

Cluster	Competency	Level 1	Level 2	Level 3	Level 4	Level 5
		Novice Knowledge, Remembering	Beginner Understanding, Comprehension	Competent Applying	Proficient Analysing	Expert Evaluating
PA	<b>Practical Application of the law and Legal Practice</b>	<p><b>Identify and apply the relevant law to the matter.</b></p> <ol style="list-style-type: none"> <li>Describe the key organs and rules governing the English Legal System (ELS)</li> <li>Identify the constituent elements of a contract</li> <li>Describe the principles of negligence</li> <li>Identify when there is an entitlement to recover costs</li> <li>Recognise some of the standard legal issues relevant to a case or transactions in costs law and practice.</li> </ol> <p><b>Identify and apply relevant legal procedure to a matter.</b></p> <ol style="list-style-type: none"> <li>Identify and describe key parts of the CPR</li> <li>Demonstrate an understanding of the assessment procedure in the civil courts</li> <li>Distinguish between client and office account</li> </ol> <p><b>Draft process documents</b></p> <ol style="list-style-type: none"> <li>Select appropriate precedents to assist with drafting pleadings</li> <li>Describe the documentation associated with costs proceedings</li> <li>Identify the sources of the CPR that set out the form of a statement or bill of costs</li> </ol> <p><b>Identify and deal with the issues arising in a matter.</b></p> <ol style="list-style-type: none"> <li>Identify arguments regarding the enforceability of a retainer</li> <li>Identify arguments over the quantification of costs</li> </ol>	<ol style="list-style-type: none"> <li>Explain the fundamental principles underpinning the operation of the ELS and distinguish between sources of law</li> <li>Demonstrate an understanding of contract law applicable to a client matter with minimal input from a supervisor</li> <li>Explain the implications of a negligence claim against a firm or individual with minimal input from a supervisor</li> <li>Explain, under supervision, how and why an entitlement to costs has arisen.</li> <li>Generally being able to not only recognise the standard legal issue, but begin to see how rules and laws apply to a particular case or transaction.</li> </ol> <ol style="list-style-type: none"> <li>Cite prescribed rules and rates and explain their legal standing</li> <li>Demonstrate an understanding of the assessment procedure in special courts</li> <li>Cite rules from the Solicitors Account Rules</li> </ol> <ol style="list-style-type: none"> <li>Draft pleadings from scratch using clear, accurate and succinct language</li> <li>Draft documentation associated with costs proceedings in accordance to the provisions in the CPR</li> <li>Draft bills and statements of costs in accordance to the appropriate formalities that address most relevant legal and factual issues</li> </ol> <ol style="list-style-type: none"> <li>Explain and, under supervision, offer advice on issues arising in a costs matter</li> <li>Present a reasoned costs argument in a clear, logical, succinct and persuasive way</li> </ol>	<ol style="list-style-type: none"> <li>Demonstrate a critical awareness of the ELS and the sources of law applicable to a matter</li> <li>Accurately apply a critical understanding of contract law to a client matter</li> <li>Apply the principles of negligence to a particular matter</li> <li>Advise a client in relation to their entitlement to costs with no supervision</li> <li>Overall identify the legal principles relevant to the area of practice and apply them effectively to individual cases.</li> </ol> <ol style="list-style-type: none"> <li>Apply knowledge of the assessment procedure in the civil courts, the special courts and tribunals</li> <li>Apply prescribed rules and rates and reach a measured conclusion</li> <li>Use time recording and copies of ledgers to offer advice on matters</li> </ol> <ol style="list-style-type: none"> <li>Construct pleadings that address all relevant legal and factual issues that comply with appropriate formalities</li> <li>Draft documentation associated with costs proceedings that address all relevant legal and factual issues that complying with appropriate formalities</li> <li>Draft budgets and case plans in accordance to the provisions of the CPR that address all relevant legal and factual issues and that comply with the appropriate formalities</li> </ol> <ol style="list-style-type: none"> <li>Explain and offer advice on issues arising in a costs matter</li> <li>Ability to prepare a cogent reply to opposing argument</li> </ol>	<ol style="list-style-type: none"> <li>Apply underpinning knowledge of the ELS to a client matter</li> <li>Accurately apply a critical understanding of contract law to a client matter in order to formulate advice</li> <li>Understand the risks associated with multiple lawyers working on their own case loads</li> <li>Manage a caseload and advise multiple clients in relation to their entitlement to costs.</li> <li>Apply a depth of understanding of the area of practice and a broad background awareness of legal principles to solve problems and progress the case.</li> </ol> <ol style="list-style-type: none"> <li>Prepare accurate bills, budgets and other costs pleadings in a variety of courts as a matter of routine and offer advice in relation to the appropriate rules applicable to those matters</li> <li>Supervise a team responsible for drafting pleadings that address all relevant legal and factual issues that comply with appropriate formalities</li> <li>Supervise a team responsible for drafting documentation associated with costs proceedings that address all relevant legal and factual issues that complying with appropriate formalities</li> <li>Supervise others that draft budgets and case plans in accordance to the provisions of the CPR that address all relevant legal and factual issues and that comply with the appropriate formalities</li> <li>Supervise others giving advice on all relevant factual and legal issues</li> <li>Advise a client on the risks associated with</li> </ol>	<ol style="list-style-type: none"> <li>Advise other professional persons on the sources of law that operate in the ELS applicable to their client matter</li> <li>Manage the advice given by others on contractual enforceability</li> <li>Manage the risks associated with multiple lawyers working on their own case load</li> <li>Supervise the management of cases where advice is given on an entitlement to costs.</li> <li>Mastery of the area of practice along with a broad background awareness of legal principles to develop and critically evaluate a range of options overcoming dilemmas and problems.</li> <li>Mastery in the preparation of bills, budgets and other costs pleadings along with a broad background awareness of legal principles to develop and critically evaluate a range of options overcoming dilemmas and problems.</li> <li>Advise other professionals that supervise a team responsible for drafting pleadings on strategy to improve performance</li> <li>Supervise multiple teams responsible for drafting documentation associated with costs proceedings</li> <li>Advise other professionals that supervise others that draft budgets and case plans</li> <li>Identify trends within a firm and devise strategies of how to maximise recoverable costs</li> </ol>

Level 6  
Create

	<b>LBMS: Legal Research</b>	<b>Undertake legal research</b>	<ol style="list-style-type: none"> <li>1. Describe legal research processes and procedures.</li> <li>2. Describe different sources of law</li> </ol>	<ol style="list-style-type: none"> <li>1. identify accurately the issue(s) which require researching</li> <li>2. Identify and retrieve up-to-date legal information, using paper and electronic sources</li> </ol>	<ol style="list-style-type: none"> <li>1. Use primary and secondary legal sources relevant to create reports on point of law or procedure</li> <li>2. Implement strategies to ensure knowledge is up to date and relevant</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervise and support others undertaking legal research</li> </ol>	<ol style="list-style-type: none"> <li>1. Devise strategies for firms on supporting employees with research</li> </ol>
CS	<b>Communication skills</b>  <b>NOS: Establish communication with clients for advice and guidance</b>	<b>Seek appropriate information through communication.</b>  <b>Represent a client / user through effective communication and other skills.</b>  <b>Negotiate or mediate solutions to client matter</b>	<ol style="list-style-type: none"> <li>1. Describe and demonstrate effective questioning and listening techniques.</li> <li>2. Structure an effective interview that provides clients with the appropriate time and assistance to express their requirements, including preparation and follow up activities.</li> <li>3. Identify the major sources of information, and routes to access that information</li> </ol>	<ol style="list-style-type: none"> <li>1. Understand how to conduct an effective interview using appropriate planning, preparation and identification of objectives.</li> <li>2. Identify any situations where immediate action is required to assist clients</li> <li>3. Conduct the appropriate interaction with clients and others to establish a professional relationship whilst providing assurance to clients of the confidentiality of the information being obtained from them</li> </ol>	<ol style="list-style-type: none"> <li>1. Choose appropriate questioning techniques and demonstrate how to conduct an interview which elicits relevant information, client concerns, anticipates client concerns and has clear outcomes.</li> <li>2. Determine appropriate steps to minimise the effect of any difficulties with communication</li> <li>3. Structure written enquiries to elicit specific information, with clarity, focus and utilising the correct technical language.</li> </ol>	<ol style="list-style-type: none"> <li>1. Appraise the effectiveness of questioning and interrogation methods.</li> <li>2. Continually review methods of communication</li> <li>3. Devise a communication strategy to elicit information relating to a specific matter.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluate the effectiveness of communications styles in obtaining relevant and accurate information.</li> <li>2. Justify the implementation of alternative methods of communication within an organisation</li> <li>3. Evaluate the effectiveness of a communication strategy in obtaining and maintaining accurate and relevant information</li> </ol>
