# Role Description
# Early Career Programs Coordinator

| Role Description Fields | Details |
|---|---|
| Cluster | Stronger Communities |
| Department/Agency | Legal Aid NSW |
| Division/Branch/Unit | Human Resources |
| Classification/Grade/Band | Clerk Grade 9/10 |
| Senior executive work level standards | Not Applicable |
| ANZSCO Code | 223311 |
| PCAT Code | 3224382 |
| Date of Approval | 15 April 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 two satellite offices in 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

The Early Career Programs Coordinator designs and manages early career program initiatives (including. graduate, internship and student programs), and collaborates with partner tertiary institutions and employment providers to identify and invest in future talent.

## Key accountabilities

- Design and implement early career programs (in collaboration with the Practice Directors and other key internal stakeholders) and ensure alignment with the strategic objectives of the Legal Aid NSW Workforce Plan.
- Collaborate with universities, educational institutions, employment providers and the Public Service Commission (PSC) to develop and implement early career programs tailored to Legal Aid NSW future talent needs to ensure graduate, internship and student programs attract high quality emerging talent.
- Manage and maintain the graduate, internship and student programs, including: Working closely with tertiary institutions in the attraction of students and program intakes; Collaborating with the Talent

Acquisition Business Partners in the delivery of any recruitment campaigns, assessment and hiring activities; Educating and mentoring supervising managers to understand and fulfill their responsibilities; Actively support graduates during their placement (including onboarding, workplace rotations, learning and development, and completion of core program components).

- Manage and oversee all aspects of early career programs, including developing project plans, coordinating resources, managing budgets, meeting reporting requirements, and supporting project-related activities, to ensure program outcomes are achieved on time, on budget, to quality standards and within agreed scope in line with established agency project management methodology.
- Establish and maintain stakeholder relationships through effective communication, negotiation and issues management to engage stakeholders and ensure program deliverables are met.  This includes designing and coordinating information events/presentations to market and promote Legal Aid NSW early career programs.
- Monitor and evaluate all aspects of early career program project implementation, including risk and contingency management, benefits realisation, project impact and quality measures, to identify and address issues, assess project progress and effectiveness, and achieve project outcomes and identify and program improvements.
- Undertake research and formulate recommendations to support evidence-based program planning and decision making.
- Provide advice and information to stakeholders on emerging program issues and to support program development and delivery in line with established plans, budgets, timeframes, policy objectives and other project and priorities.

## Key challenges

- Providing sound advice to the management team to build awareness and buy-in for the early career program and determining talent gaps to address current and future talent shortfalls.
- Managing consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Achieving project deadlines and milestones to the required standards and within budget, given the need to simultaneously coordinate and deliver multiple projects which are often complex and interconnected.

## Key relationships

**Internal**

| Who | Why |
|---|---|
| Manager L&OD | • Receive guidance and provide regular updates on key projects, issues and priorities<br>• Provide advice and contribute to decision making |
| Manager, Strategy and Inclusion | • Work closely on early talent needs from the workforce plan and diversity, equity and inclusion strategy |
| Talent Acquisition Business Partners | • Collaborate in the delivery of any recruitment campaigns, assessment and hiring activities |
| Stakeholders (inc. Executive Team and supervising managers) | • Provide expert advice on program related issues<br>• Report and provide updates on program progress<br>• Consult and collaborate to resolve program related issues, define mutual interests and determine strategies to achieve their realisation |

**External**

| Who | Why |
|---|---|

| Stakeholders (inc. universities and tertiary institutions) | • Collaborate to develop effective early career programs<br>• Represent Legal Aid NSW interests and influence outcomes<br>• Report and provide updates on program progress<br>• Engage and consult in the resolution of program issues |
|---|---|
| Service Providers and Consultants (inc. employment providers and the Public Service Commission) | • Manage contracts and monitor provision of service to ensure compliance with contract and service arrangements<br>• Consult, provide and obtain information, negotiate required outcomes and timeframes<br>• Resolve and provide solutions to issues |

## Role dimensions

### Decision making

The role acts independently in performing its core work functions and applies specialised knowledge, skills and professional judgement to achieve outcomes. In matters that are sensitive, high-risk, or business critical, the role consults with the manager to agree on a suitable course of action.

