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| **Senior Executive Work Level Standards** | Work Contribution Stream: Professional/Technical/Specialist |
| **Classification/Grade/Band** | Band 1 |
| **Date of Approval** | 22 June 2020 |

Primary purpose of the role

The Director, Legal Services leads the development and implementation of strategic and operational legal frameworks, provides expert advice to senior stakeholders and directs the legal function to ensure legal service delivery enables and facilitates the achievement of organisational priorities.

Key accountabilities

* Provide leadership and expert advice to Senior Executives and internal and external stakeholders to facilitate the management and resolution of a diverse range of legal, regulatory and compliance matters which impact the organisation’s capacity to achieve its strategic goals
* Direct the research, analysis and interpretation of complex policy, legal and regulatory issues, to prepare high quality and articulate submissions, reviews and recommendations that add value to decision makers, enhance the decision-making process and improve the efficacy of the Agency’s activities and impact on stakeholders
* Keep abreast of contemporary legal advancements and develop innovative policy and legal options in response to challenging operational requirements to expand the Agency’s ability to effectively deliver its core business and enhance the experience and outcomes for the community and stakeholders it serves
* Lead and monitor the efficiency and effectiveness of the legal function’s service delivery and day to day operations, to ensure policy, legal and regulatory compliance is met and that risk is identified, minimised and managed
* Assess and respond to the impact of changes in the operating environment on relevant legislation, legal, policy and regulatory frameworks to ensure a high level of integration with the broader context, including the Agency’s direction and role within government

Key challenges

* Achieving a balance between the day to day operational compliance and regulatory demands with the need for forward looking and innovative policy and legal solutions which better position the Agency in the future

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Manager | * Provide expert advice, counsel and recommendations on legal matters, to influence organisational decisions and initiatives
* Report on progress towards business objectives and discuss future directions
 |
| Cluster Executive Director, Legal Services | * Collaborate in the formulation of Cluster legal strategies and solutions, and sharing of information
 |
| Executive | * Collaborate, build relationships and provide expert legal advice to influence decisions, create buy-in, share accountability and resolve conflicts
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| Direct Reports | * Lead, direct and guide
* Set performance expectations and manage performance and development
 |
| **External** |  |
| Other NSW Government Agencies | * Establish professional networks and relationships to maintain currency of issues, share ideas and learning, and collaborate on common responses to emerging and/or developing issues
 |
| Vendors/Service Providers and Consultants | * Negotiate and approve contracts and service level agreements
* Manage contracts and monitor provision of service to ensure compliance with contract and service arrangements
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# Role dimensions

## Decision making

NA

## Reporting line

NA

## Direct reports

NA

## Budget/Expenditure

NA

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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 | **Act with Integrity**Be ethical and professional, and uphold and promote the public sector values | Model the highest standards of ethical and professional behaviour and reinforce their useRepresent the organisation in an honest, ethical and professional way and set an example for others to followPromote a culture of integrity and professionalism within the organisation and in dealings external to governmentMonitor ethical practices, standards and systems and reinforce their useAct promptly on reported breaches of legislation, policies and guidelines | Advanced |
| Relationships | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | Present with credibility, engage diverse audiences and test levels of understandingTranslate technical and complex information clearly and concisely for diverse audiencesCreate opportunities for others to contribute to discussion and debateContribute to and promote information sharing across the organisationManage complex communications that involve understanding and responding to multiple and divergent viewpointsExplore creative ways to engage diverse audiences and communicate informationAdjust style and approach to optimise outcomesWrite fluently and persuasively in plain English and in a range of styles and formats | Advanced |

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
|  | **Work Collaboratively**Collaborate with others and value their contribution | Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sectorPublicly celebrate the successful outcomes of collaborationSeek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictionsIdentify and overcome barriers to collaboration with internal and external stakeholders | Highly Advanced |
| **Influence and Negotiate**Gain consensus and commitment from others, and resolve issues and conflicts | Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategyUse sound arguments, strong evidence and expert opinion to influence outcomesDetermine and communicate the organisation’s position and bargaining strategyRepresent the organisation in critical and challenging negotiations, including those that are cross-jurisdictionalAchieve effective solutions when dealing with ambiguous or conflicting positionsAnticipate and avoid conflict across organisations and with senior internal and external stakeholdersIdentify contentious issues, direct discussion and debate, and steer parties towards an effective resolution | Highly Advanced |
| Results | **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 outcomesDrive a culture of achievement and acknowledge input from othersDetermine how outcomes will be measured and guide others on evaluation methodsInvestigate and create opportunities to enhance the achievement of organisational objectivesMake sure others understand that on-time and on-budget results are required and how overall success is definedControl business unit output to ensure government outcomes are achieved within budgetsProgress organisational priorities and ensure that resources are acquired and used effectively | Advanced |

| FOCUS CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level**  |
|  | **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | Consider the future aims and goals of the team, unit and organisation when prioritising own and others’ workInitiate, prioritise, consult on and develop team and unit goals, strategies and plansAnticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responsesEnsure current work plans and activities support and are consistent with organisational change initiativesEvaluate outcomes and adjust future plans accordingly | Adept |
| **Think and Solve Problems**Think, analyse and consider the broader context to develop practical solutions | Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issuesWork through issues, weigh up alternatives and identify the most effective solutions in collaboration with othersTake account of the wider business context when considering options to resolve issuesExplore a range of possibilities and creative alternatives to contribute to system, process and business improvementsImplement systems and processes that are underpinned by high-quality research and analysisLook for opportunities to design innovative solutions to meet user needs and service demandsEvaluate the performance and effectiveness of services, policies and programs against clear criteria | Advanced |
| Business Enablers | **Procurement and Contract Management**Understand and apply procurement processes to ensure effective purchasing and contract performance | Ensure that employees and contractors apply government and organisational procurement and contract management policiesMonitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisionsPromote effective risk management in procurementImplement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomesRepresent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors | Advanced |
| People Management | **Manage and Develop People**Engage and motivate staff, and develop capability and potential in others | Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomesAdjust performance development processes to meet the diverse abilities and needs of individuals and teamsDevelop work plans that consider capability, strengths and opportunities for developmentBe aware of the influences of bias when managing team membersSeek feedback on own management capabilities and develop strategies to address any gapsAddress and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective wayMonitor and report on team performance in line with established performance development frameworks | Adept |

# 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.

| COMPLEMENTARY CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
| Personal Attributes | Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Advanced |
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |
| Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Adept |

| COMPLEMENTARY CAPABILITIES |
| --- |
| **Capability group/sets** | **Capability name** |  | **Description** | **Level**  |
| Relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Advanced |
| Results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Advanced |
| Business Enablers | 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 |
| Project Management | Understand and apply effective planning, coordination and control methods | Adept |
| People Management | 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 | Adept |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |