

Competency Framework



	All Levels	Level 1	Level 2	Level 3	Level 4
<i>Note: All behaviours are cumulative so level 4 would be expected to display all the behaviours in levels 1 -3</i>	Behaviours applicable to all staff	Typical job titles: Trainee, Assistant, Paralegal	Typical job titles: Legal Counsel, Solicitor, First Line Manager	Typical job titles: Senior Counsel/ Solicitor, Senior Manager, Head of Legal	Typical job titles: General Counsel, Director, Head of Legal Services
Ethics, professionalism and judgement					
A1 Act honestly and with integrity.	Behave openly, honestly and ethically with colleagues and customers	Understand and comply with the SRA rules of professional conduct	Challenge and/ or report unethical behaviours within the business	Challenge dishonest or unethical behaviour within the team	Behave in an open and honest manner that sets a good example to the rest of the department
	Accept and welcome diversity in the workplace	Respect diversity within the team and treat all team members equally	Report concerns about any unethical behaviour to appropriate managers	Challenge unethical or dishonest behaviour/ instructions from within the business	Ensure recruitment processes and job roles are fair and open to those of all backgrounds and physical ability
A2 Maintain the level of competence and legal knowledge needed to practice effectively & A3 work within the limits of that competence	Take responsibility for identifying your own learning needs through personal reflection	Be proactive within the appraisal process by proposing your own learning goals and career objectives	Give appropriate constructive feedback to your team and peers to enable them to develop	Resolve issues arising from complaints and support technical learning needs within the team	Identify trends in data from complaints & feedback and address all technical learning needs within Legal Services
	Ensure that you always remain up to date regarding the relevant law in your field	Seek feedback from others to identify learning and development opportunities	Conduct regular 121s with team members to assess learning needs	Use your expertise to give guidance to others on legal and management issues	Look to the future and ensure the Legal Services team are prepared for upcoming changes to legislation
	Always be prepared to learn from others	Take on board feedback when it is offered	Adopt a coaching approach to enable team members to learn effectively from their mistakes & deal with challenges	Deliver presentations and learning events to build the knowledge of the legal team	Act as a mentor
	Seek additional support and expertise whenever it is required	Build a professional network for additional expertise and guidance beyond your specialism	Provide opportunities to share best practice, for example at team meetings	Have a strong professional network to support and complement your legal expertise	Publicly support learning events and initiatives
	Share your knowledge freely for the benefit of the team	Use your technical legal skills to achieve the best commercial results for the business.	Maintain a broad legal knowledge and recognise when customers need to seek additional expertise	Be known within the team and the wider business as an expert within your field	Use your expert legal knowledge to contribute to the strategic decisions within the business.
A5 Apply understanding, critical thinking and analysis to solve problems	Evaluate data and data sources to ensure quality and reliability	Conduct appropriate research before reaching conclusions and making recommendations	Have sufficient research abilities & understanding of the business to make confident decisions and/ or present options	Challenge the thinking and conclusions of others appropriately in order to test the validity of decisions	Clearly identify who should be involved in any strategic decisions making process & set up groups with all parties involved