			<ol style="list-style-type: none"> <li>1. Describe how effective communication works.</li> <li>2. Recognise the suitability of various written and verbal communication approaches to legal situations and practice.</li> <li>3. Accurately record interviews, advice given orally, decisions made by clients and any follow up steps.</li> <li>4. Confirm a client's instructions in writing, where appropriate, that demonstrate professional practice, politeness and respect.</li> <li>5. Explain the underpinning skills required of a good advocate</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify the interests of the client / user.</li> <li>2. Identify the appropriate communication media and skills for a number of client interactions.</li> <li>3. Research relevant facts and legal principles.</li> <li>4. Use suitable language in communications on behalf of a client that demonstrate professional practice, politeness and respect.</li> <li>5. Assist and advocate prior to a hearing and at court</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrate appropriate use of communication skills in a range of situations to represent client interests.</li> <li>2. Develop and present structured and reasoned arguments.</li> <li>3. Present communication in a clear, logical, unambiguous, succinct and persuasive way, using appropriate media and underpinning authority, without supervision.</li> <li>4. Undertake advocacy in chambers without supervision</li> <li>5. Demonstrate a clear grasp of and commitment to abide by associated ethical requirements</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyse all aspects of the matter and client position, in order to respond to options presented from all sides.</li> <li>2. Evaluate further communication and negotiation options and devise, appraise and contrast potential responses.</li> <li>3. Adapt and suggest improvements in communication style used by another as appropriate.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitor the advice given by others (for whom you are responsible) and ensure consistency of advice where appropriate</li> <li>2. Evaluate advice given by others (for whom you are responsible) and devise, appraise and contrast strategies in ensuring advice is of a consistent standard</li> <li>3. Implement processes to ensure consistent advice is given by an organisation</li> </ol>
			<ol style="list-style-type: none"> <li>1. Describe the reason for a negotiated route in a particular matter</li> <li>2. Define the basis of an effective negotiation.</li> <li>3. Describe the importance of preparing for negotiations</li> <li>4. Describe how conflict may arise</li> </ol>	<ol style="list-style-type: none"> <li>1. Explain the process of negotiation to a client or user.</li> <li>2. Identify all parties interests, objectives and limits.</li> <li>3. Identify tools for implementing a negotiation strategy</li> <li>5. Explain how conflict might be resolved through the mediation process</li> </ol>	<ol style="list-style-type: none"> <li>1. Determine the core client issues and concerns in a specific negotiation.</li> <li>2. Persuasively present options for compromise / resolution.</li> <li>3. Apply knowledge of strategic tools and respond effectively to options presented.</li> <li>4. Advise others on the role of a mediator</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop and formulate the best options in order to meet parties objectives.</li> <li>2. Evaluate the negotiation process during each stage of the dispute resolution process in light of evolving client objectives</li> <li>3. Evaluate mediation strategies in light of a given set of instructions</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop complex compromises between options or multiple parties.</li> <li>2. Appraise others in their use of negotiation skills, strategies and knowledge</li> <li>3. Hold a qualification in mediation</li> </ol>

	<b>Address all issues in communication.</b>	<ol style="list-style-type: none"> <li>1. Identify the major issues likely to arise due to poor communications.</li> <li>2. Identify situations when a client may not fully understand legal advice</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrate an understanding of the importance of communication in the Cost Lawyer role in light of professional conduct rules</li> <li>2. Recognise the impact of effective communication and the consequences of failing to comply with professional conduct rules with minimal from a supervisor</li> <li>3. Recognise when the issues of mental capacity may need to be addressed</li> </ol>	<ol style="list-style-type: none"> <li>1. Apply the relevant law, legal procedure and professional conduct rules, appropriately and accurately in communication without supervision</li> <li>2. Explain factual, legal and evidential issues, arising as a result of communication no input from a supervisor</li> <li>3. Explain the steps that must be taken to ensure a lay client understands the advice they have been given</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervise others responding to communication to ensure they have identified and addressed all relevant factual, legal or evidential issues arising</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify trends in issues occurring and develop appropriate strategies to minimise their impact.</li> <li>2. Recommend new approaches to responding to documentation in legal matters.</li> </ol>
