Burges Salmon

A career and development guide for lawyers

OUR PEOPLE


Contents

A career at Burges Salmon

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.

Carving out a meaningful career takes focus and effort. You need to learn from both opportunities, and setbacks that come your way: be assured however that the firm takes your career seriously and will support you to do the same by providing those opportunities as well as support to work through any setbacks.

This booklet gives you an overview of your career opportunities at the firm and explains the key factors that impact on your progression. Please use the many resources that are highlighted here. The booklet should complement the regular discussions you have about your development, your performance and your aspirations, both during your performance review and Career Development Plan (CDP) discussions with your contact partner and the People team.

"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."

Robert Halton
Chief People Officer

The deal

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.

What do we want from you?

We expect you to take a positive attitude to work to ensure you fulfil your potential and be proactive regarding development opportunities that become available.

What do we offer in return?

We will provide you with the opportunity to realise your potential and invest in your reputation/career.

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.

Recognition

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

Integrity

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

Quality people

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

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.

Respect

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

Responsibility

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

Flexibility

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

Wellbeing

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

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.

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.

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.

Other support (available to everyone)

Lawyer curriculum – As well as 'through the job' experience, the lawyer curriculum sets out the learning opportunities available. Completing the programmes for your level and applying those skills to your role will aid your personal and career progression. A copy of your L&D curriculum can be found on your home page of our learning management system (LAB).

LAB – there are numerous resources (articles, videos, PowerPoint slides, guidance notes and e-learning courses) available on our learning management system. Select the LAB – Learning at Burges Salmon icon on your desktop or start menu, or the Go Learn app on your mobile phone and type your search criteria in the search bar across the top of the page and you will receive a list of relevant online resources to work through.

Internal coaching / mentoring – we have a number of qualified coaches within the firm who can assist with the challenges faced by our lawyers including, but not limited to, transition to a new role, impact, time management, business development and leadership. If you think you might benefit from coaching, you should talk to your contact partner, who will approach the head of development in the first instance.

Some departments have mentoring schemes in operation. If you are interested in having a mentor or being a mentor, please contact your people team business partner.

Parent transition coaching – We offer coaching for all expectant parents through My Family Care. The coaching is specific to supporting you through becoming a parent (whether for the first time or not). It is designed to assist with your planning, communication and confidence in this area and encourage you in your ongoing career as a working parent.

Lawyer career framework

The firm takes your career seriously and expects you to do so too. 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 them and of your time here.

Contact partner

Every lawyer is assigned a contact partner; normally from your main work area. The wellbeing of our people is important and your contact partner has a vital role to play, while additional support is provided by our People team. Your contact partner is there for you to talk to about your progress including your workload and technical and financial performance. Your contact partner conducts your performance review and assists with career development by helping you to identify longer term prospects and ensuring you have opportunities to discuss your future career path.

Our expectations of you are set out in the Contribution Frameworks. Your performance is measured against the relevant framework and forms the basis of your performance review and the objectives set for you. Having a good knowledge of your current contribution framework as well as that at the next level up will support the career and development discussions you have with your contact partner and others.

Professional development

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

You will develop your professional competence through your experience of working on a range of client matters. You will have individual responsibility and an opportunity to learn by working alongside more senior lawyers and partners. "Through the job" development is supplemented by our comprehensive curriculum, which supports your technical learning and helps you develop the skillset you need to be a successful, astute, commercially minded lawyer, as well as an effective manager and leader of people.

Our opportunities for continuing professional development far exceed the expectations of relevant regulatory authorities such as the Law Society of Scotland and the SRA. In our units, our business sectors and across the firm, there are talks and training sessions to help polish your core legal knowledge and specialist expertise as well as your understanding of our clients and their markets. We make the most of our combined knowledge, skills and resources and you will have ample opportunity to add your contribution to the mix.

Your technical legal development is complemented by an innovative business skills curriculum, developed in consultation with our people focusing on the skills you need to practise effectively. The curriculum is a programme of practice and management development modules designed to build key skills and is linked to the different stages of your career. It includes ideas to inspire you and exercises to help you stretch your intellectual muscles. Our blended learning approach allows you to manage your development around client work.

In addition to the curriculum we help you identify other opportunities for improving your skills, for example, through specialist workshops, eLearning, participating in our responsible business programmes and/or pro bono schemes, mentoring and utilising the expertise in the firm.

