

Professional Competency Framework

CILEX Professional Competency Framework;
creating work-ready legal professionals



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Introduction to the Framework

Our new CILEX Professional Competency Framework sets out the activities, behaviours and underlying principles you need to be a successful legal professional.

We've developed a framework which covers the breadth and depth of the legal profession: from small to large organisations, from sophisticated to traditional practice, charity

to corporate and local to global. Wherever you are, and in whatever organisation, the framework is relevant to you.

Whether you are an individual looking at your personal career progression, you manage a team, or you're looking at the range of functions in your organisation, the framework can be used to better understand the standards required for different roles and how to demonstrate them.

How can you use it?

As individuals you may want to progress in your career or to develop your expertise in a specific field. The framework can help you understand what is required of you in your current role, identify your career pathway and gaps in your knowledge, establish the qualification opportunities and even support you in preparing for an appraisal.

As a manager, you will want to support your staff to progress in their legal career or to excel within the role they hold. The framework can help you to articulate your expectations and show what more they can do to progress.

If you are reviewing teams and functions, you can ensure that all roles are covered and that the full range of behaviours and activities are being attained. The framework can also be used to identify training needs, manage performance and support the induction of new people into teams.

Design and Build

The framework is flexible and can be used in many ways, which is why we've presented it in two formats: as an overall framework that shows all the competencies across all the roles and by each role; where you can see all the principles, behaviours and activities that relate to a specific role.

The architecture of the CILEX Professional Competency Framework is simple. It includes one set of core principles, six core behaviours and seven core activities spread across five clusters of job roles.

Core Principles

These underpin everything that a legal professional does and embodies the CILEX Code of Conduct.

Core Behaviours – the HOW

These describe the behaviours legal professionals need to carry out their activities.

Core Activities – the WHAT

These describe what legal professionals need to know and do on a day to day basis to be successful.

Job Roles

The job roles we've identified in the framework illustrate the progression throughout a legal professional's career. A selection of job titles has been used, but if these vary for individuals or firms you can use the activities to identify the role that relates most closely to yours.

Transitioning through the Roles

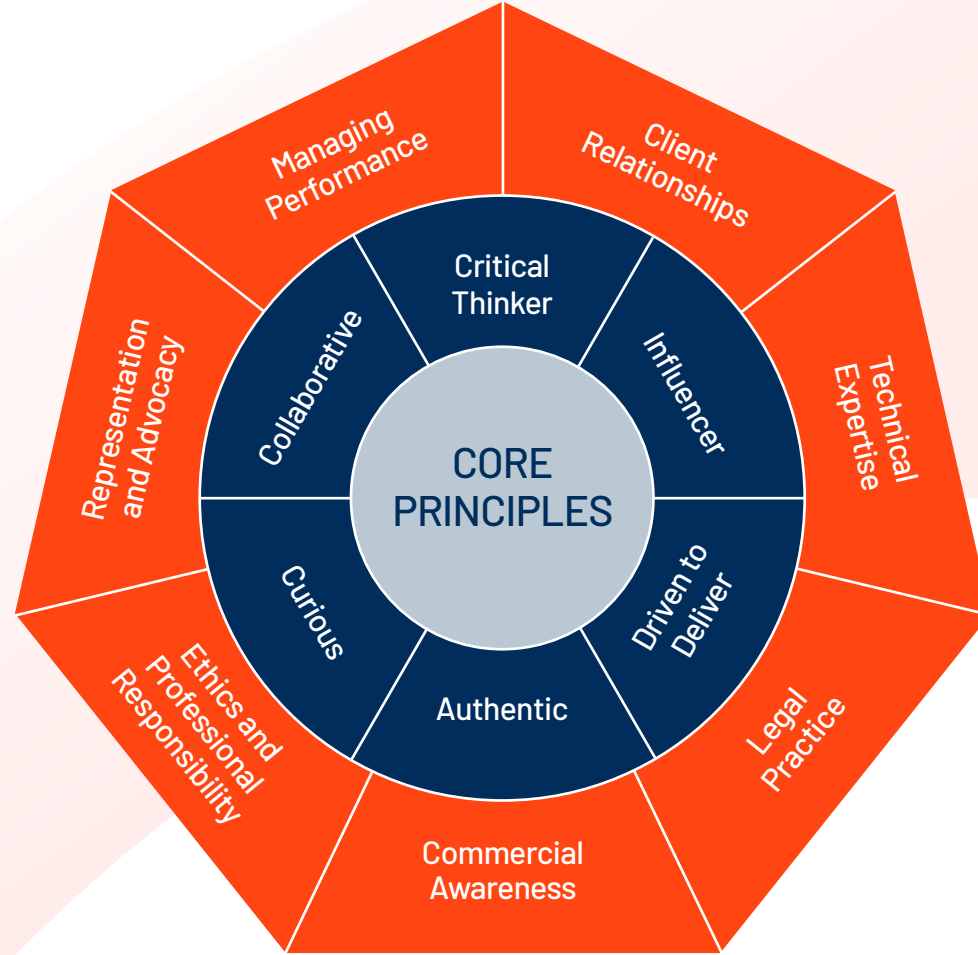
Each competency has a high-level description, giving an overview of what is included in this area. The competency is then broken down into a series of statements: the standards themselves.

