal aid in Commonwealth and State criminal, civil and family law matters, within Legal Aid NSW policy and budget, to meet the intent of the legal aid program.

Key accountabilities

- Establish and lead the new grants administration team within the Client Service Unit of Legal Aid NSW.
- Strategically engage with key stakeholders to support the effective determination and administration of grants and the grant management system.
- Manage and develop the operations of the grants administration team to meet agreed performance measures for customer service and staff wellbeing.

- Advise the Executive on programs, initiatives and emerging issues to enable client-centric administrative decision-making processes.
- Drive the ongoing development of a client service culture in the grants administration team, in accordance with eligibility policies and guidelines.
- Develop, implement, review, evaluate and report on the grants administration system, business and operating plans and any associated projects, ensuring alignment with the strategic directions of Legal Aid NSW.
- Drive the implementation and delivery of new systems, technologies and services to deliver innovative and flexible solutions that achieve business requirements.
- Determine and assist the determination of applications for legal aid, in accordance with Legal Aid NSW policies, guidelines and delegations and be responsible for administering complex grants of aid within budget.

Key challenges

- Championing a long-term strategic focus on improving the customer experience of grants administration.
- Supporting and guiding the team through changes, including policy changes and system changes.
- Working with internal stakeholders to ensure a consistent approach to grants administration and working to resolve issues in a strategic way.

Key relationships

Internal

Who	Why
Executive Director Client Service	• Provide strategic advice, counsel and recommendations on customer experience matters to influence organisational strategy, decisions and initiatives • Report on progress towards business objectives and discuss future directions
Executive and Practice Divisions	• Provide expert advice on grants administration and client experience to influence decisions and support initiatives • Provide expert advice on the strategic integration of the grants administration system • Collaborate on issues of policy implementation and process improvement
Solicitors in Charge (Grants), Practice Areas	• Collaborate on issues of determination of applications for legal aid, administration of grants, policy implementation and process improvement
Direct Reports	• Lead, guide and support • Set performance expectations and manage performance, development and well-being
Teams	• Collaborate and engage with the Delta Project team and ICT on system issues

Role dimensions

Decision making

The Principal Manager operates with a great level of autonomy in respect to their day-to-day work priorities and the coordination of work and resources to meet deliverables. The role provides leadership, guidance

and high-level specialist advice on strategic matters to the Executive Director Client Service, Executive leaders, Client Service Senior Managers, staff and colleagues.

The role determines applications for aid and administers grants of aid in accordance with delegated authority.

Reporting line

Reports to Executive Director Client Service on operational and strategic matters.

Collaborates with SIC Grants Crime, Family and Civil on matters to relating to the determination of applications for legal aid and administration of grants of aid.

Direct reports

- 2 x Senior Project Officer, Clerk 9/10
- 2 x Manager/Quality Assurance, Clerk 7/8

Budget/Expenditure

N/A

Essential requirements

- Demonstrated senior management experience.

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.

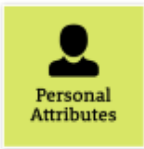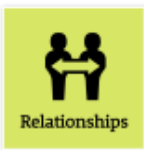The capabilities are separated into focus capabilities and complementary capabilities

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.

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Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
Personal Attributes	**Act with Integrity** Be ethical and professional, and uphold and promote the public sector values	• 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
Relationships	**Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect	• Tailor communication to diverse audiences • Clearly explain complex concepts and arguments to individuals and groups • Create opportunities for others to be heard, listen attentively and encourage them to express their views • Share information across teams and units to enable informed decision making • Write fluently in plain English and in a range of styles and formats • Use contemporary communication channels to share information, engage and interact with diverse audiences	Adept
Relationships	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• Create a culture that embraces high-quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes • Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice • Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes • Set overall performance standards for service delivery across the organisation and monitor compliance	Highly Advanced

Results	**Plan and Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Understand the links between the business unit, organisation and the whole-of-government agenda • Ensure business plan goals are clear and appropriate and include contingency provisions • Monitor the progress of initiatives and make necessary adjustments • Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately • Consider the implications of a wide range of complex issues and shift business priorities when necessary • Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning	Advanced
Business Enablers	**Technology** Understand and use available technologies to maximise efficiencies and effectiveness	• Champion the use of innovative technologies in the workplace • Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies • Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes • Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes • Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols and policies	Advanced

Business Enablers	**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
People Management	**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

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|	Manage Reform and Change	• Support teams in developing new ways of working and generating innovative ideas to approach challenges	Adept
People Management	Support, promote and champion change, and assist others to engage with change	• 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	

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
Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept

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Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate

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