Client working and supervision

Your direct involvement with clients will vary according to your level of experience and your area of work. We believe you should take as much responsibility as is practicable at all stages of your career. You will have greater individual responsibility for the day-to-day running of matters and clients as you progress. In a number of areas the complexity/size of the matter means it can only be handled effectively by a team of people. Consequently, the skills necessary to work successfully in a team and get the best result for the client are essential in our firm. You will build these through the relevant stages of your career supported by our tailored curriculum of training.

On all matters, of whatever size and complexity, you are ultimately responsible to the matter partner through the matter executive. This will sometimes be a partner from outside your own unit or department but in most cases your work will be supervised by a more experienced lawyer from your own team.

Time recording target hours

It is essential you record your time accurately and fully. We expect you to:

- fully record all of the time you spend on both chargeable and investment work;
- achieve target hours as set out below;
- ensure that, as matter executive, work in progress on current files is supervised appropriately, billed and paid promptly; and
- raise any issues or concerns about the conduct of the matter with the matter executive or matter partner as appropriate.

As an individual moves through their career the balance of time changes and is reflected in the relevant target hours.

	Annual Chargeable target hours	Annual Investment target hours	Annual Total target hours
Solicitor	1,450	350	**1,800**
Associate	1,400	400	**1,800**
Senior associate	1,350	650	**2,000**
Director	1,200	900	**2,100**
Partner	1,150	1,050	**2,200**

Lawyer Roles & Responsibilities

The Roles and Responsibilities documents summarise the key ways in which you might be typically expected to contribute to, support and enhance Burges Salmon's unique proposition in a manner consistent with the firm's purpose, strategy and values.

Partner - Roles & Responsibilities

Director - Roles & Responsibilities

Senior Associate - Roles & Responsibilities

Associate - Roles & Responsibilities

Solicitor - Roles & Responsibilities

Your performance review

Guidance on how to prepare for your review discussion and how to complete the form can be found within Your contribution and development at Burges Salmon.

Your contact partner conducts your performance review along with a second partner or, in some cases, a director or senior associate. The purpose of the review is in part retrospective, looking at performance over the previous twelve months but, more importantly, looks to the future, to allow you and your reviewers to discuss current and future performance against measurable objectives and your contribution framework. The intention is to recognise and build on existing strong contributions and identify areas for further development by setting SMART objectives.

Your performance review provides an opportunity for development needs to be identified and discussed through your Career Development Plan (CDP).

In all roles up to and including senior associate, following your performance review, you will be assessed against four grades:

- Exceptional
- Very good
- Good
- Improvement required.

To progress between roles: trainee solicitor / solicitor apprentice – solicitor – associate – senior associate, lawyers are expected to achieve a grade of at least very good, although progression is not automatic, nor based solely on grading.

Stepping up from solicitor to partner

	DELIVERING RESULTS		DEVELOPING OUR BUSINESS		GROWING OUR PEOPLE		BUILDING THE CULTURE	
Partner	**Setting direction** Develop business plans, set and implement strategy	**Drive revenue & profit** Deliver revenue and profitability targets	**Collaboration** Broaden and strengthen relationships and market presence	**Clients** Identify and realise profitable growth opportunities	**Personal development** Invest in your leadership, technical and commercial skills	**Leadership** Grow capability. Attract, retain and develop quality people	**Reputation** Build the reputation of the firm through your own actions	**Personal example** Set the cultural tone and fulfil your responsibility as a role model
Director	**Setting direction** Deliver your personal plan and contribute your expertise to wider strategy	**Manage profitable delivery** Optimise profit through effective planning, delivery and delegation	**Developing business** Grow market presence in your focus area and contribute to cross firm opportunities	**Client relationships** Protect and enhance client relationships in your focus area	**Specialist expertise** Develop specialist knowledge and expert status	**People management** Help recruit, retain, develop and manage the performance of our people	**Reputation** Build the reputation of the firm internally and externally	**Role modelling** Champion the values and fulfil your responsibility as a role model
Senior associate	**Delivering direction** Achieve or exceed personal target hours and contribute to overall objectives	**Manage profitable delivery** Optimise profit through effective planning, delivery & delegation	**Developing business** Develop your practice and contribute to new client relationships and revenue growth	**Client relationships** Protect and enhance existing relationships, understand client needs	**Personal development** Raise internal and external profile and develop expert status	**People management** Manage the performance and development of yourself and others	**Reputation** Help build the reputation of the firm internally and externally	**Role modelling** Champion the values and help make burges salmon a great place to work
Associate	**Financial delivery** Take responsibility for achieving or exceeding personal target hours	**Effective matter management** Implement best practice processes from inception to closure	**Developing business** Develop your practice and contribute to new client relationships and revenue growth	**Client relationships** Protect and enhance client relationships through high quality delivery	**Personal development** Deepen knowledge and build standing in your chosen area	**Developing others** Share knowledge and support the development of others	**Reputation** Adhere to best practice in all personal and professional conduct	**Firmwide commitment** Reflect the values and support cultural initiatives
Solicitor	**Fee earning** Undertake work as directed to achieve personal target hours'	**Effective matter management** Develop an understanding of best practice matter management	**Business development** Understand the firm's services and support bd	**Client relationships** Understand client businesses and market / sector trends	**Technical excellence** Build technical competency and commercial acumen	**Professionalism** Adhere to identified personal and professional standards	**Reputation** Adhere to best practice standards at all times	**Firmwide commitment** Reflect the values and be a good team player