CR	<b>Client relations</b>  <b>NOS: Support clients to make use of the advice and guidance service</b>  <b>NOS: Provide legal advice to clients</b>  <b>NOS: Provide continuing support to clients</b>	<b>Take accurate instructions relating to a legal matter from clients or service users.</b> <ol style="list-style-type: none"> <li>1. Capture initial enquiries.</li> <li>2. Record client meetings on appropriate software.</li> <li>3. Maintain and locate client files and records in accordance to legislative requirements.</li> </ol> <b>Identify and understand a client's or service user's position.</b> <ol style="list-style-type: none"> <li>1. Describe clients position.</li> </ol> <b>Evaluate the risks, costs and benefits of alternative courses of action.</b> <ol style="list-style-type: none"> <li>1. State to client risks, costs and benefits associated with a course of action.</li> </ol>	<ol style="list-style-type: none"> <li>1. Take accurate instructions relating to a legal matter from clients or service users.</li> <li>2. Draft standard correspondence, attendance notes and file notes</li> <li>3. Demonstrate knowledge and understanding of effective methods of eliciting information.</li> </ol> <ol style="list-style-type: none"> <li>1. Identify through effective communication the client's/service user's position including financial, professional and personal priorities</li> </ol> <ol style="list-style-type: none"> <li>1. Identify risk associated with a client position and instruction.</li> <li>2. Explain costs and potential benefits.</li> </ol>	<ol style="list-style-type: none"> <li>1. Clarify and articulate client instructions. Interpret client needs and construct client instructions</li> <li>2. Ability to utilise methods to take accurate instructions from the client</li> <li>3. Question client and validate instructions and requirements throughout a matter ensuring changing service requirements are responded to appropriately</li> </ol> <ol style="list-style-type: none"> <li>1. Demonstrate an understanding of the client's/service user's position.</li> <li>2. Describe and clarify clients position to the client.</li> <li>3. Apply this understanding to the matter to ensure appropriate representation of the client.</li> </ol> <ol style="list-style-type: none"> <li>1. Prepare a risk, cost / benefit analysis on client course(s) of action.</li> <li>2. Identify a range of options open to the client.</li> <li>3. Provide clients with a clear basis for charges and other costs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyse client instructions and offer others advice on the options they may present to a client.</li> <li>2. Appraise client requirements and other CLs responses to those needs.</li> </ol> <ol style="list-style-type: none"> <li>1. Evaluate business processes, and procedures, to identify client/service users requirements</li> <li>2. Differentiate and point out patterns in clients positions across various matters in a particular area of law</li> <li>3. Appraise others understanding of a client position.</li> </ol> <ol style="list-style-type: none"> <li>1. Evaluate firm level information, arguments, assumptions and concepts.</li> <li>2. Evaluate the merits risks, costs and benefits of alternative courses of action.</li> <li>3. Assess which option would be the most appropriate course of action for the client in a complex matter</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommend responses to client instructions, taking a holistic approach and based on prior experience</li> <li>2. Critique others method and abilities in taking instructions.</li> <li>3. Evaluate organisations approach to taking instructions from a client.</li> </ol> <ol style="list-style-type: none"> <li>1. Summarise complex client positions across a variety of areas of law, and propose strategies for businesses to implement to ensure client's positions are continually reviewed through a matter.</li> <li>1. Recommend course of action based on risks, cost and potential benefits on a variety of matters covering different areas of law and practice.</li> </ol>

<b>Provide clear legal advice to clients or service users.</b>	<ol style="list-style-type: none"> <li>1. Recognise the relevant legal aspects of a client's position.</li> <li>2. Explore with clients the reasons for their advice requirements</li> <li>3. Recall major elements of law and procedure relevant to the client matter.</li> <li>4. Identify situations when it may be necessary to seek specialist advice from another professional</li> </ol>	<ol style="list-style-type: none"> <li>1. Relate correct legal practices relevant to client position.</li> <li>2. Explain legal situation and any other information to the client.</li> <li>3. Present legal advice and check clients' understanding of the Information check that clients' understanding is consistent with information you have provided</li> <li>4. Explain the importance of acquiring advise from a specialist</li> </ol>	<ol style="list-style-type: none"> <li>1. Advise the client/service user on the matter in which instructed, including any action which will be taken in representation.