

# Role Description

## Director, Legal Practice Groups

<b>Cluster/Agency</b>	Justice / Crown Solicitor's Office
<b>Division/Branch/Unit</b>	Various Practice Groups
<b>Location</b>	Sydney
<b>Classification/Grade/Band</b>	Senior Executive Band 1
<b>Senior Executive Work Level Standards</b>	Work Contribution Stream: Professional/Technical/Specialist Roles <a href="http://www.psc.nsw.gov.au/wls">www.psc.nsw.gov.au/wls</a>
<b>ANZSCO Code</b>	271311
<b>Role Number</b>	various
<b>PCAT Code</b>	1118192
<b>Date of Approval</b>	01 Jun 2021
<b>Agency Website</b>	<a href="http://www.cso.nsw.gov.au">www.cso.nsw.gov.au</a>

## 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, headed by the Crown Solicitor, 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.
- 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 four 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; Information Technology; Information Services and Marketing and Communications. The Division drives practice consistency and excellence in corporate service delivery. With a strong client focus, it delivers critical corporate functions to support the delivery of excellent legal services.

## Primary purpose of the role

Lead and manage a specialist Practice Group of solicitors and legal support staff in the provision of quality, timely and client focused legal advice and representation, to support the achievement of CSO business goals and organisational performance.

Provide leadership, direction, driving projects and initiatives and participating in workgroups to support the Crown Solicitor as the preferred provider of legal services to the NSW government whilst operating successfully in a competitive commercial environment.

## Key accountabilities

- Lead and manage the delivery of legal services by a specialist Practice Group to contribute to achievement of the CSO's business goals.
- Lead, develop and manage the performance of members of a specialist Practice Group ensuring achievement of client service standards.
- Prepare authoritative legal advice and provide representation in highly complex or important matters in areas in which the Practice Group specialises to ensure the highest quality of legal advice and representation.
- Support an Assistant Crown Solicitor, as Divisional head, to provide effective and innovative leadership to develop and achieve CSO goals and build a culture that promotes high performance and continuous improvement.
- Facilitate the meaningful exchange of information at Divisional meetings to support the development of a culture that fosters information sharing and continuous improvement and report on significant or relevant matters to the CSO Executive.
- Manage the budget and resources of the Practice Group, under the direction of the Assistant Crown Solicitor, to optimise its, and the Division's, financial performance.
- Network with key clients, assist with development of tender responses, promote legal services through the delivery of seminars and papers to clients, to contribute to the maintenance and growth of the CSO business.
- Manage and build client relationships to support the provision of practical solutions that are responsive to client needs.

## Key challenges

- Leading and managing the provision of legal services by a specialist Practice Group given significant change and budget constraints affecting the CSO and the Crown Solicitor's clients.
- Maintaining an awareness of current developments in the areas of law in which the Practice Group and the CSO specialises to ensure the delivery of quality and well researched legal services in matters which often on sensitive or controversial and urgent.
- Meeting the demands of operating in a competitive commercial environment and whilst operating as a Public Service Executive Agency.

## Key relationships

Who	Why
<b>Ministerial</b>	
Attorney General	Participate as a nominee on various committees such as the Legal Aid Review Committees and "ad hoc" committees reporting to Cabinet.
NSW Government Ministers	To provide, review and monitor services in the areas in which the Practice Group specialises.
<b>Internal</b>	
Crown Solicitor, Assistant Crown Solicitor Practice Manager	Receive broad guidance and exchange information on matters concerning resource management, information management, audit and risk management, compliance, tender management, financial management and client and stakeholder management. Receive advice and guidance and exchange information on legal issues.
Directors, Legal	To collaborate and participate in Divisional operational planning. To provide management assistance and legal guidance in specialised areas of law.
Members of the Practice Group	To allocate work or provide advice, guidance and exchange information to enable high quality cost effective legal advice.
Business Services Unit Managers	Receive broad guidance and advice, exchange information.
<b>External</b>	
CEO's, DJ officials	To provide, review and monitor services in the areas in which the Practice Group specialises.
The Solicitor General, Crown Advocate, members of the judiciary and members of the legal profession are also key contacts	To build co-operative working relationships with senior executives across the Cluster, the public sector and, in appropriate cases, the private sector in relation to operational and legal issues.
Clients	Develop and maintain effective relationships and promote the CSO as the employer of choice for legal services.

