A career guide for Business Professionals
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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.

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.

Robert Halton
Chief People Officer
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.

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

We value differences and the expertise that everyone brings.

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

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

Leadership
• You will have effective leadership and management which seeks to support and develop you.

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.

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
Business Professionals 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.

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

Business Professionals Performance Review
Your line manager 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 manager 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 Business Services Performance Review Process, you will be assessed against four grades:

- Exceptional
- Very good
- Good
- Improvement required
Stepping up from Team Member to Head Of

We know how important it is to support you in maximising your potential as you develop your career. The learning opportunities we offer for Business Professional are summarised in the placemat below. We encourage our people to view this summary 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 are a breadth of eLearning and Resources available to meet your needs. You can view your LAB home page by clicking here to view these resources.

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### Chief
- CDP Briefing
- Review update
- Cambridge Judge Business School
- Adapting to change
- Hybrid leadership
- Delegation
- Effective feedback
- Presentation skills
- Managing workload
- Rapport building
- Design thinking
- Project Management
- Digital coaching
- Networking skills
- Facilitating in a hybrid world
- Emotional Intelligence
- Project Management
- Digital academy
- Managing stress coaching
- Lets talk about mental health
- Culture & Leadership Using Empathy
- Commercial and Financial Awareness
- Communication, influencing, collaboration
- Plain English campaign

### Heads of
- CDP Briefing
- Review update
- Cambridge Judge Business School
- Adapting to change
- Hybrid leadership
- Delegation
- Effective feedback
- Presentation skills
- Managing workload
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- Lets talk about mental health
- Culture & Leadership Using Empathy
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### Team Managers
- CDP Briefing
- Review update
- Leading Team Performance Programme
- Adapting to change
- Hybrid leader
- Delegation
- Effective feedback
- Emotional Intelligence
- Presentation skills
- Managing workload
- Rapport building
- Design thinking
- Project Management
- Digital academy
- Networking skills
- Facilitating in a hybrid world
- Project Management
- Digital academy
- Managing stress coaching
- Lets talk about mental health
- Commercial and Financial Awareness
- Communication, influencing, collaboration
- Plain English campaign

### Team Leaders
- CDP Briefing
- Review update
- Leading Team Performance Programme
- Adapting to change
- Hybrid leader
- Delegation
- Effective feedback
- Emotional Intelligence
- Presentation skills
- Managing workload
- Rapport building
- Design thinking
- Project Management
- Digital academy
- Networking skills
- Facilitating in a hybrid world
- Project Management
- Digital academy
- Managing stress coaching
- Lets talk about mental health
- Commercial and Financial Awareness
- Communication, influencing, collaboration
- Plain English campaign

### Team Members
- CDP Briefing
- Review update
- Adapting to change
- Hybrid leader
- Delegation
- Effective feedback
- Emotional Intelligence
- Presentation skills
- Managing workload
- Rapport building
- Design thinking
- Project Management
- Digital academy
- Networking skills
- Facilitating in a hybrid world
- Project Management
- Digital academy
- Managing stress coaching
- Lets talk about mental health
- Resilience
- Budget management
- Commercial and Financial Awareness
- Communication, influencing, collaboration
- Plain English campaign

Mentoring, coaching, reflective practice, psychometrics, specialist development, LAB resources, RB opportunities, Fests

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 be available.
Professional development

You can further develop your professional skillset through accessing our comprehensive curriculum and through maximising the experience of collaborating across the firm. The learning offering in the firm has been designed to support your core technical, specialism and sector 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. The curriculum is a programme of career development, professional skills, management development modules and pertinent support on business development, and 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 or joining the Associate Development Programme to work on tangible community projects, and optimising expertise across the firm.

Our people are 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 further opportunities available through internal vacancies which are communicated by our Resourcing team.

The career model

Team Member

With your area of focus identified, the main expectation is for you to gain experience ‘through the job’, building technical and stakeholder relationship skills by applying them to the needs of the business.

As a Team Member, the main expectations are:

• **Relationship Building** – understanding the roles and responsibilities of others and how your role fits into the wider firm, whilst beginning to develop your personal brand.

• **Team Player** – working collaboratively with others to deliver on projects, objectives and initiatives to ensure delivery is aligned with the firm’s vision, values and standards.

• **Personal Development** – establishing a strong skills foundation, building technical competence and specialist skills. Responding professionally and positively to feedback provided to you.

• **Operational Delivery** – managing your workload to ensure your delivery of project objectives and day-to-day tasks, reporting your progress and highlighting any issues to your line manager.

• **Firmwide Commitment** – adopting a positive attitude and embracing change, reflecting the firm’s values in your everyday behaviour.
Specialist

The specialist framework typically applies to those with solid and proven experience within the chosen area of specialism. The main expectation is for you to build on your existing experience and technical capability to ensure a top quality service delivery. You will now be expected to develop general commercial awareness and apply your specialist knowledge to the firm’s vision and strategy.

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

- **Planning and Performance** – emphasis on applying specialist know-how to support the firm and your department’s vision and strategy.
- **Improvement and Innovation** – use specialist insights to help optimise the firm’s performance through its processes and people.
- **Stakeholder support** - understand the needs and expectations of the business, the individuals in it, and the commercial context in which they operate, ensuring their delivery is aligned with strategy.
- **Collaboration** – work with others both internally and externally, adding value through specialist expertise to teams and projects to support delivery of key objectives and initiatives.
- **Developing others** – actively contribute to the development of our people, through knowledge sharing and demonstrating role modelling behaviours.

