

Role Description

Manager - Legal Operations

Cluster/Agency	Justice / Crown Solicitor's Office
Division/Branch/Unit	Legal Practice Group
Location	Sydney
Classification/Grade/Band	Grade 11/12
ANZSCO Code	132111
Role Number	TBC
PCAT Code	1229192
Date of Approval	16/12/2022
Agency Website	www.cso.nsw.gov.au

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 provides core legal services to the NSW Government on a cost recovery basis and competes with the private sector for general legal work.

The CSO is headed by the Crown Solicitor and is a Public Service Executive agency related to the Department of Justice under the *Government Sector Employment Act 2013*. The CSO's business initiatives are linked to the Department's and Government's goals and directions in terms of the delivery of quality client services and responsiveness to the needs of the NSW Government and its agencies.

The CSO's vision is:

- To be the legal service provider of choice for NSW Government Agencies.
- To be the legal services employer of choice.

The CSO provides quality legal services to the NSW government and its agencies.

Legal services are provided to the clients of the Crown Solicitor through specialist Legal Practice Groups. The Crown Solicitor heads a Legal Practice Group focusing on Government Law issues. Other Legal Practice Groups are organised into 4 Legal Divisions, and each Division is headed by an Assistant Crown Solicitor. Each Legal Practice Group is headed by an executive lawyer at Director level.

The Corporate Services Division comprises: Finance and Support Services; Human Resources; Business Systems Support; Information Management, Marketing and Communications and drives practice consistency and excellence in corporate service delivery. It delivers critical corporate functions to support the delivery of excellent legal services and has a strong client focus.

Primary purpose of the role

The Manager, Legal Operations is responsible for the effective management and co-ordination of the administrative and operational support services across the Crown Solicitor's Office which provides seamless delivery of legal advice and services to support Legal Practice groups.

The role is also responsible for the development and implementation of best practice frameworks, procedures, business and reporting processes, and information systems to enable effective and efficient operational and administrative support to Legal Practice groups to ensure seamless delivery of legal advice and services.

Key accountabilities

1. Partner with Executive to design, develop and implement the agency's legal operations, reporting and continuous improvement practices to ensure consistency in work systems, practices and procedures to deliver effective business outcomes.
2. Lead and/or contribute to the delivery of strategic projects designed to improve the customer experience and support the achievement of organisation level strategic and operational objectives.
3. Lead the research and analysis of best practice in legal operations through business system, process and workflow redesign and/or localised operational plans enabling the development of service delivery standards and benchmarks to ensure the continuity of high-quality legal delivery to clients.
4. Manage and oversee the effective operations of Legal support staff including the coordination of triage and allocation of legal and administrative matters to practice groups and the equitable allocation of legal support resources (paralegals, secretaries and office assistants) to Practice Groups to support the efficient day to day legal and business operations of the Legal Practice group.
5. Provide operational direction and leadership for legal support staff to establish and maintain an outcome-oriented culture of teamwork, achievement and accountability.
6. Provide exemplar legal support to Directors and Managers in establishing and managing external counsel panels and resourcing the legal support requirements of the Legal Practice group to ensure business needs are met and deliverables are achieved to a consistently high standard.
7. Plan, implement and coordinate facilities management and procurement arrangements for a range of goods and services to support ongoing and new accommodation fit out needs in line with compliance requirements.
8. Provide issues management and support, responding to emerging issues to ensure effective resolution with minimal risk to legal operations.
9. Oversee the Junior Secretary rotation program and work experience program to build a pipeline of legal support professionals who provide high quality operational and administrative support for the Legal Practice groups.
10. Lead and drive team management, work planning, coaching and professional development initiatives to align resources and deliver priorities.

Key challenges

- Driving the efficient use of practice management services across the Legal Divisions to facilitate the consolidation and coordination of an integrated legal services model incorporating a wide range of specialties.
- Managing a large legal support team and delivering ongoing operational requirements to meet tight deadlines in a high-volume work environment.
- Keeping abreast of changes affecting the business focus and priorities of the CSO given that administrative approaches and procedures need to respond to and prepare for these changes.