</li> <li>2. Design an action plan with clients and agree roles and responsibilities for progressing actions</li> <li>3. Refer clients to additional or alternative sources of relevant information</li> <li>4. Prepare instructions to a specialist adviser</li> </ol>	<ol style="list-style-type: none"> <li>1. Present clients with information and possible options for action in line with organisational requirements</li> <li>2. Appraise and evaluate client position and devise best legal advice based on recent precedent and experience</li> <li>3. Explain implications of advice and analyse available client information to assign relevance to their case in line with your professional judgment</li> <li>4. Provide specialist advice to another professional</li> </ol>	<ol style="list-style-type: none"> <li>1. Advise clients on the implications of possible options in line with their organisational requirements</li> <li>2. Debate and propose a range of legal advice in a complex case. Evaluate merits of differing advice.</li> </ol>
<b>Take action to deal with instructions received.</b>	<ol style="list-style-type: none"> <li>1. Recognise the nature of the client instructional and Identify the right person to refer to.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluate the information provided in relation to the law and legal procedure</li> <li>2. Identify the appropriate course of action to be taken in response to a client instruction. Provide evidence of action taken.</li> </ol>	<ol style="list-style-type: none"> <li>1. Determine the correct course action based on the client instruction and fuller understanding of the client situation.</li> <li>2. Take action to deal with instructions received and progress actions on behalf of clients in line with agreed timescales</li> <li>3. Establish support required to carry out action.</li> </ol>	<ol style="list-style-type: none"> <li>1. Appraise a situation and contrast the range of actions possible in order to evaluate and propose a course going forward.</li> <li>2. Determine the work required, prioritise work packages and estimate workloads and costs.</li> <li>3. Gather and correlate evidence of action taken and evaluate case progress against milestones and outcomes</li> </ol>	<ol style="list-style-type: none"> <li>1. Consider effectiveness of action taken on a client case.</li> <li>2. Evaluate the firms recovery of costs.</li> <li>3. Appraise costing approach in organisation and recommend enhancements.</li> </ol>
<b>Manage a client's or service user's expectations.</b>	<ol style="list-style-type: none"> <li>1. Understand policy process and approach to working with clients.</li> <li>2. Understand relevant legal process and law relevant to service provided.</li> <li>3. Clearly communicate policy, process and approach to working with clients and service users.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify the needs, objectives and priorities of the client/service user and provide them appropriate time and assistance to express their requirements</li> <li>2. Understand client expectations by encouraging clients to clarify their requirements and circumstances</li> <li>3. Demonstrate expected level of client care and case management.</li> <li>4. Providing information to clients in a way they can understand, including appropriate and accurate information about the service and information on the advantages and disadvantages of using the service</li> </ol>	<ol style="list-style-type: none"> <li>1. Manage a client's or service user's expectations in light of their needs, objectives and priorities by using the information provided to assist clients decide whether their requirements could be met by the service</li> <li>2. Build and maintaining client relationships by agreeing the way the service will be used and providing an clear explanation of the actions that are necessary to fulfill clients' requirements</li> <li>3. Understand that it is not always possible to meet client expectations and needs Responding appropriately to clients concerns and complaints</li> </ol>	<ol style="list-style-type: none"> <li>1. Differentiate expectations between clients.</li> <li>2. Differentiate expectations of different elements of service provided.</li> <li>3. Evaluate and implement a range of responses to manage client expectations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Consider the success or otherwise of managing client expectations.</li> <li>2. Compare approaches and devise strategies to improve client expectation management.</li> </ol>