As the competency develops across the roles the standards become more advanced. An individual operating at a higher role would be expected to be competent at the roles beforehand; in other words, the competences are progressive.

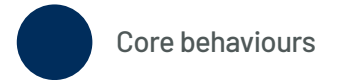
As you develop in your professional career, you should be carrying out the activities and demonstrating the behaviours more frequently, with a greater degree of consistency and in more complex situations.

The Framework

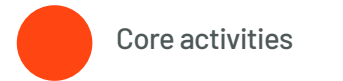
CILEX Professional Competency Framework



Key:



Core behaviours



Core activities

Core Principles

CILEX Professional Competency Framework



- Uphold the rule of law and the impartial administration of justice.
- Behave with honesty and integrity.
- Act competently and in the best interests of your client and respect client confidentiality.
- Treat everyone fairly and without prejudice.
- Ensure your independence is not compromised.
- Maintain high standards of professional and personal conduct and justify public trust in you, your profession and the provision of legal services.
- Comply with your legal and regulatory obligations and deal with your regulators and ombudsmen openly, promptly and co-operatively.
- Act effectively and in accordance with proper governance and sound financial and risk management principles.
- Protect client money and assets.



Core Behaviours



Collaborative

Builds positive working relationships, respects the views and opinions of others, shares knowledge, deals with issues as they arise, works across boundaries, and makes contributions to the team.



Office Support Legal Secretary Administrator

I consider the needs and feelings of others in order to gain a wider perspective.

I work effectively with colleagues to achieve tasks.

I respond positively and willingly to requests for help and support.

I pass information promptly to others and keep my colleagues up to date.

I respond positively to challenges to my ways of working.



Paralegal Case Handler Legal Assistant

I consider the needs and feelings of others in order to gain a wider perspective.

I establish constructive relationships and work effectively with colleagues to achieve tasks.

I work sensitively with people and support the activities of the team and organisation.

I share information and ideas and keep my colleagues up to date.

I handle conflicts as they occur, seeking a constructive resolution.



Senior Paralegal Experienced Paralegal

I acknowledge the opinions and feelings of others so as to appreciate where they are "coming from".

I establish and build effective relationships and participate as a key member of the team in order to achieve the designated goals.

I help individuals feel proud to be associated with the team and what it strives to achieve.

I share information, expertise and experience and I engage with others where appropriate.

I handle conflicts as they occur, seeking a constructive resolution.



CILEX Lawyer Authorised Practitioner Manager

I encourage openness to ensure people share their views and opinions.

I establish and seek to extend mutually beneficial relationships throughout the organisation, involving and engaging the right people at the right time to achieve the designated goals.

I facilitate collaborative activities and encourage shared ownership for goals and objectives.

I share my knowledge, expertise and experience and I engage with others to ensure team objectives are met.

I pre-empt conflict by addressing underlying issues and I mediate to resolve any existing conflict.



Partner Director Board Member

I create a culture of trust and respect throughout the organisation.

I am inclusive and visible in my day to day actions.

I promote a culture that builds and extends sustainable relationships across the organisation to achieve the organisational goals and objectives.

I disseminate information and set direction utilising mine and others' expertise and experience.

I create and sustain systems which bring all parties together to resolve widespread and difficult conflicts to reach a mutually acceptable outcome.



