A career guide for Client Support
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At Burges Salmon our values are: ambition, collaboration, commitment, fairness, quality and respect. They underpin everything that we do. We place clients at the heart of our business and meet their requirements through the dedication and hard work of our talented people.

Our people are key to our success. Our reputation is built on the combined contributions and endeavours of everyone at the firm.

We realise it is important for people to understand what the firm expects of them and what they can expect in return. Following workshops across the business we developed pledges based on the following questions:

- What do we want from you?
- What do we offer in return?

"The career development of our people is important to us. The contribution frameworks set out the expectations at each level in the firm in a clear and transparent way. Your career is a marathon, not a sprint and whilst we are here to support you to achieve your goals, we encourage you to seize the opportunities available to stretch and challenge yourself in order to progress and realise your potential."
**What do we want from you?**

**Commitment**
- Work to the best of your ability at all times.
- Work hard to ensure that we all get the job done within the deadlines set.
- Strive to surpass others’ expectations.

**Quality work**
- Produce high-quality work and deliver an excellent client service.
- Work towards success, enhancing your reputation and that of your clients.

**Engagement**
- Get involved in the life of the firm.
- Take a positive attitude to work to ensure you fulfil your potential.

**Respect for others**
- Respect the people you work with and the contribution they make.

**Continuous improvement**
- Review your working practices and implement improvements.
- Leave things better than you found them.

**Collaborative working**
- Work together and share your expertise to achieve the best in all that you do.
- Make work an enjoyable experience for the people you work with.
What do we offer in return?

Quality work
- You will have the opportunity to complete high quality challenging work.

Integrity
- We treat everyone fairly and openly in all that we do.

Recognition
- You will receive honest, timely feedback on your performance.

Quality people
- We will ensure we attract and retain quality people who share and demonstrate our values.

Respect
- You will be respected for who you are and the contribution you make.
- We value differences and the expertise that everyone brings.

Reward
- We will ensure that your pay and benefits are competitive and linked to your contribution, so you know that your hard work is being recognised.

Flexibility
- We will provide you with flexibility in the way you want to work as far as we possibly can.

Responsibility
- You will have the opportunity to take responsibility for your work and to be trusted to get on with things.

Leadership
- You will have effective leadership and management which seeks to support and develop you.
- We will set the direction of the firm to protect our reputation and enhance our business.

Working environment
- We will provide you with a professional, friendly and sociable working/physical environment with a real sense of community.

Engagement
- We will share our strategies and plans and give you the opportunity to have your say.
- You will have the opportunity to engage in our corporate responsibility programme.

Development
- We will provide you with the opportunity to realise your potential and invest in your reputation/career.
- You will have development opportunities which will be openly discussed with you.

The purpose of this guide is to give you an overview of your career opportunities at the firm and explain the key factors that impact on your progression. I encourage you to make the most of your opportunities at the firm and invest in your reputation, that of our clients and the firm.

Robert Halton
Chief People Officer
Client Support career framework

Career focus
There are opportunities at each stage of your career for you to consider, regardless of gender, disability, sexuality, race, religion or belief. You are encouraged to make the most of the opportunities available to you during your time here.

Departmental Team Co-ordinator
The wellbeing of our people is important and your Departmental Team Co-ordinator has a vital role to play, whilst additional support is provided by our People team. Your Departmental team co-ordinator is there for you to talk to you about your career development, including your workload and performance over the last 12 months.

Client Support Performance Review
Your Departmental team co-ordinator is there to support you with your career development, by helping you to identify longer term aspirations and ensuring you have opportunities to discuss your future career path. Whilst this review takes place annually, we encourage you to have regular catch ups with your Departmental team co-ordinator to discuss progress and development requirements throughout the year.

Our expectations at each stage of your career are clearly set out in the “Contribution Frameworks”, which can be located under the ‘How can you contribute’ section of the People Zone on the intranet. These frameworks form the basis of the review process. You should familiarise yourself with them.

Your expected contribution builds throughout your career as can be seen from the summary “stepping-up” diagram below.

Following your Performance Review, you will be assessed against four grades:
- Exceptional
- Very good
- Good
- Improvement required
Stepping up from Legal Team Administrator to Legal Team PA

We know how important it is to support you in maximising your potential as you develop your career.

The learning opportunities we offer for our Client Support Team are summarised in the placemat below. It is encouraged that this summary is viewed through LAB for an up to date copy, which you can view by clicking here. Your LAB pages are mapped to this curriculum to show the elements appropriate for your career level. In addition to the training sessions detailed in the placemat there is also a breadth of eLearning and other Resources available to meet your needs. You can view your LAB home page by clicking here to view these opportunities.

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<th>Core Development</th>
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<td>Client Support Development Programme (* see Notes for workshop details)</td>
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As well as ‘through the job’ experience, the Business Services curriculum provides training support for Team Members. Additional information can be located via the Team Member development options. In certain circumstances in-house coaching support may also be available.
The career model

Legal Team Administrator

The Legal Team Administrator framework applies to those looking to embark on a career in a professional services environment. The main expectation is in relation to providing administrative support to the Legal Team PAs, Legal Team Assistants and Lawyers.

As a Legal Team Administrator, the main expectations are:

• Personal Development – taking responsibility for your personal development by proactively looking for opportunities to broaden your experience. Begin to develop your personal profile and respond professionally and positively to feedback.

• Service Delivery – managing your workload to ensure you deliver objectives and complete day to day tasks. Responding to the priorities of the team and consistently producing high quality work.

Professional development

You can further develop your professional skillset through accessing our comprehensive curriculum and through the experience of collaborating across the firm. The learning offering in the firm has been designed to support your core technical knowledge and help you develop the skillset you need to deliver all elements of the Contribution Framework. Our blended learning approach allows you to manage your development at times that suit you and caters to a range of learning needs.

The curriculum is available on LAB and your unique page shows the training and resources relevant to your role and career level as well as providing development opportunities to support you to progress within the firm. The curriculum is a programme of career development, professional skills and support on hybrid working, and should be used in conjunction with your Career Development Plan (CDP).

In addition to the core curriculum there are other opportunities available for improving your skills. Examples of how you can improve your skills include accessing specialist workshops, coaching, participating in our award winning responsible business programmes and mentoring opportunities such as Bristol Hub.

Our people are also encouraged to take the opportunities provided by secondments to other teams. This provides an opportunity to build further relationships and gain a breadth of experience across our Business Professional teams. There are also opportunities available via internal vacancies which are communicated via our Resourcing team.

• Supporting others – contributing to the department’s efforts to grow as a business, being approachable and responding to queries in a timely manner. Contributing to your teams’ conduct of specific projects.

• Reputation – helping to build Burges Salmon’s reputation by delivering good quality service on all matters, adhering to best practice standards at all time.

• Collaboration – adding value to any team you are collaborating with, demonstrating flexibility to cover other client departments and business services teams as and when required.
Legal Team Assistant

As a Legal Team Assistant, the main expectation is for you to build on your existing experience and technical capability to ensure top quality service delivery. You will now be expected to take responsibility for document and file management in discussion with your fee earners, along with client engagement and travel arrangements where required.

When moving into the Legal Team Assistant role it is typical for you to experience a shift in these key areas:

- **Relationship Building** – establishing your personal brand and working relationships with a good understanding of how your role fits into the department and sharing knowledge with colleagues.

- **Personal Development** – developing and maintaining your skills foundation, improving technical competency and seeking opportunities to develop specialist skills and know how.

- **Service Delivery** – work well under pressure, monitor and manage quality, risk and compliance to ensure the required standards are met.

- **Ability and Technical Skills** – possess a high level of proficiency in the firm’s IT packages and take responsibility for the continued improvement of your technical skills.

- **Supporting Others** – develop effective working relationships to deliver objectives effectively and efficiently.

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Legal Team PA

As a Legal Team PA you will have gained solid technical expertise and be confident contributing to the development of others. The main expectation is for you to lead by example, contribute to team performance, including supporting our culture of continual development and innovation.

When moving into the Legal Team PA role it is typical for you to experience a shift in these key areas:

- **Effective Delivery and Performance** – provide proactive support to your designated lawyers to deliver strategic aims, and use delegation skills and other resources to monitor and manage quality control and compliance in the timely delivery of tasks to a consistently high standard.

- **Problem Solving and Improvement** – proactively review current versus best practice and identify ways to enhance efficiency and effectiveness whilst championing a culture of continuous improvement.

- **Stakeholder Support** – develop a network of effective and supportive working relationships, understand the needs and expectations of the business and the commercial and client context in which they operate.