MW	Management of workload	<p><i>Plan workloads to deliver a professional legal service to clients or service users.</i></p>	<p>1. Describe planning and estimating tools and techniques applicable to opening, progressing and closing a single matter.</p> <p>2. Explain the importance and the context for workload planning in the role.</p> <p>3. Open client case files in line with organisational requirements</p>	<p>1. Understand workload requirements and deadlines and explain to clients the organisational systems and procedures for managing cases</p> <p>2. Clarify instructions for scope and agree with clients the potential case outcomes and milestones</p> <p>3. Construct plans to manage workload and plan and prioritise own daily work loads..</p>	<p>1. Meet deadlines set by law, the courts and clients.</p> <p>2. Identify situations when additional help may be required and obtain support.</p> <p>3. Estimate resource requirements and brief other individuals required to progress cases with details and responsibilities</p>	<p>1. Assess others timescales for completion of tasks and identify if they are realistic</p> <p>2. Plan and prioritise the workloads of others</p>	<p>1. Review and refine 'project management' practices and skills of staff of business.</p>
		<p><i>Manage workloads and progress matters</i></p>	<p>1. Understand own role and business requirements.</p> <p>2. Understand likely client requirements.</p> <p>3. Understand legal requirements of matter</p> <p>4. Able to do simple routine tasks. Requires close supervision on task by task basis.</p>	<p>1. Apply relevant processes and procedures to progress matters expeditiously, dealing with effectively straightforward cases and transactions.</p> <p>2. Plan and prioritise own daily work loads and maintain case files to ensure they are accurate and up to date in line with organisational requirements</p> <p>3. Understand timelines, resource requirements and budgets.</p> <p>4. Close transaction or case.</p> <p>5. Can complete straightforward tasks to an acceptable standard. Can use own judgment, but required supervision for overall case or transaction.</p>	<p>1. Manage workloads to ensure no unnecessary delays in the progress of legal matters.</p> <p>2. Monitor plans and targets and inform clients about progress against milestones and outcomes in line with organisational requirements</p> <p>3. Manage all files and tasks concurrently with no real supervision.</p> <p>4. Monitor and chase payment of costs.</p> <p>5. Maintain communication with all parties.</p> <p>6. Complex tasks may lack refinement. Generally completes task with own judgment, including occasional unfamiliar tasks with a range of problems and choices. Recognises when support is required.</p>	<p>1. Analyse and deal with unforeseen circumstances.</p> <p>2. Manage risks and issues as they arise in a matter</p> <p>3. Evaluate case progress against milestones and outcomes in line with organisational requirements</p> <p>4. Fully acceptable standard achieved in all tasks, dealing with complex transactions through deliberate analysis and planning.</p> <p>5. Takes full responsibility for progressing case transaction.</p>	<p>1. Performance manage staff. Monitor profitability of business.</p> <p>2. Excellence achieved in all tasks. Deals with complex transactions intuitively and with ease.</p> <p>3. Takes full responsibility for the outcomes of the case or transaction, making decisions confidently.</p>
		<p><i>Apply understanding, critical thinking and analysis to solve problems</i></p>	<p>1. Access a range of critical thinking skills and models.</p> <p>2. Tends to see actions in isolation.</p> <p>3. Works within given procedures.</p>	<p>1. Identify situations requiring analysis and critical thinking.</p> <p>2. Recognise inconsistencies and gaps in information.</p> <p>3. Recognising key source of information.</p> <p>4. See actions as a series of steps.</p> <p>5. Uses experience to check information provided.</p>	<p>1. Assessing information to identify key issues and risks.</p> <p>2. Using multiple sources of information to make effective judgments.</p> <p>3. Reaching reasoned decisions supported by relevant evidence and rationale.</p> <p>4. Uses experience to check information provided and to form judgments about possible courses of action.</p> <p>5. Understands the significance of actions in the context of the objectives of the transaction or case strategy.</p>	<p>1. Analysing the use of information and decision making.</p> <p>2. Develops a strategy for the case or transaction in order to deliver the overall objective and uses this to analyse the individual steps.</p> <p>3. Produces innovative solutions and ways forward.</p>	<p>1. Evaluating the quality and reliability of information.</p> <p>2. Evaluating the quality and reliability of decision making.</p> <p>3. Clearly understand the strategy for the case or transaction, the alternative approaches and has a vision of what may be possible.</p> <p>4. In complex or unpredictable situations develops innovative solutions and ways forward.</p>

	<b>Maintain files and accurate records in accordance with procedures.</b>	<ol style="list-style-type: none"> <li>1. Understanding file management processes and systems to opening, progressing and closing a single matter.</li> <li>2. Knowledge of how files are maintained within business systems, including case management system and accounting packages</li> <li>3. Describe data protection issues and procedures.</li> <li>4. Define accurate record keeping procedures and documents used within this process</li> </ol>	<ol style="list-style-type: none"> <li>1. Effectively utilise information systems.</li> <li>2. Ensure financial transactions are processed in accordance with rules and procedures.</li> <li>3. Understand business systems including databases and billing software.