

I. DESCRIPTION OF WORK

Positions in this banded class perform professional legal services in a specialized area of law, performing professional legal services for an agency or university where federal or state laws and regulations dictate the delivery of specific services, benefits, programs and/or hearings. Legal and program services may include: administrative hearings; research in an assigned area of law with program or service delivery impact; education; drafting and/or review of government decisions, proposed legislation, or program documents; and counseling and advising clients. Work may include the supervision of others. Some programs will require licensure to practice law in the state of North Carolina.

II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

A Legal Specialist progresses through the functional competencies by demonstrating the legal skills and abilities need to handle increasingly complex assignments and/or to serve as an expert in the assigned area of law or program area. The complexity of an assignment (and consequently the assigned competency level) is affected and determined by factors such as: impact on service delivery of the program or process, or standard of practice; impact on legislation and rules; involvement of multiple claims or parties; involvement of evolving legal issues; broad business or public policy impact or significant immediate impact; potential to result in the revocation of an occupational or business license; or involvement of a highly technical subject matter or area of law.

Contributing	Journey	Advanced
Positions at this level perform beginning level work and assignments.	Positions at this level perform a full range of work and assignments.	Positions at this level perform complex work and assignments.

III. COMPETENCIES

Competency	Definition
Knowledge - Professional	Knowledge of the law and legal principles necessary for providing legal and program services for the State, where federal and/or state laws and regulations dictate the delivery of specific services, benefits, programs and/or hearings. Ability to identify issues. Ability to identify and gather legal and related sources. Ability to relate and compare law and relevant information from different sources. Ability to review, analyze, and edit materials and information.
Decision-Making	Ability to identify and understand opportunities, issues and problems in the hearing process. Ability to act as a trier of facts in disputes that come before the State. Ability to use effective approaches for choosing a course of action, developing appropriate solutions, and/or reaching conclusions. Ability to take action consistent with available facts, constraints, and probable consequences.
Organizational Sensitivity	Ability to understand the organization's mission, the function of specific work units and how they work with other units to serve the customer/client, and the impact and implications of decisions on the community.
Communication	Ability to communicate information to individuals or groups. Ability to develop program materials. Ability to deliver presentations suited to the characteristics and needs of the audience. Ability to educate client and the public. Ability to clearly and concisely convey information to individuals or groups to ensure that they understand the message.
Consultation	Ability to provide guidance, advice, and counsel to others. Sufficient knowledge of client program, organization, and culture to provide appropriate advice and counsel, where required by the program.
Advocacy	Skill and ability needed to effectively develop and present client or agency interests in all matters.
Leadership and Collaboration	Skill and ability needed to coordinate, facilitate, and participate in a collaborative approach to the completion of legal tasks or assignments.
Planning and Organizing Work	Ability to develop plans to accomplish unit objectives and requirements. Ability to assign work and allocate resources. At the advanced level, ability to develop tactical objectives and implement structural changes in order to implement strategic plans and respond to programs needs.
Strategic Analysis and Planning	Ability to maintain an up-to-date understanding of legal issues in own field. Extensive legal and programmatic knowledge required to meet program demands. Ability to use internal and external information to identify and analyze issues and trends. Ability to develop strategic goals and plans.
Human Resources Management	Ability to recruit and select employees. Ability to establish work rules and acceptable levels of work quality and quantity. Ability to measure performance and competencies, provide opportunities for competency development, and address performance and competency issues.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

IV. COMPETENCY STATEMENTS BY LEVEL

Knowledge – Professional

Knowledge of the law and legal principles necessary for providing legal and program services for the State, where federal and/or state laws and regulations dictate the delivery of specific services, benefits, programs and/or hearings. Ability to identify issues. Ability to identify and gather legal and related sources. Ability to relate and compare law and relevant information from different sources. Ability to review, analyze, and edit materials and information.