Career Development Planning

Everyone at the firm is expected to complete a Career Development Plan (CDP), which sets out actions you can take to meet your short and medium term objectives. It is an evolving document, which should be reviewed and discussed with your contact partner/supervisor on an ongoing basis, not just at your performance review.

Guidance on how to complete your CDP can be found on LAB: Creating your Career Development Plan and in Your contribution and development at Burges Salmon.

The career model

Solicitor

The solicitor level runs from qualification until you become an associate – typically around three years' Post Qualification Experience (PQE).

With your area of focus selected, the main expectation is for you to gain experience 'through the job' i.e. to concentrate on developing your technical and client relationship skills by applying them to the needs of the firm's clients.

When moving into the solicitor role it is typical for you to experience a shift in terms of:

- Fee earning – emphasis on achieving your target hours and the requirement to fully record your time and bill effectively.
- Effective matter management – ensuring that your part of a matter is delivered effectively and on budget, alerting the matter executive/partner immediately of potential issues and costs over runs.
- Business development – support BD initiatives via involvement in formal and informal initiatives e.g. seminars, conferences, etc.
- Client relationships – increased client contact developing existing client relationships and beginning to build your own networks.
- Technical excellence – increased responsibility for managing your personal development in terms of technical, sector and wider commercial skills to establish a solid foundation of technical competence. You are required to complete your Career Development Plan.
- Supervisory – whilst your focus is on your own development as a lawyer, you will have the opportunity to supervise others e.g. trainees, paralegals, apprentices etc.

Career development sessions

NQ Induction – During the NQ Induction, the people team will discuss your current and future role expectations and explain the salary model (and your performance review grading, bonus schemes and promotion criteria).

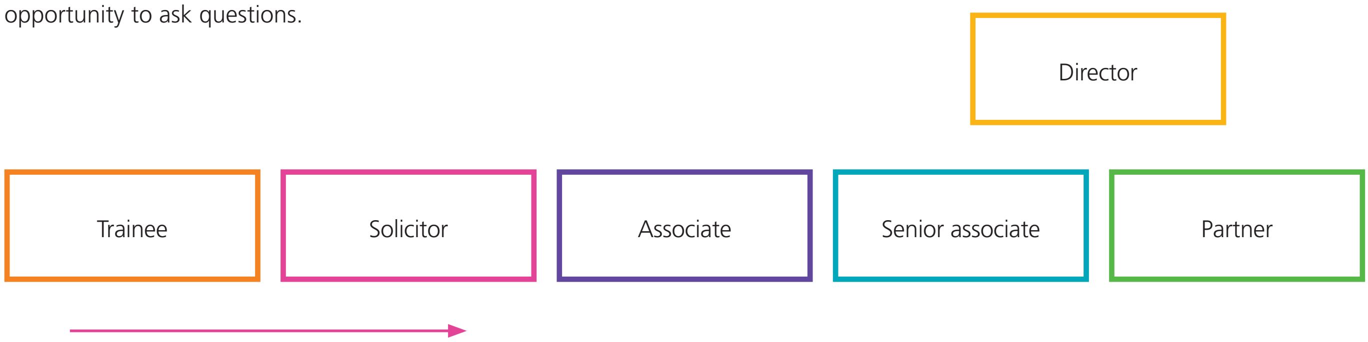
'Career Focus' panel session – You will be invited to attend this session with more senior lawyers which covers reflections on life as a solicitor, top tips from those senior lawyers with them sharing lessons they have learnt and providing you with an opportunity to ask questions.