Key relationships

Who	Why
Internal	
Crown Solicitor	<ul style="list-style-type: none"> • Provide high quality and timely advice • Receive direction and feedback regarding performance and outcomes
Assistant Crown Solicitors & Directors	<ul style="list-style-type: none"> • Collect information regarding emerging operational and system issues • Collaborate to ensure effective utilisation of systems and implementation of best practice processes • Coordinate responses to request for administrative assistance • Escalate issues, keep informed, provide/seek advice and receive instructions
Legal support staff (including Paralegals & Secretaries)	<ul style="list-style-type: none"> • Build a shared sense of understanding regarding systems, process, protocols, and expectations Monitor service delivery, and provide coaching and support as required • Inspire direction and purpose and provide instructions and guidance on best practice legal support services
Legal staff	<ul style="list-style-type: none"> • Provide/seek information and feedback on administrative and legal matter-related issues
Corporate Business Units	<ul style="list-style-type: none"> • Partner with corporate service areas to champion best practice and deliver initiatives to improve the employee experience
External	
Client representatives	<ul style="list-style-type: none"> • Receive and provide information • Maintain effective relationships and build rapport

Role dimensions

Decision making

The Manager, Legal Operations is expected to operate with a high level of autonomy and exercises independence in determining day-to-day priorities and methods of undertaking work. The role is fully accountable for the accuracy, validity and integrity of the content of advice provided and work performed and sets own priorities and those of any staff/project staff supervised.

Reporting line

Reports to the Crown Solicitor.

Direct reports

X1 Coordinator – Administrative Shared Services (CG 5/6)

x4 Legal Support Managers (CG 5/6)

Budget/Expenditure

N/A

Key knowledge and experience

- Demonstrated business planning, strategic thinking, and project management skills.
- Demonstrated experience providing leadership and expert advice in a legal or professional services environment characterised by conflicting priorities and multiple stakeholders.
- Experience leading a team in the provision of high-quality administrative support in a professional services environment.

Essential requirements

- Tertiary qualifications in legal, business management or in a related discipline, and/or equivalent knowledge, skills and experience.
- Sound knowledge of NSW Public Sector legal service delivery practices along with the relevant legislation that govern the operations of the agency, or the capacity to acquire such knowledge within a reasonable period.


Capabilities for the role

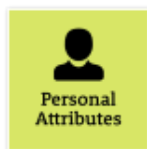
The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for 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.

Capability group/sets	Capability name	Behavioural indicators	Level
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<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

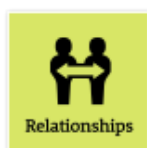


Value Diversity and Inclusion

Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives

- Promote the value of diversity and inclusive practices for the organisation, customers and stakeholders
- Demonstrate cultural sensitivity, and engage with and integrate the views of others
- Look for practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences
- Recognise and adapt to individual abilities, differences and working styles
- Support initiatives that create a safe and equitable workplace and culture in which differences are valued
- Recognise and manage bias in interactions and decision making

Adept

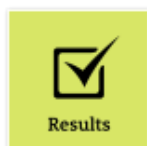


Commit to Customer Service

Provide customer-focused services in line with public sector and organisational objectives

- Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
- Ensure systems are in place to capture customer service insights to improve services
- Initiate and develop partnerships with customers to define and evaluate service performance outcomes
- Promote and manage alliances within the organisation and across the public, private and community sectors
- Liaise with senior stakeholders on key issues and provide expert and influential advice
- Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches
- Ensure that the organisation's systems, processes, policies and programs respond to customer needs

Advanced



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

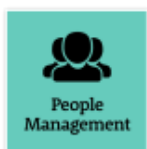


Project Management

Understand and apply effective planning, coordination and control methods

- Prepare and review project scope and business cases for projects with multiple interdependencies
- Access key subject-matter experts' knowledge to inform project plans and directions
- Design and implement effective stakeholder engagement and communications strategies for all project stages
- Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
- Develop effective strategies to remedy variances from project plans and minimise impact
- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups

Advanced



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

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
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	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Work Collaboratively	Collaborate with others and value their contribution	Advanced
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	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	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	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	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept