

# Role Description

## Practice Manager

|                           |  |
|---------------------------|--|
| Cluster                   | Department of Attorney General & Justice                             |
| Agency                    | Legal Aid NSW  |
| Division/Branch/Unit      | Family Law Division  |
| Classification/Grade/Band | Legal Officer grade V  |
| Kind of Employment        | Ongoing  |
| ANZSCO Code               | 271311   |
| PCAT Code                 | 1118192  |
| Date of Approval          | 27 March 2014  |
| Agency Website            | <a href="http://www.legalaid.nsw.gov.au">www.legalaid.nsw.gov.au</a> |

### 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 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

Promote effective communication between family law staff in metropolitan and regional offices and the Regional Program Co-ordinator and Executive Director family law to achieve Legal Aid NSW service delivery goals.

Advise on and co-ordinate the effective planning and management of the resources of Legal Aid NSW across the allocated regional area, to meet client needs and deliver quality and consistent services in accordance with the organisation's policies and standards.

### Key accountabilities

- Provide a high quality legal advice, representation and advocacy services in family law and care and protection matters in accordance with Legal Aid NSW policies and guidelines, including:
  - a) Conducting more complex litigation (including child representation);
  - b) Undertaking advocacy for other staff;
  - c) Taking and administering applications for legal aid under delegated authority ensuring compliance with the Legal Aid Commission Act, policies and practice management standards
- Supervise and lead the legal staff in the family law division in allocated regional area including:
  - induction and training of new staff
  - individual planning processes
  - performance management
  - Identifying and helping to meet training and career development needs

- allocating work and managing work loads
- conducting regular file reviews to ensure compliance with practice management standards and Legal Aid NSW policies and quality of work.
- Establish effective communication within the family law division so that all staff are aware of key corporate requirements and priorities, reforms and initiatives.
- Coordinate professional staffing, assist with recruitment and make recommendations as to the placement of relief staff and advocate resources and workload issues in allocated regional area.
- Responsible for ensuring legal services provided by the family law division across allocated regional area are consistent with performance indicators, targets and outcomes identified in the corporate and business/program plans.
- Responsible for the planning, development and implementation of best practice legal standards and sound management practices in the family law division to maximise outcomes for Legal Aid NSW's target groups across allocated regional area.
- Provide specialist advice about legal developments in allocated regional area and contribute to the initiation, coordination and undertaking of related law and policy reform initiatives that impact upon regional practices.
- Keep abreast of legal developments and community needs through research and liaison with relevant government and community agencies and the private legal profession.

### Key challenges

- The position is required to ensure that services, strategies and policies are developed, implemented and managed in a uniform fashion across the allocated region.
- The position is also required to ensure adequate resources are provided to and co-ordinated across the regional offices in the allocated area according to their needs and within financial limits and managed efficiently.
- The position is the link between the Regional Program Co-ordinator and Executive Director, Family Law and is required to provide consistent and high quality advice and support to these stakeholders including staff in the regions.

### Key relationships

| Who                               | Why                           |
|-----------------------------------|-------------------------------|
| <b>Internal</b>                   |                               |
| Regional Program Coordinator      | Information and guidance      |
| Senior Solicitors - Practice area | Resource allocation           |
| <b>External</b>                   |                               |
| Barristers, private practitioners | Instructions in legal matters |

### Role dimensions

#### Decision making

#### Reporting line

RPC

Executive Director Family

## Direct reports

Senior Family Law solicitors in particular cluster

## Budget/Expenditure

## Essential requirements

Legal Qualifications

Practising Certificate

Being fully vaccinated against COVID-19 prior to commencement





Working with Children Check

## 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](http://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               |
| <br>Personal Attributes | <b>Display Resilience and Courage</b> | <b>Adept</b>        |
|  | Act with Integrity                    | Adept               |
|  | Manage Self                           | Adept               |
|  | Value Diversity                       | Adept               |
| <br>Relationships       | Communicate Effectively               | Adept               |
|  | Commit to Customer Service            | Adept               |
|  | Work Collaboratively                  | Adept               |
|  | <b>Influence and Negotiate</b>        | <b>Adept</b>        |
| <br>Results             | Deliver Results                       | Adept               |
|  | Plan and Prioritise                   | Adept               |
|  | <b>Think and Solve Problems</b>       | <b>Adept</b>        |
|  | Demonstrate Accountability            | Adept               |
| <br>Business Enablers   | Finance                               | Foundational        |
|  | <b>Technology</b>                     | <b>Intermediate</b> |
|  | Procurement and Contract Management   | Foundational        |
|  | Project Management                    | Foundational        |

## NSW Public Sector Capability Framework

| Capability Group  | Capability Name                      | Level        |
|---|--------------------------------------|--------------|
|  | Manage and Develop People            | Adept        |
|   | <b>Inspire Direction and Purpose</b> | <b>Adept</b> |
|   | Optimise Business Outcomes           | Adept        |
|   | Manage Reform and Change             | Adept        |

### Focus capabilities

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  |
|--|-------|---|
| <b>Personal Attributes</b><br>Display Resilience and courage | Adept | <ul style="list-style-type: none"> <li>Be flexible, show initiative and respond quickly when situations change</li> <li>Give frank and honest feedback/advice</li> <li>Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively</li> <li>Raise and work through challenging issues and seek alternatives</li> <li>Keep control of own emotions and stay calm under pressure and in challenging situations</li> </ul>   |
| <b>Relationships</b><br>Influence and Negotiate              | Adept | <ul style="list-style-type: none"> <li>Negotiate from an informed and credible position</li> <li>Lead and facilitate productive discussions with staff and stakeholders</li> <li>Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>Recognise and explain the need for compromise</li> <li>Influence others with a fair and considered approach and sound arguments</li> <li>Show sensitivity and understanding in resolving conflicts and differences</li> <li>Manage challenging relations with internal and external stakeholders</li> <li>Pre-empt and minimise conflict</li> </ul> |
| <b>Results</b><br>Think and Solve Problems                   | Adept | <ul style="list-style-type: none"> <li>Research and analyse information, identify interrelationships and make recommendations based on relevant evidence</li> <li>Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options</li> <li>Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness</li> <li>Identify and share business process improvements to enhance effectiveness</li> </ul>  |

## NSW Public Sector Capability Framework

| Group and Capability                                      | Level        | Behavioural Indicators   |
|---|--------------|--|
| <b>Business Enablers</b><br>Technology                    | Intermediate | <ul style="list-style-type: none"> <li>• Apply computer applications that enable performance of more complex tasks</li> <li>• Apply practical skills in the use of relevant technology</li> <li>• Make effective use of records, information and knowledge management functions and systems</li> <li>• Understand and comply with information and communications security and acceptable use policies</li> <li>• Support the implementation of systems improvement initiatives and the introduction and roll-out of new technologies</li> <li>•</li> </ul> |
| <b>People Management</b><br>Inspire Direction and Purpose | Adept        | <ul style="list-style-type: none"> <li>• Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation</li> <li>• Translate broad goals into operational needs and explain the links for the team</li> <li>• Link team performance goals to team/unit goals to ensure implementation of government policy</li> <li>• Ensure team objectives and outcomes lead to implementation of government policy</li> <li>• Recognise and acknowledge high individual/team performance</li> <li>•</li> </ul>  |