Solicitor progression

Normally you require three years PQE and to have achieved at least a VG grade in your most recent performance review. Before the step up to the associate level you will typically:

- Achieve your chargeable hours (1,450) and investment time (350) target hours, recording time accurately and billing on a timely basis.
- Work to best practice standards of matter management, assuming formal matter executive responsibility where appropriate and meeting your regulatory and compliance obligations.
- Support the BD strategy of your unit / department / sector, as well as having started to develop your own personal profile and network of client contacts.
- Be comfortable with CRM responsibilities i.e. leading calls on discrete areas, running meetings, managing client expectations, addressing issues with support etc., all of which constitute essential elements of delivering legal services to clients.
- Manage your time and work flow effectively, using the resources at your disposal e.g. legal tech, delegation to juniors etc. to operate as efficiently as possible.
- Have a solid foundation of core technical, sector and specialist skills and a developed understanding of how to apply them in the commercial context of our clients.
- Have attended the modules in the solicitor curriculum and be at the expected level across the brand, business and leadership & management skills and behaviours.
- Live and promote the firm's values as a matter of course and contribute to our culture.

Further information on the solicitor role can be located in the contribution frameworks and Solicitor - Roles & Responsibilities document.



Associate

Promotions to associate are proposed by the unit / department and then approved by the "Heads of Department Committee" (HODCOM). Promotions take effect once a year on 1 November.

New recruits with more than three years' PQE may be recruited as associates depending on their experience.

The main goal at the associate level is to continue to build on your ability to deliver top quality client service. You will now be expected to bring general commercial acumen and broader sector know-how to the application of your technical knowledge and demonstrate the ability to work collaboratively and display effective and efficient time & financial management.

When moving into the associate role you can typically expect a shift in terms of:

- Financial delivery – greater involvement and responsibility in the financial aspects of matter management and client liaison around these aspects.
- Effective matter management – greater autonomy and responsibility for running matters. You will need to plan, control and resource matters effectively and delegate appropriately.
- Business development – greater expectation that you will identify business development opportunities, as part of a personal plan, as well as contributing to overall unit / department / sector initiatives.
- Client relationships – increasing direct client contact, understanding clients' needs and expectations. Building your own network both internally; with peers, partners and business professionals, and externally; with peers at other firms, clients, and multipliers etc.
- Personal development – develop specialist expertise to augment the application of core legal knowledge and begin to build industry expertise in your chosen sector(s). You are required to complete your Career Development Plan.
- Developing others – more formal responsibility to supervise, review and develop others, e.g. as a trainee supervisor / apprentice supervisor, mentor or when managing matter specific teams.
- Firmwide commitment – greater awareness of your role model status and a responsibility to set the cultural tone by living the firm's values.

Career development sessions

Associate Induction – During the Associate Induction, the People team will discuss career path progression, expectations as an associate and an explanation of the salary model (including your performance review grading, bonus schemes and promotion criteria).