Critical thinker

Collects and understands information, analyses and challenges it, identifies issues, draws appropriate conclusions to solve problems and makes robust recommendations and decisions.



Office Support Legal Secretary Administrator

I collect all of the available information to understand issues.

I probe and question to gain a greater understanding.

I identify core information to assess key issues.

I identify solutions to problems.



Paralegal Case Handler Legal Assistant

I collect all of the available information to understand issues.

I probe and question to gain a greater understanding.

I identify core information to assess key issues.

I identify and recommend solutions to problems.



Senior Paralegal Experienced Paralegal

I seek new and additional information and data to build a detailed understanding of issues.

I look beyond what is immediately apparent from the information that I have been given.

I bring together ideas and concepts to fully understand more challenging issues.

I identify and evaluate options to understand the implications of using specific solutions.



CILEX Lawyer Authorised Practitioner Manager

I gather information and data relating to the wider business context to understand issues from a broader angle.

I do not accept information at face value; I look for justification and supporting evidence as to its validity.

I pull together complex issues to gain a wider perspective.

I create innovative and integrated solutions to problems to find new ways of resolving issues.



Partner Director Board Member

I create and sustain systems to gather information and data to make information readily available in the organisation.

I challenge information that is given if it is justified to do so and is in the wider professional, ethical, organisational or public interest.

I create strategies and systems to find ways to solve issues across the organisation.

I encourage others to develop integrated and innovative solutions to create a climate of continuous improvement and issue resolution.



Influencer

Creates a positive impact, communicates with others in a clear, concise and purposeful way, uses logical argument, presents information effectively, adapts communication style to suit audience and demonstrates resilience.



Office Support Legal Secretary Administrator

I have a positive initial impact which builds others' confidence in my ability.

I communicate clearly and concisely, both orally and in writing, to share information and ideas.

I present my proposals with evidence to support them.

I persuade others through the use of logical argument.



Paralegal Case Handler Legal Assistant

I have a positive initial impact which builds others' confidence in my ability.

I communicate clearly and concisely, both orally and in writing, to share information and ideas.

I present my proposals with evidence to support them.

I advocate for the best solution even when faced with opposition.



Senior Paralegal Experienced Paralegal

I demonstrate my credibility through creating a positive impact.

I communicate to meet the needs and interests of others in order to create interest in what is being said.

I address challenges to my proposals, whilst remaining calm and measured, standing by my decisions.

I advocate for the best solution even when faced with strong opposition.



CILEX Lawyer Authorised Practitioner Manager

I am recognised and respected by the client as a knowledgeable, valued professional.

I communicate with high impact to inspire others.

I do not allow myself to be unreasonably dissuaded even against strong resistance.

I am an accomplished and consistent negotiator.



Partner Director Board Member

I manage the impression I make with others.

I create a culture of open and effective communication to engage people across the organisation.

I take an objective view and stand by my conclusions, even when there is personal risk attached to doing so.

I negotiate for maximum value for the organisation and to build long-term relationships.



Driven to deliver

Takes accountability for quality of work, builds effective delivery frameworks, organises and prioritises, plans and structures work, sets high standards, works effectively under pressure and seeks continuous improvement.



Office Support Legal Secretary Administrator

I prioritise and plan activities in an orderly and structured way to complete tasks accurately and on time.

I set high standards for personal delivery and have a clear understanding of what is expected.

I complete work to a high standard.

I maintain composure under pressure.



Paralegal Case Handler Legal Assistant

I prioritise and plan activities in an orderly and structured way to complete tasks accurately and on time.

I set high standards for personal delivery and have a clear understanding of what is expected.

I complete work to a high standard.

I maintain composure under pressure.



Senior Paralegal Experienced Paralegal

I prioritise, plan and monitor progress to achieve multiple objectives accurately and on time.

I set high standards for personal delivery and have a clear vision of what is expected and how it impacts on others' delivery.

I strive to improve performance in order to meet challenging objectives.

I maintain composure and high levels of performance when under pressure.



CILEX Lawyer Authorised Practitioner Manager

I prioritise, plan and review progress and reschedule activities in line with changing priorities to meet changing business demands.

I set high standards for personal and team delivery and deliver objectives.

I embed quality assurance processes and encourage innovation to deliver operational excellence.

I maintain composure and high levels of performance when under pressure and support my team during such times.