### Reporting line

Manager L&OD

### Direct reports

N/A

### Budget/Expenditure

N/A

## 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

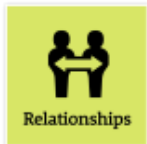| Capability group/sets | Capability name | Behavioural indicators | Level |
|---|---|---|---|
| | | | |

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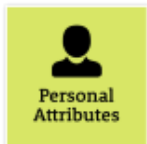
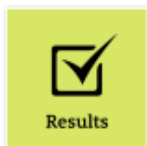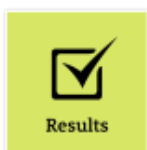| | **Display Resilience and Courage** Be open and honest, prepared to express your views, and willing to accept and commit to change | • Be flexible, show initiative and respond quickly when situations change <br>• Give frank and honest feedback and advice <br>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately <br>• Raise and work through challenging issues and seek alternatives <br>• Remain composed and calm under pressure and in challenging situations | Adept |
|---|---|---|---|
| | **Communicate Effectively** Communicate clearly, actively listen to others, and respond with understanding and respect | • Tailor communication to diverse audiences <br>• Clearly explain complex concepts and arguments to individuals and groups <br>• Create opportunities for others to be heard, listen attentively and encourage them to express their views <br>• Share information across teams and units to enable informed decision making <br>• Write fluently in plain English and in a range of styles and formats <br>• Use contemporary communication channels to share information, engage and interact with diverse audiences | Adept |
| | **Influence and Negotiate** Gain consensus and commitment from others, and resolve issues and conflicts | • Negotiate from an informed and credible position <br>• Lead and facilitate productive discussions with staff and stakeholders <br>• Encourage others to talk, share and debate ideas to achieve a consensus <br>• Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes <br>• Influence others with a fair and considered approach and sound arguments <br>• Show sensitivity and understanding in resolving conflicts and differences <br>• Manage challenging relationships with internal and external stakeholders <br>• Anticipate and minimise conflict | Adept |

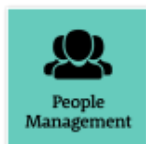| | **Deliver Results** | • Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes | Adept |
|---|---|---|---|
| | Achieve results through the efficient use of resources and a commitment to quality outcomes | • Make sure staff understand expected goals 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 | |
| | **Think and Solve Problems** | • Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence | Adept |
| | Think, analyse and consider the broader context to develop practical solutions | • Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience | |
| | | • Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience | |
| | | • Seek contributions and ideas from people with diverse backgrounds and experience | |
| | | • Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness | |
| | | • Identify and share business process improvements to enhance effectiveness | |
| | **Project Management** | • Prepare and review project scope and business cases for projects with multiple interdependencies | Advanced |
| | Understand and apply effective planning, coordination and control methods | • 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 | |

| | **Manage and Develop People**<br>Engage and motivate staff, and develop capability and potential in others | • Refine roles and responsibilities over time to achieve better business outcomes<br>• Recognise talent, develop team capability and undertake succession planning<br>• Coach and mentor staff and encourage professional development and continuous learning<br>• Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation<br>• 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.
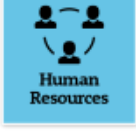
| Capability group/sets | Capability name | Description | Level |
|---|---|---|---|
| Personal Attributes | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Intermediate |
| Personal Attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Adept |
| Personal Attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| Relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Adept |
| Relationships | Work Collaboratively | Collaborate with others and value their contribution | Adept |
| Results | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Intermediate |
| Results | 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 |
|---|---|---|---|
| | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| | 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 | Intermediate |
| | 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 | Intermediate |

## Occupational Specific Complimentary Capabilities

| Capability group/sets | Capability name | Description | Level |
|---|---|---|---|
| Human Resources | Workforce strategy | Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change | n/a |
| Human Resources | Organisational design | Define the organisational structures and workforce plans required to support the business in delivering results | n/a |
| Human Resources | **Talent Management** | **Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation** | **Level 2** |
| Human Resources | Organisational culture | Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce | n/a |
| Human Resources | Workforce Relations | Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements | n/a |

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|  | Workforce insights | Establish and maintain workforce management systems, data and analysis to support evidence-based decision making | n/a |
|  | **Employee services** | **Deliver customer focused services to optimise the employment life-cycle experience at an individual and organisational level** | **Level 2** |