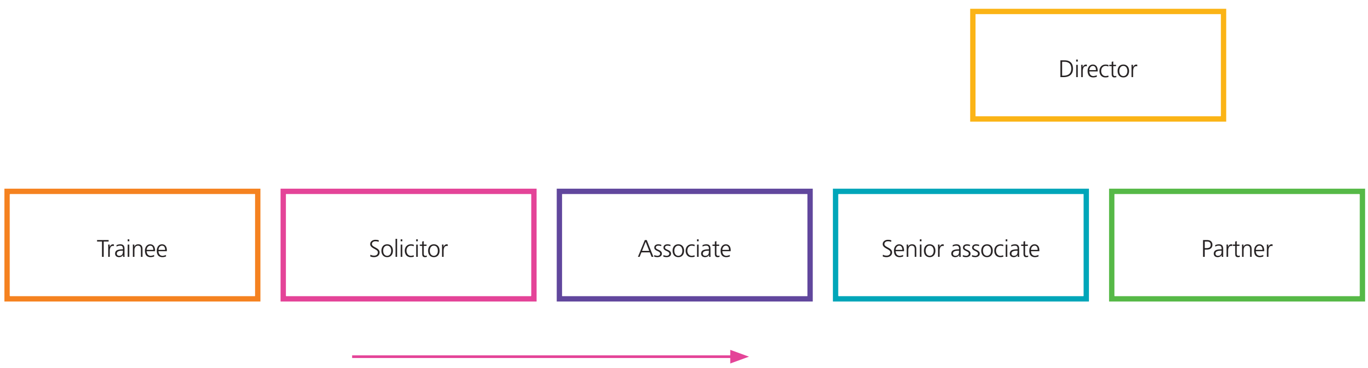
Associate Development Programme (ADP) and post-ADP coaching session – There will be an opportunity to work in teams with people from across the business with a community partner on a real life business scenario to support the development of your key skills as an associate. You will receive a confidential one-to-one coaching session with a qualified coach during the ADP to discuss anything you wish, relevant to your career.

'Career Focus' panel session – You will be invited to attend a session with more senior lawyers. This will cover managing increasing expectations as an associate, balancing your career with other commitments, flexible working in practice, guidance on business development activities, top tips from the panel including lessons they have learnt and an opportunity for you to ask questions.

Associate progression

Having spent typically three years at the associate level and having achieved at least a VG grade in your most recent performance review, if ready to step up to the senior associate level you will:

- Achieve your chargeable hours (1,400) and investment time (400) target hours, recording time accurately and billing on a timely basis.
- Handle the financial aspects of matter management i.e. scoping, liaising with clients etc. predominantly in relation to your own increasingly complex matters.
- Have an enhanced role in developing relationships with existing and new clients.
- Demonstrate a high level of know-how in your key sector(s). You understand and can talk articulately about the commercial realities your clients face and tailor your advice accordingly.
- Have formal responsibility for supervising and developing juniors and managing project teams, delegating effectively and using the resources at your disposal efficiently.
- Have completed the curriculum courses tailored for the associate level and attended the Associate Development Programme and display the expected level across the relevant skills & behaviours.



Senior associate

Promotion to senior associate is proposed by your unit / department and approved by HODCOM. Promotions take effect once a year on 1 November.

When moving into the senior associate role you can typically expect a shift in terms of:

- Delivering direction – increased understanding of overall strategy and objectives and closer involvement in generating unit, department and sector business plans as appropriate.
- Managing profitable delivery – end-to-end management for all aspects of high value, complex matters e.g. scoping, conduct, resourcing & supervision, billing and involvement in pricing strategy.
- Developing business – direct formal involvement in the implementation of unit / department / sector BD strategy e.g. client pitches, as well as developing and implementing your own personal business plan aligned with the relevant unit / department plans.
- Client relationships – increased involvement with clients with personal responsibility for building and maintaining relationships and establishing your 'brand'.
- Personal development – directly responsible for managing the next stage of your career, liaising with relevant stakeholders to identify your preferred pathway and establish an appropriate Career Development Plan.
- People management – assist in the development and supervision of teams for specific matters or sector 'offerings' and assume enhanced formal responsibilities e.g. second reviewer role.

Career development sessions

Senior Associate Induction – During the Senior Associate Induction, the People team will discuss career path progression, expectations as a senior associate, growing your brand, an explanation of the salary model and the firm's lockstep model.

Senior Associate Development Centre – An opportunity to review your strengths and development areas objectively and set clear short-term development objectives through a bespoke programme delivered by business psychologists Kiddy and Partners and the L&D team.

Career Focus Manager to Leader programme – Sessions will cover leadership, brand, communication and influencing and making time for you career. There will be a presentation from the managing partner and chief people officer on the route to partner and director, role expectations, timelines and preparing a business case.