Team Leader

The team leader framework typically applies to those with responsibility for team co-ordination and delivery within a specific area of the business. The main expectation is for you to lead by example, assessing performance and supporting our culture of continual development and innovation.

When moving into the team leader role it is typical for you to experience a shift in these key areas:

- **Operational Delivery** – oversee operational delivery, manage your team in the delivery of specific projects and develop effective solutions to support strategic aims.
- **Reputation** – understand and take responsibility for your contribution towards the growth of the firm’s internal and external reputation, supporting the firm’s commitment to market leadership, ensuring service excellence on all matters.
- **Collaboration** – work 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 contributing as an effective team player.
- **Role modelling** – responsibility to reflect the firm’s values in your everyday behaviours. You will be open and approachable, adopting a positive attitude to strategic proposals and helping to embed change.
- **Developing others** – manage the performance of your team, take responsibility for ensuring they understand the expectation of their contribution and provide timely, balanced and constructive feedback.
Senior Specialist

The senior specialist level applies to those with a proven breadth of experience and expert knowledge within the chosen area of specialism. The main expectation is for you to deepen your existing experience and technical capability to ensure the highest delivery standards. You will now be expected to enhance your commercial awareness, commercial acumen and market awareness and apply your expert knowledge, contributing to strategy development.

When moving into the senior specialist role it is typical for you to experience a shift in these key areas:

- **Planning and Performance** – increased understanding of overall strategy and plans for relevant departments / units / sectors and the firm overall with a closer involvement to strategic development where appropriate.
- **Improvement and Innovation** – champion our culture of continual development and innovation. Continually review best practice, using specialist insights to help optimise the firm’s performance through its processes and people.
- **Stakeholder support** – contribute to the growth of the business with responsibility for building and maintaining effective and supportive relationships, establishing your brand and applying specialist expertise to facilitate individual and collective aims.
- **Developing others** – contribute to the development of our people, through mentoring, knowledge sharing and demonstrating role modelling through your actions and behaviours.
- **Personal development** – directly responsible for managing the next stage of your career. Look to deepen your specialist knowledge, staying on top of developments in your field and how they might impact the firm.

Team Manager

The team manager framework applies to those with line management responsibility. The main expectation is in relation to people management, assisting in the development and supervision of your team.

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

- **People Management** – assuming enhanced formal responsibilities i.e. lead reviewer within the performance review process, challenging your team to enhance their technical skills and commercial knowledge, supporting their efforts where possible. Monitor your team’s delivery against KPI’s to ensure project deadlines are met.
- **Effective Delivery** – reporting to the business on progress of projects as requested, understanding the firm’s vision and your departments strategy for supporting it.
- **Stakeholder support** – develop a network of effective and supportive working relationships by being open and approachable, applying your expertise to solve problems and where required, sourcing third party or external support.
- **Reputation** – building the firm’s internal and external reputation, ensuring service excellence on all matters.
- **Problem Solving and Improvement** – continually review current approaches against best practice, identifying ways to enhance efficiency and effectiveness. Challenge others across the firm to embrace enhanced ways of working.
Head Of
The heads of level balances the knowledge and expertise needed to act as an internal consultant to support the partners with strong accountable leadership. This positioning proactively supports the firm’s overall strategy, and pushes a departmental focus. As an inspiring leader, heads of help set the cultural tone by championing best practice, modelling integrity and striving for capability from strong teamwork.

When moving into the heads of role, it is typical for you to experience a shift in terms of these key areas:

- **Role Modelling** - not just inspiring others through your actions, but supporting and enhancing the cultural initiatives that underpin life at the firm.
- **Reputation** - not just championing your department and enhancing your internal profile, but committing to the highest standards to make Burges Salmon a great place to work, and ensuring that our commercial edge is matched by genuine care.
- **Personal Development** - able to evidence taking responsibility for this area despite your expertise, challenging the norm by continually looking forward for you and your team.
- **Drive Performance** - show strategic, project and leadership skills to enhance efficiency and effectiveness, and proactively support the firm’s overall strategy through a culture of continuous improvement.
- **Collaboration** - challenging for innovation, and using your expert status to support all people - from partners to team members - to grow capacity and capability by building strong teams.

Chief
The chief level sets the tone, and reflects the firm’s values in everything they do. They are senior leaders who take responsibility for their team, and devise workable strategy. Identify and ‘manage’ clear performance against those. Always improving, the chief level requires wider commercial and client knowledge to support the partners in ensuring individual and collective needs across the firm.

When moving into the chief role, it is typical for you to experience a shift in terms of these key areas:

- **Leadership** - modelling active leadership to promote a culture where people want to work, chiefs will be able to identify and develop individual talent and grow capacity and capability.
- **Setting Direction** - with clarity and authority, the chief devises workable strategies and manages performance of the department against them. Taking the understanding gained as a head of, the chief communicates the plan across all relevant stakeholders.
- **Drive Performance** - showing an excellent project management skillset, the chief moves beyond optimising the firm’s performance, and drives the culture, keeping continuous improvement and innovation to the fore.
- **Reputation** - committed to Burges Salmon’s market leading excellence, the chief takes best practice to the next level, role modelling professional and personal conduct, and leading and driving the integrity of the culture.
- **Collaboration** - able to see and react to the big picture, the chief makes connections that not only promotes joined up thinking, but helps collective impact.

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.