Partner Director Board Member

I prioritise, implement and monitor progress of complex or multiple projects to achieve integrated project deliverables.

I put in place challenging standards for delivery and make sure that these are being achieved.

I champion a culture that focuses on operational excellence in order to achieve competitive advantage.

I tolerate high levels of organisational and stakeholder pressure, maintaining constant focus regardless of circumstances.



Authentic

Builds trusted relationships, offers appropriate advice, acts reliably and with credibility, does what they say they will do, knows limitations of abilities, admits mistakes and consistently leads by example.



Office Support Legal Secretary Administrator

I offer sensible, impartial support.

I do what I say I am going to do.

I take responsibility for my own performance and behaviour and am consistent in my words and actions.

I am aware of my strengths and limitations and ask for help when required.

I accept feedback on my performance and I am prepared to admit when I am wrong and seek to learn from my mistakes.



Paralegal Case Handler Legal Assistant

I am sought out by others to offer sensible, impartial advice.

I can be trusted by others to do what I say I am going to do.

I take responsibility for my own performance and behaviour and am consistent in my words and actions.

I am aware of my strengths and limitations and ask for help when required.

I accept feedback on my performance and I am prepared to admit when I am wrong and seek to learn from my mistakes.



Senior Paralegal Experienced Paralegal

I consistently offer carefully thought-through advice and guidance.

I build trusted relationships quickly with colleagues and clients.

I take responsibility for my own performance and behaviour and set a consistent tone and standard for performance in the team.

I know when tasks are beyond my level of capability and I seek advice when needed.

I seek feedback on my performance, admit my mistakes freely and move on using what I have learnt to improve.



CILEX Lawyer Authorised Practitioner Manager

I offer professional, up-to-date, relevant advice, guidance and opinions to others and am often sought out to do so.

I am trusted by others to act in the best interests of the team, organisation and client.

I take responsibility for my own performance, behaviour and emotions and role model in a consistent way of working to the team.

I know the limits of my capabilities and I escalate issues when needed.

I give, seek and act upon honest feedback.



Partner Director Board Member

I offer insightful advice, guidance and opinions, providing impact and challenge.

I am viewed as a trusted advisor by key client decision makers and throughout my organisation.

I hold myself accountable for the organisation's performance and ensure that my own personal behaviour, actions, words and values consistently reinforce those required in the organisation and the profession.

I know the limits of mine and the organisation's capability and when to stop.

I give, seek and act upon honest feedback on my own performance and on the service provided, from clients and colleagues and create a culture where this is the norm throughout the organisation.



Curious

Future-focused, inquisitive and open-minded, shows interest in what is happening around them, seeks feedback and looks for ways to improve themselves and the organisation.



Office Support Legal Secretary Administrator

I show an interest in activities within my immediate area of responsibility.

I am enthusiastic to broaden my own experience, knowledge and skills.

I seek to listen to, and take on board, other people's views to support my understanding.

I offer a fresh perspective.



Paralegal Case Handler Legal Assistant

I show an interest in activities beyond my immediate area of responsibility.

I am enthusiastic to broaden my own experience, knowledge and skills.

I seek to listen to, and take on board, other people's views in forming my opinion.

I think of new and innovative ways of approaching issues.



Senior Paralegal Experienced Paralegal

I show an interest in activities throughout the business and the legal sector.

I identify and pursue opportunities to learn and develop.

I actively seek out colleagues' perspectives and advice.

I bring new and fresh ideas to inform performance improvement.



CILEX Lawyer Authorised Practitioner Manager

I explore developments in the legal sector and the wider economic and political environment and gauge their impact on my organisation.

I take every opportunity to expand my knowledge, skills and experience and to support the development of others .

I actively seek out colleagues', and clients' views, perspectives and opinions.

I bring new and fresh ideas to inform performance improvement and encourage others to do the same.



Partner Director Board Member

I consider future developments in the legal and wider economic and political environment and challenge myself to develop the organisation as a result.

I create an environment that supports and promotes learning and development across the organisation.

I actively seek out colleagues', and clients' views, perspectives and opinions and encourage the team to do the same.

I create a culture where new ideas and approaches are encouraged and embraced.

Core Activities

CILEX Professional Competency Framework



Ethics and Professional Responsibility

Acts with integrity, impartiality and independence, demonstrates principled behaviour, follows rules, adheres to organisational and professional standards and manages risk.