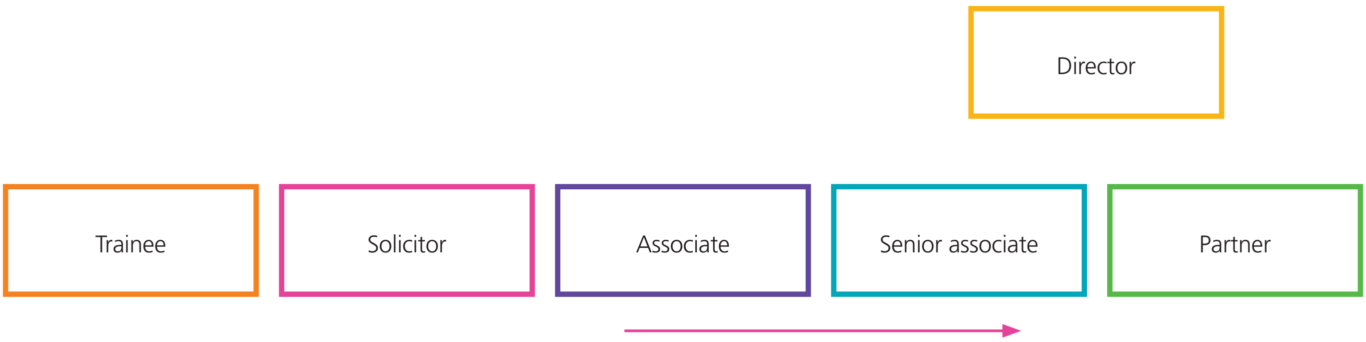
Director and partner appointments session – This session will set out the director and partner appointment process in more detail, including timelines, explanation of business case paperwork and more information on the career path of partners and directors (including changes to business ownership).

'Career Focus' panel session – Session with more senior directors and partners providing top tips on progressing to partnership with an opportunity to ask questions.

Senior associate progression

During your time as a senior associate you will need to:

- Achieve your chargeable hours (1,350) and investment time (650) annual target hours, recording time accurately and billing on a timely basis.
- Manage high value and / or complex matters with the need for minimal supervision, in an effective, efficient and profitable way.
- Attend the senior associate development centre and use it to build on strengths and address development needs identified and other curriculum modules tailored for the senior associate level.
- Have cultivated personal client relationships and demonstrated success in identifying new revenue streams and securing new work.
- Have attended the career focus programme and worked with relevant department / sector stakeholders to identify a preferred pathway and develop a personal Career Development Plan.



Director

As a senior associate you are eligible to be considered for appointment as a director. You will need to have achieved a rating of at least VG in your most recent performance review and:

- You possess a specialist skill set that meets the needs of a strategically significant area of practice, be that a specialism, sector or discipline.
- You are currently in or moving to a role that requires senior leadership within the firm but does not support a case for partnership at present.
- You have identified, or are already developing, a new line of business which it is envisaged will lead to a future case for partnership.
- You are a senior lawyer with a strong reputation and this appointment would assist you to develop your leadership and client development potential as a pathway to partnership.

Prospective candidates will be required to present a three year plan to establish a viable business case in their focus area i.e. a minimum £750,000 p.a. of matter executive billings by plan end.

Appointment to director is proposed by your unit / department and approved by the Partnership Committee (PCOM). Appointments take effect from 1 May each year.

When moving into the director role you can typically expect a shift in terms of:

- **Setting direction** – implementing your agreed business plan and making a greater contribution to overall strategy and objectives and direct involvement in the generation of unit, department and sector business plans.
- **Managing profitable delivery** – responsibility for managing all aspects of your own, personally sourced matters.
- **Business development** – an expectation to contribute to the profitable growth of your unit / department / sector through the successful implementation of your appropriately aligned personal business plan.
- **Client relationships** – proactively leading on CRM activities in your focus area, in order to maintain and develop your personal 'brand' and the firm's overall standing.
- **Specialist expertise** – establishing your internal and external profile as a subject matter expert in your focus area, implementing this through your Career Development Plan and building an effective network.
- **People management** – greater involvement in recruiting, retaining and developing our people and matters, in order to build the firm's capacity and capability to service your focus area.