</li> <li>4. Complying with confidentiality, security, data protection and file retention and destruction requirements.</li> <li>5. Maintain accurate records.</li> </ol>	<ol style="list-style-type: none"> <li>1. Make effective use of the information system, including storing and retrieving data.</li> <li>2. Maintain case files to ensure they are accurate and up to date in line with organisational requirements</li> <li>3. Utilise the appropriate maintenance and update procedures for business systems.</li> <li>4. Apply record keeping procedures.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitor and review confidentiality, security, data protection and file retention and destruction requirements.</li> <li>2. Review quality of record keeping.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assess and refine files management systems if required.</li> <li>2. Appraise and evaluate the effectiveness and accuracy of those using systems and procedures.</li> </ol>
BA	<b>Business Awareness</b>	<p><b>Demonstrate an understanding of the business environment of a legal practice or organisation.</b></p> <ol style="list-style-type: none"> <li>1. Describe the business environment.</li> <li>2. Establish the business structure.</li> </ol> <p><b>Evaluate the risks, costs and benefits of alternative courses of action to the business.</b></p> <ol style="list-style-type: none"> <li>1. Have knowledge of risk, cost and benefits analysis tools and techniques.</li> </ol>	<ol style="list-style-type: none"> <li>1. Demonstrate an understanding of the business and legal environment and the impact upon business practice.</li> <li>2. Discuss a range of alternative business models.</li> <li>1. Apply risk cost and benefit analysis techniques to the business or client.</li> <li>2. Consider alternative approaches that could be adopted.</li> </ol>	<ol style="list-style-type: none"> <li>1. Examine the aims and objectives of the business and how these are achieved.</li> <li>2. Determine how to promote the aims and objective of the business.</li> <li>1. Evaluate the risks, costs and benefits of a specific client or work package to the business.</li> <li>2. Determine alternative approaches and their risk, cost benefit profiles.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review how successful the business and its practices are.</li> <li>2. Assess changes in business and legal frameworks on the organisation.</li> <li>1. Analyse the value of a client or work package to the business.</li> <li>2. Review the risk and cost management approach.</li> <li>3. Evaluate the merits and risks of a course of action to the business and the client.</li> <li>4. Propose alternative approaches.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluate the effectiveness of the business</li> <li>2. Recommend enhancements and changes to the business in response to developments in the business environment.</li> <li>1. Evaluate the effectiveness of the risk and cost benefit strategy of the business.</li> <li>2. Propose alternative approaches, with supporting rationale.</li> </ol>
PC	<b>Professional Conduct</b>	<p><b>Apply the rules of professional conduct appropriately to relevant situations</b></p> <ol style="list-style-type: none"> <li>1. Knowledge and understanding of the most recent CLSB Code of Conduct, Practising Rules and any other applicable conduct rules.</li> </ol> <p><b>Provide appropriate information to clients and service users.</b></p> <ol style="list-style-type: none"> <li>1. Knowledge and understanding of the information which must be supplied to clients</li> </ol> <p><b>Understand the need to avoid discrimination and promote equality and diversity</b></p> <ol style="list-style-type: none"> <li>1. Identify legislation relevant to the Cost Lawyer practice.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify appropriate conduct for the matter.</li> <li>2. Understand that a Cost Lawyer may only act when competent to do so, and what constitutes competence.</li> <li>3. Understanding the ethical framework within which Cost Lawyers should operate.</li> <li>1. Ensure the correct information and in the relevant format is supplied to clients.</li> <li>2. Understanding of the implication of correct information provision and data protection.</li> <li>1. Understand relevant and up to date discrimination and equality legislation</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify appropriate rules which apply to the matter, including any ethical matters</li> <li>2. Apply the rules of professional conduct appropriately to relevant situations.</li> <li>3. Demonstrate an ability to comply with the CLSB professional conduct and measures to ensure continual compliance</li> <li>1. Apply information management processes and procedures.</li> <li>1. Demonstrate legal and ethical equal opportunity practice in dealing with staff, clients and others.</li> <li>2. Ability to identify issues of culture, disability and diversity</li> </ol>	<ol style="list-style-type: none"> <li>1. Determine what constitutes ethical and professional practice outside of legal or regulatory requirements.</li> <li>1. Analyse information provided to client to ensure relevance and validity.</li> <li>1. Explain the importance of avoiding discrimination and promoting equality and diversity dealings with client matters and running a business.</li> </ol>	<ol style="list-style-type: none"> <li>2. Judge the standards of professional conduct within the organisation</li> <li>1. Assess the quality, accuracy and validity of information provision.</li> <li>2. Evaluate organisations information gather and provision processes and procedures.</li> <li>1. Assess the impact of non compliance directly and indirectly on the business.</li> </ol>