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	Be consistently aware of and able to assess risk when analysing information	Objectively evaluate contradictory data and identify the most reliable/ useful	Engage with teams and peers when problem solving to ensure best results for the customer	Confidently defend decisions when challenged and offer appropriate reasoning	Implement appropriate strategies and methodologies to manage and mitigate legal and regulatory risk throughout the business.
Technical legal practice					
B1 Obtain relevant facts, B2 undertake research, B3 develop solutions and B4 draft legally effective documents	Use clear, correct and precise written English and avoid technical jargon wherever possible	Draft documents and guidance notes with support	When drafting complex documents use own judgement to select appropriate precedent	Use your own judgment when drafting documents where no precedent currently exists	Lead by example ensuring all communication from Legal Services mitigate risk and add value to the business
	Conduct appropriate legal research	Build a complete picture of events and the business through appropriate questioning and listening skills	Have a sound knowledge of online and other business resources and be able to guide others through the process	Maintain and build technical legal and commercial capabilities through continued research and reading	Continually abreast of changes in the law or precedents and how they will affect the business
	Fully aware of the commercial context of the Legal Services team	Understand and communicate the business goals of the team and broader business	Demonstrate sound business judgement when making commercially important decisions	Proactively identify legal issues within the business that may require legal advice/ support	Deliver innovative commercially astute solutions to complex business needs
	Present information and data clearly and professionally and in line with the demands of the business	Deliver documents of an appropriate length that are clear to read and understand and demonstrate excellent attention to detail	Actively seek out opportunities to develop presentation skills	Confident when presenting complex issues and reports at a senior level	Accomplished presenter delivering major presentations with ease and polish to a range of audiences
B5 Undertake effective spoken and written advocacy & B6 negotiate effectively	Apply commercial thinking to your legal role.	Identify the strengths, weaknesses and possible commercial impacts of a matter	Engage effectively and efficiently with all those involved in a matter	Competent when dealing with strong challenges and opposing arguments	Possess exceptional problem solving skills and demonstrate effective leadership in crisis situations
	Comply with all formal legal requirements & regulations	Organise facts and present an argument in a clear and logical manner	Clear commercial thinker and able to negotiate confidently and effectively	Capable negotiator and mediator and able to engage with others in order to reach a mutually acceptable solution	Present sophisticated arguments on complex projects with an excellent track record of success
Working with other people					
C1 Communicate clearly and effectively & C2 establish effective professional relations with customers	Always treat customers with courtesy and respect.	Communicate verbally and in writing in clear and concise terms with strong attention to detail	Give and receive sensitive feedback in an appropriate and empathetic manner that encourages development	Strong and confident communicator, able to express self clearly and with assurance at all levels of seniority	Adopt a coaching style of leadership to encourage development and embed it within the legal services team

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	Ensure customers are provided with and fully understand information relating to charges, ethical considerations, compliance and timescales	Aware of an attuned to the specific needs of the customers when communicating with them	Express complex legal issues and risks in straightforward terms for customers enabling them to make informed decisions	Welcome two way communication with customers and colleagues to ensure messages have been understood	Able to engage effectively with the business using clear strategic thinking and readily adapt to ongoing commercial challenges
	Respond to customer enquiries or complaints within agreed timeframes and in the most appropriate medium	Keep customers informed of timescales and possible outcomes	Ensure customer is fully aware of available options and any associated risks	Take ownership for handling customer complaints	Analyse own decision making processes and able to flex personal style to best meet the needs of the business
	Consistently give a high priority to customer satisfaction	Confident when communicating with customers & challenges unclear instructions	Sensitive to the needs of others when delivering difficult messages	Aware of own natural style of communicating, and that of others and able to use that knowledge to best effect	Clearly identify when it makes commercial sense to involve the legal services team and when to instigate "self service" methods
C3 Establish and maintain effective and professional relations with colleagues	Always treat others with courtesy and respect	Keep others updated of progress when working on delegated tasks	Look for opportunities to delegate tasks in a manner which encourages personal development	Set clear and explicit expectations when delegating work and manage underperformance appropriately and proactively	Recognise and reward appropriate behaviours and achievements across Legal Services and personally role model them
Managing themselves and their own work					
D1 Manage work activities, D2 maintain accurate records & D3 apply good business practice	Ensure all work is completed to the appropriate standard	Prioritise and plan effectively to ensure all work is completed within agreed timeframes	Have a clear view of all the work in progress within the team	Ensure appropriate levels of staffing (or external legal spend budget) are maintained in order to meet the needs of the organisation	Take a strategic view of planning and delivering the work for the department in the most cost effective manner
	Understand the cost and value of your role in the business / organisation	Make use of all resources in a considered and financially responsible manner	Maintain firm control of team budget and make use of all financial management information	Commercially astute when it comes to the use and management of resources and materials	Able to position the legal services team to demonstrate commercial contribution to the business
	Abide by all rules relating to security, storage, data protection and accounting conduct	Ensure all documents and records are maintained in accordance with security and data protection rules	Demonstrate a sound understanding of relevant financial and accounting rules	A proactive approach to managing compliance and remedying problem areas within the legal department	Incorporate compliance requirements throughout departmental policies and procedures