Contributing	Journey	Advanced
<p>Professional knowledge necessary to provide legal and program services. Knowledge and ability to identify issues and relate and compare law and relevant information from different sources to address issues.</p> <p>Ability to prepare for program hearing. Ability to collect and review case information. Ability to review, analyze, and edit materials and information.</p>	<p>Full professional knowledge necessary to provide legal and program services. Knowledge and ability to relate and compare law and relevant information from different sources to address moderately complex issues.</p> <p>Ability to prepare for program hearing in a moderately complex case. Ability to collect, review, and research case information. Ability to review, analyze, and edit legal responses in moderately complex cases or matters.</p>	<p>Highest level of professional knowledge required to provide legal and program services. Knowledge and ability to relate and compare law and relevant information from different sources to address complex issues.</p> <p>Ability to prepare for program hearing in a complex case. Ability to review, analyze, and edit legal responses in complex cases or matters.</p>

Decision-Making

Ability to identify and understand opportunities, issues and problems in the hearing process. Ability to act as a trier of facts in disputes that come before the State. Ability to use effective approaches for choosing a course of action, developing appropriate solutions, and/or reaching conclusions. Ability to take action consistent with available facts, constraints, and probable consequences.

Contributing	Journey	Advanced
<p>Ability to preside over all aspects of a hearing process involving standard legal issues.</p> <p>Ability to organize, present, and draft findings in support of legal conclusions.</p>	<p>Ability to preside over all aspects of a hearing process involving moderately complex cases.</p> <p>Ability to draft decisions and orders in moderately complex cases.</p>	<p>Ability to preside over all aspects of a hearing process involving complex cases. Ability to make decisions that may have program impact.</p> <p>Ability to draft decisions and orders in complex cases.</p>

Organizational Sensitivity

Ability to understand the organization’s mission, the function of specific work units and how they work with other units to serve the customer/client, and the impact and implications of decisions on the community.

Contributing	Journey	Advanced
<p>Basic knowledge of role in the work unit and services provided to the client.</p> <p>Basic knowledge of resources within the work unit.</p> <p>Basic knowledge of office or program policies and procedures.</p>	<p>Full knowledge of the role of the division and services provided to the client and the State.</p> <p>Full knowledge of resources within the division, division mission and services provided.</p> <p>Full knowledge of office or program policies and procedures.</p>	<p>Comprehensive knowledge of the role of the agency and services provided to the client and State.</p> <p>Comprehensive knowledge of resources within the agency and other State agencies.</p> <p>Comprehensive knowledge of office or program and State policies and procedures.</p>

Communication

Ability to communicate information to individuals or groups. Ability to develop program materials. Ability to deliver presentations suited to the characteristics and needs of the audience. Ability to educate client and the public. Ability to clearly and concisely convey information to individuals or groups to ensure that they understand the message.

Contributing	Journey	Advanced
<p>Ability to effectively use verbal and nonverbal skills to express legal and program concepts and related facts in a clear, concise, organized, and persuasive manner.</p> <p>Ability to write clear, concise, organized, and persuasive documents, letters, and memoranda addressing legal and program concepts and facts.</p> <p>Ability to deliver established training programs.</p>	<p>Ability to effectively use verbal and nonverbal skills to express moderately complex legal and program concepts and related facts in a clear, concise, organized, and persuasive manner.</p> <p>Ability to modify delivery, language, or material to account for the characteristics and needs of the audience.</p> <p>Ability to write clear, concise, organized, and persuasive documents, letters, and memoranda addressing moderately complex legal and program concepts and facts.</p> <p>Ability to update and deliver training programs. May require the ability to develop training programs in established areas of law for public or practitioners.</p>	<p>Ability to effectively use verbal and nonverbal skills to express complex legal and program concepts and related facts in a clear, concise, organized, and persuasive manner.</p> <p>Ability to write clear, concise, organized, and persuasive documents, letters, and memoranda addressing complex legal and program concepts and facts.</p> <p>Ability to modify, create, and deliver training programs and develop new programs for public, practitioners, or managers.</p>

Consultation

Ability to provide guidance, advice, and counsel to others. Sufficient knowledge of client program, organization, and culture to provide appropriate advice and counsel, where required by the program.

Contributing	Journey	Advanced
<p>Ability to respond to questions and inquiries involving well-established legal and program issues with limited ramifications.</p> <p>Ability to draft informational letters, advisory letters, and advisory opinions.</p> <p>Ability to assist in drafting and reviewing routine documents.</p> <p>Ability to assist client in drafting amendments to existing policies and procedures without altering the fundamental framework of the program(s).</p>	<p>Ability to respond to questions and inquiries involving moderately complex legal and program issues with some ramifications.</p> <p>Ability to understand and anticipate legal and program issues with some ramifications and ability to counsel accordingly.</p> <p>Ability to draft informational letters, advisory letters, and advisory opinions on moderately complex legal and program issues.</p> <p>Ability to assist in drafting and reviewing moderately complex documents.</p> <p>Ability to assist client in drafting amendments to existing policies and procedures, which will alter the framework of the program(s).</p>	<p>Ability to respond to questions and inquiries involving complex legal and program issues with significant ramifications.</p> <p>Ability to understand and anticipate legal and program issues with significant ramification and ability to counsel accordingly.</p> <p>Ability to draft advisory letters and formal opinions on complex legal and program issues.</p> <p>Ability to assist in drafting and reviewing complex documents.</p> <p>Ability to draft policies and procedures that change the framework of the program(s). May require the ability to draft amendments to existing program statutes and rules.</p>

Advocacy

Skill and ability needed to effectively develop and present client or agency interests in all matters.

Contributing	Journey	Advanced
<p>Ability to clearly and accurately present basic positions in a persuasive manner.</p> <p>Ability to negotiate acceptable agreements.</p> <p>Ability to listen, process, and respond appropriately to the questions and concerns of all interested parties.</p> <p>Ability to present solutions and guide resolution.</p>	<p>Ability to present moderately complex positions in a persuasive manner in the face of sophisticated opposition or inquiry.</p> <p>Ability to negotiate acceptable agreements in moderately complex matters.</p> <p>Ability to listen, process, and respond appropriately to the questions and concerns of all interested parties in moderately complex matters. Ability to direct resolution in best interests of all parties.</p> <p>Ability to identify or develop creative solutions in moderately complex matters.</p>	<p>Ability to advance positions in complex cases of significant interest to the State, in the face of sophisticated opposition or inquiry.</p> <p>Ability to negotiate acceptable agreements in novel or complex matters.</p> <p>Ability to listen, process, and respond appropriately to the questions and concerns of all interested parties in novel or complex matters. Ability to direct resolution in best interest of all parties.</p> <p>Ability to identify or develop creative solutions in complex matters.</p>

Leadership and Collaboration

Skill and ability needed to coordinate, facilitate, and participate in a collaborative approach to the completion of legal tasks or assignments.

Contributing	Journey	Advanced
<p>Ability to direct and guide personnel assigned to assist in the handling of a legal assignment or case. Ability to review work completed and provide feedback in a constructive manner.</p>	<p>Ability to coordinate and facilitate work teams consisting of two or more specialists assigned to handle moderately complex cases or matters. Ability to determine skills and abilities of work team, monitor progress, and ensure objectives are accomplished.</p> <p>Ability to share knowledge and serve as a coach or mentor to others.</p>	<p>Ability to coordinate and lead work teams assigned to handle complex cases or matters.</p> <p>Ability to serve as the lead attorney in one or more programs; ability to influence and direct legal services and advice provided by the work unit.</p>

Planning and Organizing Work

Ability to develop plans to accomplish unit objectives and requirements. Ability to assign work and allocate resources. At the advanced level, ability to develop tactical objectives and implement structural changes in order to implement strategic plans and respond to programs needs.

Contributing	Journey	Advanced
<p>Ability to define and assign tasks to accomplish the unit objective.</p> <p>Ability to respond to changes and events by adapting or modifying the plan within assigned unit objectives and resources.</p> <p>Ability to organize a response to an unforeseen request within the framework of responsibilities.</p> <p>Ability to define assignments and communicate responsibilities to subordinate staff.</p>	<p>Ability to adapt plans and organize staff to accommodate changes in unit requirements.</p> <p>Ability to plan utilization of staff, space, equipment, and other resources (smaller scale).</p> <p>Ability to determine applicability of and make adjustments to existing procedures and technical standards as necessary to accommodate varying work situations.</p>	<p>Ability to develop tactical objectives to implement strategic goals, as identified by agency executive.</p> <p>Ability to define roles and responsibilities to ensure effective performance.</p> <p>Ability to make significant changes in the organizational structure, resources, and methods to respond to new goals and programs.</p> <p>Ability to plan for utilization of staff, space, equipment, and other resources (larger scale, i.e. with multiple subordinate units).</p>

Strategic Analysis and Planning

Ability to maintain an up-to-date understanding of legal issues in own field. Extensive legal and programmatic knowledge required to meet program demands. Ability to use internal and external information to identify and analyze issues and trends. Ability to develop strategic goals and plans.

Contributing	Journey	Advanced
<p>Ability to integrate operational plans into routine responsibilities of work unit.</p> <p>Ability to communicate relevant information to staff.</p> <p>Ability to understand technical issues that affect the unit.</p> <p>Ability to introduce techniques and technologies that are of relevance to the unit.</p> <p>Ability to review and modify program procedures and standards.</p>	<p>Ability to understand legal/technical issues that affect the manager's areas of responsibility.</p> <p>Ability to perform impact analysis on statute changes for application to the work unit.</p> <p>Ability to make recommendations to upper level management about updating technologies.</p> <p>Ability to develop and implements unit standards.</p> <p>Ability to contribute to development of executive policies.</p> <p>Ability to analyze and interpret the tactical plan for operational impact.</p> <p>Ability to define appropriate operational plans for area of responsibility.</p> <p>Ability to provide feedback to management on tactical proposals to meet the agency strategy.</p>	<p>Ability to understand legal/technical issues that affect the agency.</p> <p>Ability to conduct analysis and develop methods for the implementation of new procedures.</p> <p>Ability to review recommendations for process changes.</p> <p>Ability to develop appropriate standards and procedures to clarify agency policies.</p> <p>Ability to draft/recommend policies for executive consideration.</p> <p>Ability to analyze and interpret agency strategic goals for unit impact.</p> <p>Ability to define appropriate tactical plans for the organization.</p> <p>Ability to consult with upper management to determine appropriateness of the tactical proposal to meet the organizational strategy.</p> <p>Ability to disseminate tactical plan objectives to subordinate managers.</p>

Human Resources Management

Ability to recruit and select employees. Ability to establish work rules and acceptable levels of work quality and quantity. Ability to measure performance and competencies, provide opportunities for competency development, and address performance and competency issues.

Contributing	Journey	Advanced
<p>Ability to recognize expertise of program staff.</p> <p>Ability to evaluate employee performance to identify strengths and weaknesses.</p> <p>Ability to provide development and training opportunities on statutes, precedents, relevant law or techniques required to complete assigned work and/or improve performance.</p> <p>Ability to monitor work of subordinates based on performance expectations.</p> <p>Ability to resolve minor problems and informal complaints within supervisory authority.</p> <p>Ability to recommend appropriate advancement or disciplinary action.</p> <p>Ability to complete the steps necessary to recruit and hire staff.</p> <p>Ability to complete performance appraisals according to agency policy.</p>	<p>Ability to identify the skills necessary to meet present and prepare for future objectives.</p> <p>Ability to Reviews assigned work for accuracy and satisfactory completion according to standards or guidelines.</p> <p>Ability to manage resources effectively to provide formal and informal opportunities for employee training and growth.</p> <p>Ability to participate in the resolution of formal complaints.</p> <p>Ability to issue written warnings and/or recommendations of disciplinary actions.</p> <p>Ability to issue advancement recommendations.</p> <p>Ability to complete the steps necessary to recruit and hire staff. Makes decision on selected candidate, requests determination of salary and extends offer.</p>	<p>Ability to develop and approve staff development plans for employees to improve performance and meet the needs of the organization.</p> <p>Ability to monitor and assist subordinate managers' understanding of concepts related to the organization's policies and procedures.</p> <p>Ability to implement disciplinary recommendations including suspension and recommends dismissals.</p> <p>Ability to provide approval of advancement recommendations.</p> <p>Ability to evaluate business problems and interprets need for staff expertise.</p> <p>Ability to take appropriate action to acquire expertise through training, consulting, and sharing of resources.</p>

V. MINIMUM TRAINING & EXPERIENCE

Graduation from an accredited school of law. Some positions may require a license to practice law in the State of North Carolina.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.