Office Support Legal Secretary Administrator

I apply and adopt the rules and principles of professional conduct and the CILEX Code of Conduct appropriately to relevant situations.

I maintain the confidentiality of client, organisation and colleague information.

I act with professionalism and integrity in all interactions with clients, colleagues, suppliers and other stakeholders.

I follow the correct process in relation to conflicts of interest, ethical or risk dimensions to situations.



Paralegal Case Handler Legal Assistant

I apply the rules and adopt the principles of professional conduct, the CILEX Code of Conduct appropriately to relevant situations.

I maintain the confidentiality of client, organisation and colleague information.

I act with professionalism and integrity in all interactions with clients, vulnerable clients, colleagues, suppliers and other stakeholders.

I recognise conflicts of interest, ethical or risk dimensions to situations and, when concerned, inform appropriate groups or people.



Senior Paralegal Experienced Paralegal

I understand and comply with professional standards, the CILEX Code of Conduct and regulatory responsibilities and raise awareness of these to others in the team.

I represent information and data honestly, accurately and completely whilst maintaining confidentiality.

I consistently demonstrate the highest standards of professional integrity, displaying discretion and sound judgement when dealing with clients, vulnerable clients, colleagues, suppliers and other stakeholders.

I recognise conflicts of interest, ethical or risk dimensions to situations, I demonstrate awareness of professional standards and, when concerned, I inform and consult appropriate groups or people.



CILEX Lawyer Authorised Practitioner Manager

I demonstrate behaviour that reinforces professional standards, the CILEX Code of Conduct and regulatory responsibilities and I take action in the face of an ethical dilemma.

I represent information and data honestly, accurately, completely and confidentially and I coach less experienced staff on the principles and importance of maintaining confidentiality.

I do not compromise my professionalism or integrity and I stand my ground in the face of client, external influencer, supplier or internal pressure.

I demonstrate knowledge of the organisation's risk management procedures, I support others in upholding ethical risk management and professional standards and I escalate issues promptly.



Partner Director Board Member

I behave in a way that reinforces professional standards, the CILEX Code of Conduct and regulatory responsibilities and I actively reinforce the importance of ethical behaviour by acting as a role model in all interactions with others.

I uphold confidentiality and put in place organisation-wide processes and training to protect the confidentiality of client, organisation and staff information; ensuring its accuracy, completeness and security.

I consistently demonstrate the highest levels of professionalism and integrity and refuse to compromise on my own high standards.

I act in a way that does not expose the organisation to a risk of censure, loss of reputation or financial loss, handling conflicts or dilemmas promptly, and I provide guidance to others throughout the organisation on such issues.



Client Relationships

Focuses on clients' needs, listens to clients to understand their current and future needs, utilises specialist expertise, builds and leverages an internal and external network of contacts, meets clients' expectations and delivers complete client solutions.



Office Support Legal Secretary Administrator

I understand and apply the concept of client service with both internal and external clients.

I demonstrate an understanding of clients' needs.

I deal with clients' needs efficiently.

I deliver high quality work, support and advice.

I identify and use an internal network of contacts to achieve results.



Paralegal Case Handler Legal Assistant

I understand and apply the concept of client service with both internal and external clients.

I demonstrate an understanding of clients' needs.

I deal with clients' needs efficiently and raise appropriate legal matters with the right expert.

I provide clear advice and I suggest possible actions for clients in accordance with instructions received.

I identify and develop an internal network of contacts to achieve results.



Senior Paralegal Experienced Paralegal

I demonstrate a client-oriented approach, treating internal and external clients as individuals.

I understand the clients' existing position, their actual and perceived needs and I am able to challenge these.

I manage the clients' expectations and am responsive to ensure the legal needs of the client and the organisation are met.

I provide clear legal advice to clients including options available, next steps, advice on costs where appropriate and I provide supporting evidence in accordance with instructions received.

I build an internal network and have started to develop an external network of contacts and experts.



CILEX Lawyer Authorised Practitioner Manager

I recognise and apply the concept of client service to a range of clients and I work to improve client centricity within the team.

I show a clear understanding of the clients' existing position, needs and expectations and I am able to identify needs that they may not recognise.

I respond appropriately to and manage clients' legal needs and engage others in the team and externally with the necessary legal expertise.