## Role dimensions

### Decision making

The Director of a Legal Practice Group (Director) makes decisions within the appropriate level of delegation assigned to the role and makes decisions on the day to day operations of the practice group. As a member a senior management group the Director contributes to decisions on strategies, policies and procedures affecting the CSO.

The DL has the authority to approve legal advice given to a client except in a case where reference to the Crown Solicitor, the Solicitor General or the Attorney General is required. The Director prepares major advices, conducts major test cases, litigates major claims and plays an influential role in advising or negotiating the resolution of matters.

Through the provision of these services, the ACS can significantly shape matters having a high government or public profile and which are often of a highly sensitive nature. The legal advice and other services that the Director provides may be critical to the success of client organisations. The advice of the Director can directly influence the development of government or agency policies and the delivery of government or

agency programs. The NSW Government and its agencies rely on the advice of the Director as being independent and authoritative.

## Reporting line

The Director, Legal reports directly to an Assistant Crown Solicitor.

## Direct reports

5-7 depending on the size of the practice groups.

## Budget/Expenditure

Manage costs within the assigned operational budget for the Legal Practice Group's employee related and other expenses;

- Employee related expenses range between \$2.3m and \$4m depending on the size of the team.
- Operating expenses range between \$600K and \$1m.

## Essential requirements



- Admitted as an Australian legal practitioner authorised to supervise legal practice by others.
- Superior skills, and extensive experience, in provision of legal advice and representation in areas in which the Legal Practice Group practises.
- Proven ability to develop teams and work collaboratively within and across teams/divisions and to establish best practice and a solutions focussed environment.

## 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
 Personal Attributes	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Advanced
 Relationships	<b>Communicate Effectively</b>	<b>Highly Advanced</b>
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	<b>Influence and Negotiate</b>	<b>Advanced</b>

## NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
	<b>Deliver Results</b>	<b>Advanced</b>
	Plan and Prioritise	Adept
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	Demonstrate Accountability	Adept
	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Adept</b>
	<b>Manage and Develop People</b>	<b>Advanced</b>
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	<b>Manage Reform and Change</b>	<b>Advanced</b>

### 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> Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> <li>Stay calm and act constructively in highly pressured and unpredictable environments</li> <li>Give frank, honest advice in the face of strong, contrary views</li> <li>Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</li> </ul>
<b>Relationships</b> Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> <li>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>Speak in a highly articulate and influential manner</li> <li>State the facts and explain their implications for the organisation and key stakeholders</li> <li>Promote the organisation's position with authority and credibility cross-government, cross jurisdictionally and outside of government</li> <li>Actively listen, and identify ways to ensure all have an opportunity to contribute</li> <li>Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Relationships</b> Influence and Negotiate	Advanced	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial win/win outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Pre-empt and minimise conflict within the organisation and with external stakeholders</li> </ul>
<b>Results</b> Deliver Results	Advanced	<ul style="list-style-type: none"> <li>• Drive a culture of achievement and acknowledge input of others</li> <li>• Investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>• Make sure others understand that on-time and on-budget results are required and how overall success is defined</li> <li>• Control output of business unit to ensure government outcomes are achieved within budget</li> <li>• Progress organisational priorities and ensure effective acquisition and use of resources</li> <li>• Seek and apply the expertise of key individuals to achieve organisational outcomes</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>• Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"> <li>• Prepare clear project proposals and define scope and goals in measurable terms</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Prepare accurate estimates of costs and resources required for more complex projects</li> <li>• Communicate the project strategy and its expected benefits to others</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>• Monitor the completion of project milestones against goals and initiate amendments where necessary</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>• Refine roles and responsibilities over time to achieve better business outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Provide timely, constructive and objective feedback to staff</li> <li>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>
<b>People Management</b> Manage Reform and Change	Advanced	<ul style="list-style-type: none"> <li>• Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>• Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>• Translate change initiatives into practical strategies and explain these to staff and their role in implementing them</li> <li>• Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>