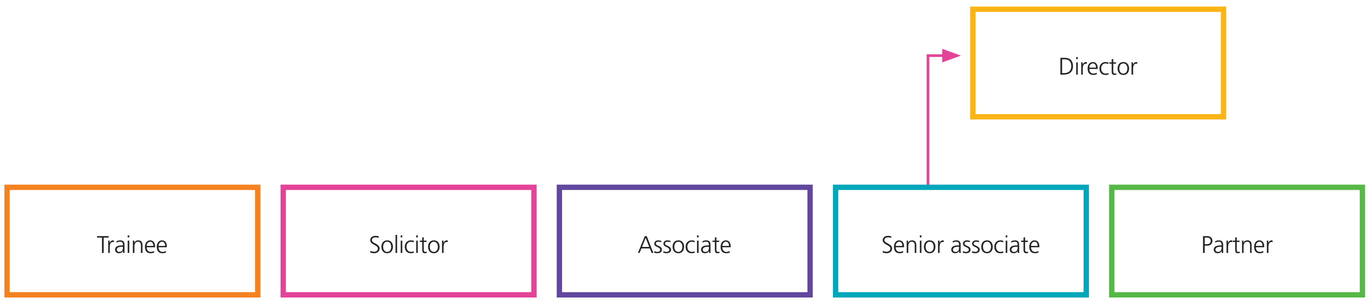
Career development sessions

Director Induction – During the Director Induction, you will hear from the People team, senior partners and the Marketing and Business Development teams about the importance of maximising your contribution as a director by achieving your business plan.

Partner appointments session – Session setting out the partner appointment process in more detail, including timelines, explanation of the partner business case paperwork and more information on the career path of partners (including changes to business ownership).

Partnership consideration support – You will be provided with support throughout the partnership consideration process, both at a local and central level.

'Career Focus' panel session – partners will discuss their experiences as a new partner, the importance of developing a network to support you with career progression, the expectations of becoming a partner, managing boundaries, guidance on business development strategies and there will be an opportunity for you to ask questions.



Progression to partnership

At the heart of the partners' decision to invite a senior associate or director into partnership are two key criteria: your personal qualities and your business case.

In order to consider potential candidates for partnership, the firm has established a "Partnership Consideration Group" (PCG). The PCG reports to PCOM and all partnership appointments are agreed at a partners' meeting.

The time at which you will be considered for partnership will vary depending on prevailing market conditions and your particular case. It is unlikely that you will have attained the necessary technical, management and business development skills to become a partner without at least three years' experience as a senior associate or two years' experience as a director. During this time you will need to have established a platform of work on which to build your business case for partnership.

Partners are owners of the business and role models. When you reach the stage for consideration for partnership, first-rate legal skills are taken as a given. Promotion is on merit. You will need to display the ability to develop and maintain client relationships, work with others, share your skills and expertise and have the potential to build the business of the firm. As a result, the focus of debate is on the business case, which will be very carefully assessed. The partners must be confident you have the potential to add something extra and grow the business for the future success of everyone in the firm.

A compelling business case for one individual may be very different from that of another. There can never be one factor, or series of factors, which will guarantee an offer of partnership. For example, one individual's business might be based on a sector, whilst another's could be founded on a need for more partners in a core practice area.

We will consider flexible partnership proposals carefully. We will discuss your position to determine the practicalities of the proposal to ensure your needs, the needs of the firm and clients are balanced and met.

Structure of the partnership

Our partnership is a lockstep model. The system creates a collaborative, stable and cohesive culture within the partnership, placing emphasis on teamwork and achievement together. For the individual it allows certainty in terms of progression, transparency and an emphasis on sharing and supporting each other. The aim is that partners pursue the best interests of the firm which benefits all of us and creates greater sustainability. There is no bonus structure for partners.

The lockstep model is reflected in the way that we reward our lawyers too; at a given level of seniority and subject to performance grade all lawyers receive the same salary regardless of their unit / department.

On joining the partnership (as a Member of the LLP) your first four years or so allow you to demonstrate a successful transition to the role of partner and to implement the business case that justifies progression to being a Full Member of the LLP.

The performance and contribution of all partners is discussed annually with them at their "Partner Review and Development" discussion (PRD).

Your overall aim during this period is to become established in your practice area in a way which supports the levels of gearing (ratio of partners to other lawyers) that we consider desirable, in order to maintain our overall business strength and profitability. Typically, the expectation of a new partner will be to build an annual revenue stream of £1.1m during their first four years.

When you have demonstrated your business building capability you will be considered for Full Membership of the LLP and you can expect to progress through the stages of the lockstep.

Partner lateral hires

Situations arise where we need to develop a new capability, or expand an existing one that means we need to look externally. In these circumstances, it may be necessary to hire someone at partner level.