I provide clear legal advice to clients including advice on the available options, the risks, the costs and the benefits of alternative courses of action, next steps and providing supporting evidence.

I maintain, widen and leverage my network of internal and external contacts and experts.



Partner Director Board Member

I build the capability of the broader organisation's commitment to client centricity, working towards removing obstacles that prevent excellent client service.

I identify the existing position, needs and expectations for a range of individual, and possibly corporate, clients and I am able to anticipate future needs.

I engage key clients and others inside and outside the organisation with the necessary expertise to deliver integrated legal solutions.

I provide expert legal advice and solutions and act as a sounding board to others seeking clarity on options.

I cultivate a broad network of contacts, identify business development opportunities and generate new business whilst adhering to risk and quality standards.



Technical Expertise

Demonstrates the technical knowledge required for the role, keeps up to date with developments and trends in the organisation and legal profession and refers technical work to others with the right expertise.



Office Support Legal Secretary Administrator

I demonstrate sufficient technical knowledge to complete tasks.

I act as a resource on technical support matters or I identify the appropriate expertise internally or externally.

I understand the limitations of my technical competence and raise appropriate queries with the right expert or my supervisor.

I maintain proficiency in required processes, procedures and technologies.



Paralegal Case Handler Legal Assistant

I demonstrate sufficient technical knowledge to complete tasks, and for more complex tasks, complete these with some supervision.

I act as a resource on technical support matters or I identify the appropriate expertise internally or externally.

I understand the limitations of my technical competence and I raise appropriate legal matters with the right expert.

I maintain proficiency in legal, organisational and other processes, procedures, technologies, standard tools, approaches and methodologies.

I suggest the applicable law and explain why it is relevant to the matter.



Senior Paralegal Experienced Paralegal

I demonstrate a client-oriented approach, treating internal and external clients as individuals.

I demonstrate technical knowledge in one or more specialist areas and I act as a referral point for technical and tactical advice on straightforward matters.

I provide guidance on routine technical matters to my colleagues and I understand the limitation of my technical competence, raising appropriate legal matters with the right expert.

I develop legal knowledge and understanding, ensuring new developments in regulation, technology and practice are followed.

I identify the applicable law, linking it to the issues and demonstrating why it is relevant to the matter.



CILEX Lawyer Authorised Practitioner Manager

I demonstrate my technical knowledge and expertise and share this with others.

I develop a specialism in one or more legal areas and am recognised as being knowledgeable in my field.

I recognise when I reach the limit of my technical competence and skills and I ask for support.

I keep up to date with all legal and technological developments and apply them ethically in my work.

I identify the applicable law and procedures, and apply these to the matter using supporting evidence.



Partner Director Board Member

I demonstrate a deep level of technical knowledge and expertise which I share across the organisation and I leverage this and apply it to complex issues.

I am recognised internally and externally as a subject matter expert and a leading practitioner.

I seek advice from my colleagues when I reach the limit of my skills and expertise.

I stay at the forefront of technical and legal issues, regulation and development.

I apply a wide range of legal skills and experience to complex cases.



Legal practice

Uses their skills and experience to perform the job effectively, makes effective use of technology, delivers accurate and quality work and embraces new developments and ways of working.



Office Support Legal Secretary Administrator

I support others in researching relevant matters in support of client work.

I complete and process relevant documentation using straightforward language and I follow the correct legal procedures.

I use technology to carry out my role and I seek efficiencies and improvements to the way things are done.

I apply organisational standard approaches, methodologies and tools to tasks, documents, files and records.



Paralegal Case Handler Legal Assistant

I conduct accurate qualitative and quantitative research on legal and non-legal matters in a thorough and organised manner.

I identify, complete, draft and process relevant legal documentation using straightforward language. I follow the correct legal procedures.

I make full use of appropriate and current technology to deliver solutions to clients.

I ensure work complies to legal procedures, regulatory and organisational standards.



Senior Paralegal Experienced Paralegal

I conduct legal research in a thorough and organised manner, using the full range of available tools and technologies and apply it to the matter in hand.

I identify and draft the right legal and other documentation to support the legal procedure, identifying the relevant issues and providing well written supporting evidence.

I embrace new developments in working practices and technology and adopt them in my day to day activities.

I deliver work in accordance with legal procedures, regulatory and organisational standards.