- **Collaboration** – working with others both internally and externally, helping to ensure delivery is aligned to the firm’s vision, values and standards. Add value to your team by leading when required but also contributing as an effective team player.

- **Team Contribution and Relationship Management** – demonstrate leadership qualities, raise your and your team’s profile firm-wide and actively assist in the development of junior members of the team.
Legal Document Technician

The Legal Document Technician framework operates at a similar level to Legal Team PA. The work demands a high level of knowledge of Microsoft Office packages and a proven ability to problem solve and an approach of continuous improvement and innovation. The main expectation is to provide a professional document production service to your team of lawyers ensuring quality control and compliance, using your insights to promote best practice within your department.

When moving into a Legal Document Technician role it is typical for you to experience a shift in these key areas:

• **Building the Culture** – leading by example and helping to build your reputation as a champion, promoting higher standards in all you do.

• **Delivering Results** – managing a busy workload whilst managing expectations and demonstrating the ability to remain calm under pressure and deliver within the desired timeframe to a consistently high standard.

• **Developing our Business** – having an awareness of the needs and expectations of the business and the individuals in it, applying knowledge and expertise to solve problems and collaborate with project teams to deliver new initiatives.

• **Growing our People** – building strong working relationships across the legal team to share knowledge and develop and enhance specialist skills, seeking out opportunities for continuous personal development and maintain up to date knowledge of relevant technology.

As well as ‘through the job’ experience, the Client Support Team curriculum provides training support for Legal Document Technicians. Additional information can be located via the Legal Document Technician development options. In certain circumstances in-house coaching support may also be available.

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Document Specialist

The Document Specialist framework operates at a similar level to Legal Team PA, however focuses on operational delivery and supporting the firm’s performance. It is a central role which demands a high level of knowledge of Microsoft Office packages and a proven ability to problem solve and an approach of continuous improvement and innovation. The main expectation is to maintain and build the reputation of the team and embrace enhanced ways of working.

When moving into a Document Specialist role it is typical for you to experience a shift in these key areas:

• **Building the Culture** – leading by example and helping to build the reputation of the team, championing best practice and promoting higher standards in all you do.

• **Delivering Results** – managing a busy workload and central mailbox whilst managing expectations and demonstrating the ability to remain calm under pressure and deliver within the desired timeframe to a consistently high standard.

• **Developing our Business** – having an awareness of the needs and expectations of the business and the individuals in it, applying knowledge and expertise to solve problems and collaborate with project teams to deliver new initiatives.

• **Growing our People** – building strong working relationships across the legal teams and business services to share knowledge and develop and enhance specialist skills, seeking out opportunities for continuous personal development and maintain up to date knowledge of relevant technology.
**Departmental Team Co-ordinator**

As a Departmental Team Co-ordinator, the main expectation is for you to lead and co-ordinate the department’s Client Support Team to ensure excellent client service. To also collaborate in firmwide projects and support improvements to working practices and efficiencies to support the firm’s strategic plans and growth.

When moving into the Departmental Team Co-ordinator role it is typical for you to experience a shift in these key areas:

- **Role Modelling** – inspiring your team, through your actions, reflecting the firm’s values in your everyday behaviour, supporting the cultural initiatives that underpin life at the firm, attending social events and volunteering for responsible business opportunities.

- **Leadership** – playing an active part in the management and development of your people, providing challenges and setting clear objectives and giving balanced and constructive feedback against those objectives.

- **Collaboration** – working in conjunction with other members of the firm, to deliver key objectives and initiatives, encouraging effective teamwork and proactively seeking ways to interact with others and providing departmental cross-cover during absences.

- **Improvement & Innovation** – promoting a culture of continuous improvement and innovation in both what we do and how we do it, applying expert insights to challenge individuals and the firm, embracing enhanced ways of working.

- **Stakeholder Support** – contribute to the firm’s efforts to grow as a business through effective strategic and supportive relationships, understanding relevant business plans, and your department's strategy for supporting them.

**Conclusion**

Whatever stage of your career that you join Burges Salmon we want you to develop your skills, enhance your reputation and that of the firm and realise your potential. Our people are our brand; collectively we deliver the firm to our clients and our reputation is determined by the client experience. We all make the firm a special place and we all have a responsibility to each other to make sure that we are as successful as we can be to build a financially strong and profitable firm for all of our people.