Lateral hires are exceptionally difficult decisions that must be taken in the long-term interests of the firm as a whole. Like the appointment of any new partner, a prospective lateral hire will be judged on their legal and personal qualities, together with their business case. As with internal partnership candidates, this assessment is carried out by the PCG, PCOM and then needs to be agreed at a partners' meeting.

Career development sessions

New Partner Induction – During the New Partner Induction, which takes place the month before your partnership takes effect, you will hear from the Managing and Senior Partners, the Business Professionals Chiefs and others about how to fulfil the partner role as well as what the partnership career path looks like. In the year following, the firm will offer you modular courses to support your successful transition to partnership.

Cambridge Judge Business School (CJBS) – At 3-5 years into your career as partners, you will be invited to a 2.5 day programme focusing on strategy, leadership and client centricity at the CJBS.

Partner development programme – the firm has designed a programme to support those who step up to senior management roles such as HoD, HoU, etc.

Development Action Plans – As a partner your Development Action Plan (DAP), is discussed on a regular basis with senior members of the people team to bring focus to development opportunities and support you as you progress as a partner.

Coaching Support – We have a panel of external coaches who are available to support you with the challenges of partnership. Talk to the head of development in the first instance, if you are interested.

Partners – key expectations and responsibilities

Business case

The most important responsibility of a new partner is to implement their agreed business plan. All partners have business plans and each partner undergoes an annual PRD which assesses progress during the previous year and sets goals going forward.

Leadership and management responsibilities

Partners have a central role in maintaining the culture and cohesion of the firm. This role not only involves business activities but, crucially, the social life of the firm that makes Burges Salmon what it is.

All partners have responsibility as matter partners. Although most lawyers have day-to-day responsibility for managing a number of their own matters as matter executives, it is the role of the matter partner to oversee the work being carried out by our lawyers on behalf of the client. The role includes the supervision of the work being undertaken together with financial management (ensuring the client is billed appropriately on a timely basis and assisting the finance team to make sure the firm receives payment promptly). Matter partners will be regarded as supervising partners for the purpose of the SRA code of conduct / Law Society of Scotland regulations.

Another key role is being a contact partner. This role provides the key link between the firm and the lawyer and encompasses both work related matters and the development and welfare of the individual. Fundamentally the partners are responsible for the leadership, management and development of the talent within the firm.

As well as developing their own practice area, each partner is expected to contribute towards the running of the firm as a whole. This involves posts of responsibility that range from being the partner responsible for trainees and apprentices to taking on the responsibility for leading a unit, department or sector.

Most of the tasks necessary for the running of the firm have been delegated. The strategic direction of the firm is the responsibility of PCOM and partners' meetings are held during the year. Paramount amongst these meetings is the annual partners' conference where key issues, including the firm's overall business strategy.

Rewards

The most fundamental change resulting from admission as a partner is from being an employee to being an owner of the business. From a personal standpoint an individual moves from employed to self-employed status and this brings with it a change in the individual's tax affairs.

A partner's entitlement to share in the profits of the firm depends upon the firm being profitable and on the firm being efficient in its billing and credit control procedures so that cash is available to fund drawings and other payments.

Creating a sustainable career

Periods of uncertainty

There will be periods of uncertainty throughout your career and this is very common. Changes in personal priorities outside of work, market conditions and competing work demands can cause periods of worry or doubt and stress. The people team is always available to support you.

Please do not make any assumptions about how open the firm might be to exploring different opportunities with you, including flexibility with career direction or timelines. A career as a lawyer does not necessarily have a linear trajectory and variations from the 'traditional' path can be helpful at times.

Careers across other areas of the firm

The experience and knowledge that qualified lawyers bring to the firm is evident within the business professional departments and teams including Risk, Learning & Development, Project Management, Innovation and Professional Support Lawyers.

You may reach a point in your legal career where you feel a complete profession change is right for you.

The firm is keen to support career moves and we have many examples of people who have moved between departments during their time at Burges Salmon.

If this is something you are considering doing, the People team (either your people team business partner or a member of the Resourcing team) can support and inform these career change decisions.

Moving on?

We understand that people do move on and there may come a time when the firm is no longer able to offer you what you want for your career. We are here to help ensure your exit is as smooth as possible and a positive experience for you and the firm.

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