CILEX Lawyer Authorised Practitioner Manager

I conduct and collate legal research in a thorough, pragmatic and organised manner, using the full range of available tools and technologies and apply it confidently to the matter in hand.

I use the correct legal and other documentation and procedures to deal with the matter, providing supporting evidence of the action taken.

I identify new developments in working practices and technology and recommend their adoption to deliver solutions for clients.

I am responsible for delivering quality work in compliance with legal procedures and regulatory and organisational standards.



Partner Director Board Member

I put in place systems and processes to make information readily available across the organisation and relevant stakeholders that facilitates complete and thorough research.

I address technically difficult, complex and ambiguous legal documentation and procedures and ensure that preparation throughout the organisation is to the correct standard.

I identify future developments in working practices (including technology) and evaluate their impact on the organisation and the legal profession and I secure resources to deliver the organisational response.

I supervise others to ensure that all work is performed in accordance with legal standards, methodologies and the organisation's policies and procedures.



Commercial Awareness

Combines commercial and legal expertise to bring value to clients and the organisation, demonstrates business/commercial acumen, manages work efficiently and in budget, delegates work, uses resources efficiently and maximises commercial opportunities from existing and new clients.



Office Support Legal Secretary Administrator

I align my activities to the objectives of the team.

I understand the business environment in which the organisation operates and its key products and services.

I demonstrate the importance of efficiency and time analysis when carrying out my work.

I manage multiple activities, prioritising time and communicating potential time and resource conflicts.

I support the organisation of meetings and events.



Paralegal Case Handler Legal Assistant

I align my activities to the objectives of the team and department.

I have a broad understanding of the overall environment in which the organisation operates and its key products and services, and can articulate these to clients.

I demonstrate the importance of case economics e.g. budgets, billing and time analysis when carrying out my work.

I manage multiple activities, prioritising time and communicating potential time and resource conflicts.

I support the development of proposals, organisation of events and other marketing and business development activities.



Senior Paralegal Experienced Paralegal

I align my activities within my area to the organisation's strategy and I take responsibility for their delivery.

I identify opportunities to maximise business from my client through suggesting additional current services, where appropriate and relevant to do so, in line with the broader organisational and business context.

I maintain a focus on the economics of the services being offered, recommending opportunities for increased efficiencies.

I prioritise and manage my own and delegated work with a focus on completion within scope and budget, delegating where appropriate.

I support others in activities to gain work from existing or new clients and in marketing the organisation.



CILEX Lawyer Authorised Practitioner Manager

I align my activities to the organisation's strategy, identify key deliverables, ensure their delivery and monitor them against the plan.

I understand and communicate the broad range of legal services, in light of competitor activity, that may be relevant to clients' needs and I raise new opportunities for products and services with clients and senior members of the organisation.

I contribute to the financial management of the case, including budgets, work in progress, timely billing and collection and variance recognition.

I contribute to engagement management e.g. resource requirements and case load workflow, to meet the organisation's objectives and budgets.

I contribute to converting opportunities into successful new profitable work.



Partner Director Board Member

I set (or participate in setting) the direction and strategy for the organisation, taking into account the risks, threats and opportunities within the wider legal and business environment and I ensure its delivery.

I identify the existing position, needs and expectations for a range of individual, and possibly corporate, clients and I am able to anticipate future needs.

I ensure that rigorous financial controls are in place, applying and monitoring these across the organisation and offering ideas to enhance the organisations' profitability through value creation and increased efficiencies.

I take ownership of large and complex cases, their outcomes and plans and I define strategies for managing multiple or complex case loads; engaging in high level resource planning to ensure timely delivery of client work whilst ensuring service excellence.

I develop a strategic approach to marketing and client relationships that commercially benefit the organisation and I lead the winning of profitable new work.



Representation and Advocacy

Acts as an ambassador to the organisation and legal profession, takes instructions, holds appropriate advocacy rights, prepares for and acts for clients at trials, hearings or negotiations and represents the interests of clients in the best way.



Office Support Legal Secretary Administrator

I represent the organisation internally and externally in a positive manner.

I accept the work to be done, delivering on appropriate deadlines and providing regular status updates.

I collate the supporting information and documentation in preparation for a trial, hearing or dispute settlement negotiation.



Paralegal Case Handler Legal Assistant

I represent the organisation internally and externally in a positive manner.

