

## DEVELOPMENT MAP

Title	Qualifications	Nominal PQE Service qualification	Role	Knowledge and behaviours framework (note 1)	Skills (note 2)	Activities (note 2)
Group General Counsel	<ul style="list-style-type: none"> <li>Solicitor/Barrister</li> <li>New appointments expected to have second degree/MBA/ICSA professional qualification</li> <li>New appointments expected to have Business Group General Counsel experience or Group General Counsel experience elsewhere</li> </ul>	12+ but likely more senior	<ul style="list-style-type: none"> <li>Responsible for all legal affairs across the group</li> <li>Member of group executive team</li> <li>The Group GC may be a member of the Board, but at least will expect to be in attendance at the Board</li> </ul>	<ul style="list-style-type: none"> <li>Exemplar behaviour and conduct acting as a role model for the team</li> </ul>	<ul style="list-style-type: none"> <li>Capable of managing all legal matters affecting the business, ensuring that advice is sourced, provided and delivered to meet the needs of the organisation</li> <li>Acting as adviser to and liaison with the group executive team and the board</li> </ul>	<ul style="list-style-type: none"> <li>Overall responsibility for the strategic direction of the legal team, delivery of the strategy and ensuring issues on the horizon are monitored and structured into the strategies of the legal team and the business</li> </ul>
Business Group General Counsel	<ul style="list-style-type: none"> <li>Solicitor/Barrister</li> <li>New appointments expected to have second degree/MBA/ICSA/other professional qualification</li> <li>New appointments expected to have Associate Business Group General Counsel experience</li> </ul>	10+ but likely more senior	<ul style="list-style-type: none"> <li>Member of legal senior management team</li> <li>Member of Business Group senior management team</li> <li>Direct report to Group General Counsel</li> <li>Responsible for applying group legal policies and procedures in Business Group</li> </ul>	<ul style="list-style-type: none"> <li>Through behaviour and conduct showing the team what behaviour are expected through the framework</li> </ul>	<ul style="list-style-type: none"> <li>Capable technically and in terms of personal skills of carrying out and managing matters within the technical competence of the business group</li> <li>Capable of managing all other legal matters affecting the business group</li> </ul>	<ul style="list-style-type: none"> <li>Setting strategic objectives and ensuring they are delivered</li> <li>Clear responsibility for keeping an active view of issues on the horizon and ensuring they are incorporated into objectives</li> </ul>
Associate Business Group General Counsel	<ul style="list-style-type: none"> <li>Solicitor/ Barrister</li> <li>New appointments expected to have second degree/MBA/ICSA/other professional qualification</li> </ul>	7 + but more likely 10+	<ul style="list-style-type: none"> <li>Responsible for legal affairs of business unit</li> <li>Deputise for Business Group General Counsel</li> <li>May be member of management team of a subsidiary business</li> </ul>	<ul style="list-style-type: none"> <li>Development and evolution of the standards as well as actively using the framework and role modelling it</li> </ul>	<ul style="list-style-type: none"> <li>technically and in terms of personal skills of carrying out and managing the majority of matters within the technical competence of the business group under the direction of the Business Group General Counsel</li> <li>Capable of acting as interface with business unit from Legal and the Business Group General Counsel</li> </ul>	<ul style="list-style-type: none"> <li>Involvement in legal and group strategic activities and horizon scanning</li> <li>Understanding your sector – drivers, finances, competitors, threats</li> </ul>
Principal Solicitor/ Principal Corporate Counsel	<ul style="list-style-type: none"> <li>Solicitor/Barrister</li> </ul>	10 +	<ul style="list-style-type: none"> <li>Senior subject matter professional capable of unsupervised conduct of majority of matters delegated</li> </ul>	<ul style="list-style-type: none"> <li>Actively using the framework and role modelling it</li> </ul>	<ul style="list-style-type: none"> <li>Skills sets A B and C</li> <li>Core knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Activity sets A B and C</li> </ul>
Senior Solicitor/ Senior Corporate Counsel	<ul style="list-style-type: none"> <li>Solicitor/Barrister</li> </ul>	5+ Plus at least one year with the organisation	<ul style="list-style-type: none"> <li>Professional capable of unsupervised conduct of matters delegated</li> </ul>	<ul style="list-style-type: none"> <li>Actively using the framework and role modelling it</li> </ul>	<ul style="list-style-type: none"> <li>Skills set B and C</li> <li>Core knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Activity sets B and C</li> </ul>
Solicitor Corporate Counsel	<ul style="list-style-type: none"> <li>Solicitor/Barrister</li> </ul>	2 – 5 or more senior until one year with the organisation	<ul style="list-style-type: none"> <li>Developing role, capable of supervised conduct of matters delegated</li> </ul>	<ul style="list-style-type: none"> <li>Actively using the framework</li> </ul>	<ul style="list-style-type: none"> <li>Skills set C</li> <li>Core knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Activity set C</li> </ul>
Assistant Solicitor Assistant Corporate Counsel	<ul style="list-style-type: none"> <li>Solicitor/Barrister</li> <li>Post-qualification required courses</li> </ul>	0 – 2	<ul style="list-style-type: none"> <li>Junior, newly qualified role</li> </ul>	<ul style="list-style-type: none"> <li>Awareness and observance of the framework</li> </ul>	<ul style="list-style-type: none"> <li>Skill sets as determined by Business Group General Counsel</li> <li>Core knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Activities as determined by Business Group General Counsel, probably including certain activities from Activity set C.</li> </ul>