SD	<b>Self-awareness and development</b>	<b>Evaluate your professional skills and legal knowledge.</b>	<ol style="list-style-type: none"> <li>1. Identify the roles and responsibilities of a Cost Lawyer.</li> <li>2. Describe the knowledge and skill required of a Cost Lawyer.</li> </ol>	<ol style="list-style-type: none"> <li>1. Understand the competency required of a cost lawyer to be effective and professional</li> <li>2. Explain the expectation and levels of performance required by a Cost Lawyer.</li> <li>3. Describe how performance in professional and legal terms is assessed and evaluated.</li> </ol>	<ol style="list-style-type: none"> <li>1. Set performance standards for your role as a Cost Lawyer.</li> <li>2. Set professional standards for your role as a Cost Lawyer.</li> <li>3. Reflect on learning from practice and from others.</li> <li>4. Seek and utilise feedback.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assess and evaluate your skills , knowledge and competence.</li> <li>2. Accurately evaluate strengths and limitations in relation to current role and work.</li> <li>3. Act to consolidate and extend legal knowledge and understanding</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish and design standard of professional and legal ability.</li> <li>2. Evaluate your own and other professional and legal competence.</li> <li>1. Evaluate the impact on clients and the business of an individuals (including self) levels of performance.</li> </ol>
		<b>Understand the limitations of your professional skills and knowledge.</b>	<ol style="list-style-type: none"> <li>1. Define minimum performance standards for a Cost Lawyer.</li> <li>2. Identify relevant professional qualifications required for the role.</li> <li>3. Identify and disclose when work related task is beyond current ability.</li> </ol>	<ol style="list-style-type: none"> <li>1. Describe a range of assessment tools and techniques which can be used for self analysis or by others to establish levels of performance.</li> <li>2. Maintain up to date understanding of relevant law, policy and practice.</li> <li>3. Recognise when mistakes made or risks identified in practice.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify gaps in knowledge and implications of these.</li> <li>2. Evaluate your performance levels utilising a services of evaluation and feedback tools and techniques.</li> <li>3. Adapt practice to address developments in legal practice, policy and procedure.</li> </ol>	<ol style="list-style-type: none"> <li>1. Devise appropriate personal development actions to continuously improve your performance.</li> <li>2. Maintain a formal CPD plan.</li> <li>3. Know when to seek expert guidance.</li> </ol>	
WO	<b>Working with others</b>	<b>Establish effective working relationships with others involved in a legal matter.</b>	<ol style="list-style-type: none"> <li>1. Define the roles and responsibilities of those involved in the area of work.</li> <li>2. Treat others with courtesy and respect</li> </ol>	<ol style="list-style-type: none"> <li>1. Understand the role a team plays in dealing with the legal matter.</li> <li>2. Establish what constitutes good / effective working relationships.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish effective communication channels.</li> <li>2. Delegate work appropriately.</li> <li>3. Maintain effective workflow.</li> <li>4. Develop professional working relationships.</li> </ol>	<ol style="list-style-type: none"> <li>1. Be supportive of colleagues and offer advice and assistance when appropriate.</li> <li>2. Monitor working relationship across team and take action as appropriate.</li> <li>1. Prioritise information management as required.</li> <li>2 Validate information.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assess the effectiveness of working relationships within and externally to the organisation.</li> <li>1. Grade the quality of information's gathering, storage and provision.</li> </ol>
		<b>Demonstrate ability to select and provide appropriate information to others as required by the law.</b>	<ol style="list-style-type: none"> <li>1. Understand the law relating to disclosure of information in a matter.</li> <li>2. Understand the information needs of others involved in the matter.</li> </ol>	<ol style="list-style-type: none"> <li>1. Keep colleagues informed of progress of work including timelines, risks and problems.</li> <li>2. Understand the legal requirements in terms of information provision for a specific matter</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluate data for relevant information.</li> <li>2. Provide any required information in a timely and complete manner.</li> <li>3. Ensure all information provision complies with any relevant legal framework.</li> </ol>		