I accept the work to be done, delivering on appropriate deadlines and providing regular status updates.

I gather and provide the supporting information in preparation for trials, hearings and dispute settlement negotiations.



Senior Paralegal Experienced Paralegal

I am an ambassador for my organisation at all times.

I take accurate instructions relating to legal matters from colleagues and clients.

I provide the supporting information and prepare case outlines and submissions in preparation for trials, hearings or dispute settlement negotiations.

I undertake straightforward negotiations and influence in favour of a preferred solution.

I observe and support dispute settlement negotiations or advocacy in those areas where currently no rights of audience exist.



CILEX Lawyer Authorised Practitioner Manager

I am an ambassador for my profession and organisation.

I take accurate instructions relating to legal matters from colleagues and clients.

I prepare the necessary documentation and submissions for use in representing clients at trials, hearings or dispute settlement negotiations and where I hold the necessary rights of audience I may also present arguments on behalf of my client and conduct examinations or cross examinations.

I undertake more complex negotiations and advocacy (where appropriate) and influence in favour of a preferred solution.

Where required, I have applied for and attained the relevant legal practice, litigation and advocacy rights, relevant to my role.



Partner Director Board Member

I champion my profession and organisation.

I evaluate the risks, costs and benefits associated with taking legal instruction following organisational processes and I delegate work to colleagues in accordance with their skill and experience levels.

I represent clients in a contested hearing or trial, usually for larger, complex and higher profile cases, including opening and closing speeches, examination in chief and cross-examination.

I demonstrate consistency in successful negotiations and advocacy and influence in favour of a preferred solution.

Where appropriate, I hold the relevant legal litigation and advocacy rights and I ensure there are a sufficient number of skilled and authorised advocates in place across the organisation.



Managing performance

Aligns to personal, team and organisational goals and objectives, is open to learning and supports the activities and development of others in the team.



Office Support Legal Secretary Administrator

I know how my role contributes to the organisation.

I embrace challenging performance standards and monitor my progress against them.

I contribute to team activities and demonstrate my awareness of others' workloads, taking on additional tasks as appropriate.

I actively pursue required or recommended qualification(s) and I seek instruction, feedback and coaching to improve my capabilities.



Paralegal Case Handler Legal Assistant

I know how my role contributes to the organisation and I complete my organisational objectives.

I embrace challenging performance standards and monitor my progress against them.

I contribute to team activities and demonstrate my awareness of others' workloads, taking on additional tasks as appropriate.

I actively pursue required or recommended qualification(s) and I seek instruction, feedback and coaching to improve my capabilities.

I complete my relevant Continuing Professional Development (CPD) requirements.



Senior Paralegal Experienced Paralegal

I contribute to the team's effectiveness by achieving my personal and organisational goals.

I set myself realistic and impactful performance expectations and deliver against them.

I contribute and encourage others to contribute to the performance of the team, consciously recognising the good work of other team members.

I actively pursue required or recommended qualification(s) and I proactively contribute to discussion about my career and personal development.

I complete my relevant Continuing Professional Development (CPD) requirements and support others in their development activities.



CILEX Lawyer Authorised Practitioner Manager

I work towards the organisation's goals by setting aligned objectives and targets for myself and where appropriate the team.

I establish stretching performance expectations for myself and where appropriate my team, measuring progress against them and taking corrective action on performance deficiencies.

I engage with individuals to bring them together as one team and I create a workplace environment that supports their wellbeing.

I support others in their personal development, providing information, opportunities for development, teaching, support, coaching, guidance and feedback.

I complete my Continuing Professional Development (CPD) requirements and encourage others to engage in CPD activities.



Partner Director Board Member

I articulate a strategic vision, establishing a direction that motivates people to focus their efforts and builds commitment to achieving the organisation's goals.

I create a high performance culture and set appropriate standards of behaviour and I measure organisation performance, constantly driving it to perform better than the competitors.

I influence and develop a "one team" culture, for organisational, project and client teams, and I consistently demonstrate visible team and organisational leadership whilst undertaking multiple client engagements.

I create a development culture, ensuring the organisation has a strategy for the development of key talent and I manage development through the deployment and placement of people and teaching and coaching others.

I set an expectation of adherence to Continual Professional Development (CPD) requirements across the organisation and ensure that I meet my own requirements.



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