Role Description
Team and Quality Assurance Manager

Cluster	Stronger Communities
Agency	Legal Aid NSW
Division/Branch/Unit	Client Service Division
Classification/Grade/Band	Clerk Grade 7/8
ANZSCO Code	224711
PCAT Code	1221112
Date of Approval	16 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

Support and advise the Principal Manager Grants Administration in operational matters to ensure effective and efficient grants administration within a multi-disciplined and high-volume environment.

Undertake Quality Assurance and continually improve the quality of team administrative decisions, customer service and processes. Support Team Leaders to comply with administrative decision-making principles and make decisions in accordance with delegations and Legal Aid NSW policies and guidelines. Provide consistency and transparency in the evaluation of administrative decisions and work with other senior team members to provide data, feedback, coaching and training to empower staff to make accurate and timely administrative decisions.

Key accountabilities

- Manage and coordinate the allocation and prioritisation of work within the team.

- Provide leadership to grants administration staff including identifying and implementing strategies to meet training, development and well-being needs.

- Evaluate staff interactions with clients to identify key insights, recurring issues and provide feedback to the team leaders to enhance service efficiency and customer satisfaction.

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- Foster effective working relationships with grants staff through a positive and enthusiastic approach to quality assurance processes, as well as with the Management team to ensure that compliance is consistently applied.
- Regularly review standard reports on key result areas and provide advice to the Principal Manager on anomalies and recommend corrective actions, where appropriate.
- Complaint handling skills which promote a culture of responsive client service which leads to identifying and acting on areas for service improvement.
- Develop and maintain a thorough knowledge and understanding of Legal Aid NSW legislation, policies, guidelines and delegations to enable effective feedback discussions with staff and sound administrative decisions.
- 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 grants of aid within budget.

Key challenges

- Effectively leading a team within a multi-disciplined and high-volume environment.
- Using innovative leadership to develop a cohesive and dynamic team committed to the delivery of high quality and efficient grants administration to clients.
- Demonstrating judgment and discretion within a multi-disciplined and complex environment.

Key relationships

Who	Why
Internal	
Principal Manager Grants Administration	• Escalate issues, keep informed, advise, receive guidance and instructions • Provide recommendations and inform through reporting any sensitive and emerging issues • Participate in meetings and discussions to share information and provide input and feedback
Team Leaders	• Allocate work, manage, provide support • Teamwork in the provision of compliance and work collaboratively to contribute to sound administrative decisions; liaison for the purpose of developing and implementing improvements to grants administration
Senior Project Officer, Training Officer	• Collaborate and share information to identify and support staff training needs and areas for improvement
External	
Stakeholders	• Develop and maintain effective relationships and open channels of communication • Exchange information and respond to enquiries

Role dimensions

Decision making

Make independent decisions in relation to the efficient coordination of workflow and management of staff

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and exercise sound judgment and discretion.

This role provides leadership and supervision to direct reports. The role is responsible for dealing with staff issues within the team at the first instance including performance management. Difficult staff issues, such as those requiring formal discipline or counselling are referred to senior management.

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

Reporting line

Principal Manager Grants Administration

Direct reports

3 x Team Leaders Grants, Clerk 5/6

Budget/Expenditure

Nil

Essential requirements

Nil

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	• Keep up to date with relevant contemporary knowledge and practices • Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate and maintain a high level of personal motivation	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

	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for	Adept
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	• Identify the facts and type of data needed to understand a problem or explore an opportunity • Research and analyse information to make recommendations based on relevant evidence • Identify issues that may hinder the completion of tasks and find appropriate solutions • Be willing to seek input from others and share own ideas to achieve best outcomes • Generate ideas and identify ways to improve systems and processes to meet user needs	Intermediate

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|	Technology	• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks	Intermediate
	Understand and use available technologies to maximise efficiencies and effectiveness	• Use available technology to improve individual performance and effectiveness	
		• Make effective use of records, information and knowledge management functions and systems	
		• Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies	
	Inspire Direction and Purpose	• Assist the team or unit to understand organisational directions and explain the reasons behind decisions	Intermediate
	Communicate goals, priorities and vision, and recognise achievements	• Ensure that team and unit objectives lead to the achievement of business outcomes that align with organisational policies	
		• Ensure team members understand how their activities create value for the organisation, customers and stakeholders	
		• Encourage team members to strive for ongoing performance improvement	
		• Recognise and acknowledge high individual and team performance	

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	Intermediate
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate

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	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Foundational
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Intermediate
	Work Collaboratively	Collaborate with others and value their contribution	Intermediate
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Foundational
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Foundational
	Project Management	Understand and apply effective planning, coordination and control methods	Foundational
	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept

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