Trainee Solicitor	<ul style="list-style-type: none"> <li>Meets the requirements of the SRA from time to time</li> <li>Undergoing a period of recognised training (often known as a training contract)</li> </ul>	N/A	<ul style="list-style-type: none"> <li>Trainee solicitor role, leading to qualification as a solicitor</li> </ul>	<ul style="list-style-type: none"> <li>Awareness and observance of the framework</li> </ul>	<ul style="list-style-type: none"> <li>Skills sets as determined by the organisation's authorised Training Principal to meet the SRA Training Regulations or the Authorisation of Individuals Regulations in force from time to time</li> </ul>	<ul style="list-style-type: none"> <li>Activities to comply with the relevant regulations and as determined by the Training Principal</li> </ul>
Paralegal	<ul style="list-style-type: none"> <li>Likely holder of a law (or other appropriate) degree</li> </ul>	N/A	<ul style="list-style-type: none"> <li>Paralegal/legal assistant role; possibly holder of or leading to Legal Executive qualifications</li> </ul>	<ul style="list-style-type: none"> <li>Awareness and observance of the framework</li> </ul>	<ul style="list-style-type: none"> <li>Skill sets as determined by the organisation from time to time; if following the Legal Executive route, complying with the requirements of the Chartered Institute of Legal Executives</li> </ul>	<ul style="list-style-type: none"> <li>A range of legal support functions of increasing complexity commensurate with experience</li> </ul>
Legal apprentice	<ul style="list-style-type: none"> <li>A-levels – likely 3 Grade C or above</li> </ul>	N/A	<ul style="list-style-type: none"> <li>Apprentice, following recognised legal/solicitor apprentice route with an authorised provider, likely including day-release study</li> </ul>	<ul style="list-style-type: none"> <li>Awareness and observance of the framework</li> </ul>	<ul style="list-style-type: none"> <li>Skill sets as determined by the organisation from time to time, and complying with the requirements of the authorised provider</li> </ul>	<ul style="list-style-type: none"> <li>A range of legal support functions of increasing complexity commensurate with experience</li> </ul>

**NOTES:**

1. Refer to the Knowledge and Behaviours Framework.
2. Refer to the Skills, Training and Activity Sets.
3. Progression between roles is dependent on (a) years of nominal pqe (b) at least one year in existing grade for new recruits (c) satisfactory performance reviews and (d) overall conduct, behaviour and contribution to the legal team.
4. Trainee solicitor, paralegal and legal apprentice roles may overlap to a significant degree; legal apprentice roles may lead to paralegal or solicitor roles directly through paralegal apprenticeships and solicitor apprenticeships respectively. These roles are also likely to require selected activities from set C as appropriate to the role at the time.