

Role Description

Associate Director, Regions

Role Description Fields	Details
Cluster	Stronger Communities
Agency	Legal Aid NSW
Division/Branch/Unit	Civil, Criminal and Family Law; Legal Administration
Classification/Grade/Band	Clerk 11/12
ANZSCO Code	271311
PCAT Code	1228192
Date of Approval	January 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 two satellite offices located at Walgett and Bourke. Legal Aid NSW also has specialist services for priority client groups and an extensive outreach program. 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, refugees and people with mental illness are some 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 Associate Director is a member of a senior management team responsible for ensuring coordinated high-quality cross divisional services are provided to clients, communities and regions whilst demonstrating strong leadership in the executive management of multi-practice, interdisciplinary regional offices and staff.

Key accountabilities

- Drive effective collaboration and workforce planning to foster a cross divisional, interdisciplinary approach to service delivery.
- Provide management of multi-practice, interdisciplinary offices and teams that are geographically dispersed. This includes regular onsite engagement with managers and staff.
- Manage and provide technical supervision and guidance to SIC's and senior managers including overseeing quality assurance, risk management, legal practice management, resource allocation, attracting and retaining staff and service planning.

- Provide authoritative advice to the Executive and Deputy Director to ensure the effective development, management and delivery of consistent state-wide legal services.
- Proactive contribution to the development of strategic priorities and business planning.
- Implement change initiatives in accordance with strategic priorities.
- Develop and strengthen effective relationships with key stakeholders including private practitioners, courts and tribunals, legal assistance sector and community partners
- Ensure a positive workplace culture that promotes respect, wellbeing, diversity and cultural safety.

Key challenges

- Providing accountability, consistency and professional leadership in complex, diverse and sometimes siloed operating environments
- Responding to critical and/or high impact incidents or service disruption
- Overseeing the local management response to wellbeing, performance management and workload issues

Key relationships

Who	Why
Internal	
Executive Director	<ul style="list-style-type: none"> • Escalate issues, keep informed of key risks and projects, seek support and guidance • Provide advice and expertise on regional issues affecting clients, communities and staff
Practice Areas Executive including Deputy Director	<ul style="list-style-type: none"> • Contribute to the strategic direction and service delivery priorities of the relevant practice areas • Provide advice and expertise on issues affecting regional clients, communities and staff
Associate Directors	<ul style="list-style-type: none"> • Joint planning, close collaboration and information sharing to foster cross practice service delivery in regional NSW
Practice Division/s including practice managers	<ul style="list-style-type: none"> • Provide leadership, direction, guidance and mentoring to Solicitors in Charge (SIC) and practice managers • Provide technical supervision including supervision of litigation where applicable to all practice managers (this function can be delegated) • Build the capability of staff, particularly senior solicitors • Obtain the team perspective on organisational initiatives and direction • Share information, knowledge and expertise • Conduct CPDP with direct reports. If a practice manager is from a different practice area to the Solicitor in Charge (SIC) the CPDP should be a three-way conversation with the SIC responsible for the overall process and reporting
Solicitor in Charge and/or senior managers of allocated offices	<ul style="list-style-type: none"> • Work in partnership to deliver services • Provide supervision, guidance, direction and advice
External	
Legal and non-legal service providers	<ul style="list-style-type: none"> • Oversee effective collaboration and partnerships to deliver services

Who	Why
Other stakeholders including government, courts and tribunals and community organisations	<ul style="list-style-type: none"> Keep informed of relevant projects and services Operational issues, collaborative service delivery and partnerships

Role dimensions

Decision making

The Associate Director provides senior leadership and strategic direction to allocated offices and teams. The role operates with autonomy for day-to-day work priorities. The Associate Director provides advice, decision making, supervision and management to SICS and senior managers. The role has delegation for certain policy and casework decisions within relevant legislation and guidelines. They can approve expenditure within budget.

Reporting line

Executive Director

Direct reports

Solicitor/s in charge and senior managers

Budget/Expenditure

Nil

Key knowledge and experience

- Qualifications to practice as an Australian legal practitioner
- NSW Practising Certificate (unrestricted or eligible for unrestricted practicing certificate)

Essential requirements

- Demonstrated senior management experience
- Practice expertise (within the practice area they are Associate Director for)
- Willingness to undertake a Working with Children Check as required
- Drivers' licence
- Ability to undertake regular travel within NSW
- Fully vaccinated against COVID-19 prior to commencement

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
 Personal Attributes	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> 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 Take the initiative and act in a decisive way Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation 	Advanced
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> Present with credibility, engage diverse audiences and test levels of understanding Translate technical and complex information clearly and concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Contribute to and promote information sharing across the organisation Manage complex communications that involve understanding and responding to multiple and divergent viewpoints Explore creative ways to engage diverse audiences and communicate information Adjust style and approach to optimise outcomes Write fluently and persuasively in plain English and in a range of styles and formats 	Advanced



Work Collaboratively

Collaborate with others and value their contribution

- Recognise outcomes achieved through effective collaboration between teams
- Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government
- Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions
- Network extensively across government and organisations to increase collaboration
- Encourage others to use appropriate collaboration approaches and tools, including digital technologies

Advanced



Deliver Results

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

- Seek and apply the expertise of key individuals to achieve organisational outcomes
- Drive a culture of achievement and acknowledge input from others
- Determine how outcomes will be measured and guide others on evaluation methods
- Investigate and create opportunities to enhance the achievement of organisational objectives
- Make sure others understand that on-time and on-budget results are required and how overall success is defined
- Control business unit output to ensure government outcomes are achieved within budgets
- Progress organisational priorities and ensure that resources are acquired and used effectively

Advanced



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

	<p>Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements</p>	<ul style="list-style-type: none"> Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes Create opportunities for recognising and celebrating high performance at the individual and team level Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges 	Advanced
	<p>Optimise Business Outcomes Manage people and resources effectively to achieve public value</p>	<ul style="list-style-type: none"> Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences Encourage team members to take calculated risks to support innovation and improvement Align systems and processes to encourage improved performance and outcomes 	Advanced

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	Adept
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept

 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
 People Management	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept