

Holmes & Hills

# Holmes & Hills Career Pathway

WORKING IN PARTNERSHIP WITH YOU TO  
DEVELOP YOUR CAREER





# About the Careers Pathway

## Introduction

THE CAREERS PATHWAY WILL SHOW YOU HOW YOU CAN MOVE ALONG YOUR CAREER AT HOLMES AND HILLS LLP (H&H) AND HOW WE CAN SUPPORT YOU IN MEETING YOUR CAREER GOALS. IT SETS OUT WHAT EXPERIENCE, SKILLS, AND VALUES YOU NEED TO DEMONSTRATE TO MOVE ALONG YOUR CHOSEN PATHWAY.

The Careers Pathway provides a framework for discussions to take place between you and your supervisor to establish where you are on your pathway and to build upon your experience, skills and values to be able to move along your pathway.

The Careers Pathway is built around our mission statement, core values, and the various career paths available to you at H&H. It has been produced to provide you with a supportive guide throughout your career. The framework sets out:

- The various roles at H&H
- The career pathways available
- The competencies required within each role and to progress

## Mission Statement and Values

A full-service law firm with its heart in Essex and Suffolk, we are legal specialists providing regional services to East Anglia. We excel in creating long

standing partnerships with our clients, protecting their interests, and supporting their growth and development. Our large team of specialists work in partnership with individuals and organisations to provide them with truly proactive legal services through personal relationships. Acting as a trusted advisor to our clients, we take the time to understand each client's needs and objectives before delivering practical advice through a personal and accessible approach.

Holmes & Hills' five Firm Values are:

- Be Professional
- Be Proactive
- Be Accessible
- Be Personable
- Be Empathetic

## Understanding the Competencies

We believe that there are three elements that make up a great H&H Colleague. These are skills, experience and values. Therefore, when referring to the competencies throughout the Careers Pathway we are talking about all three elements.

- **Experience**
- **Skills**
- **Values**

# Your Career at Holmes & Hills

We have designed the Career Pathway to support you in understanding where you are in your career. We have therefore set out the various pathways available.

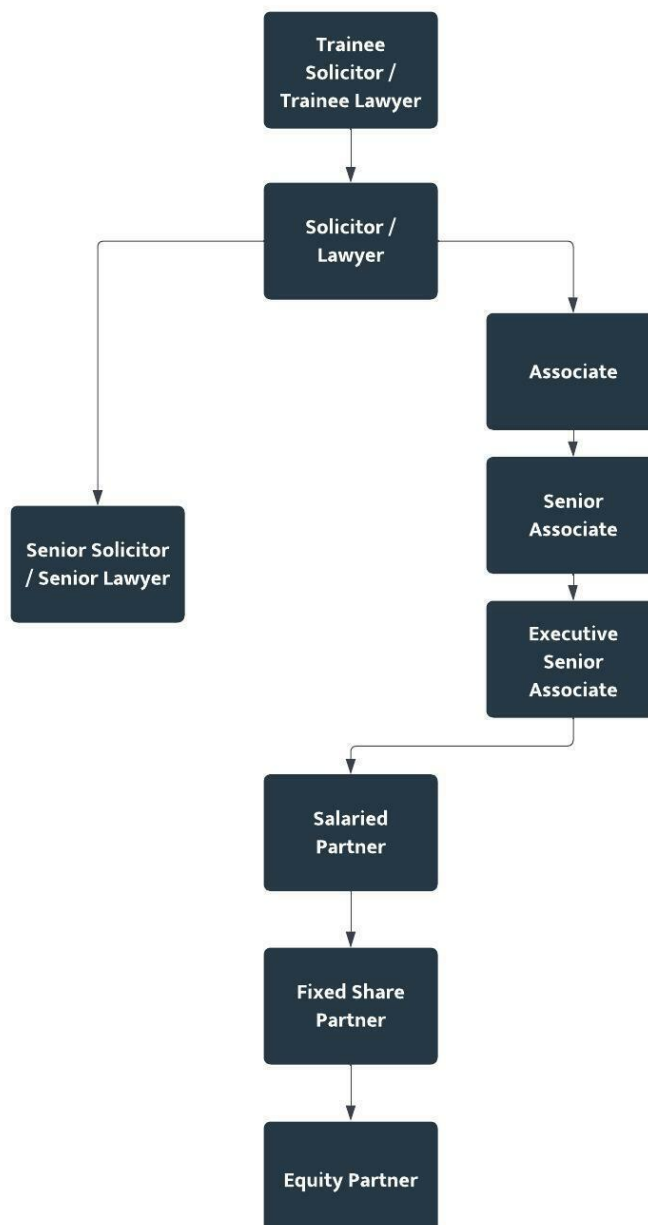
This document identifies a number of different career pathways and outlines the steps and routes within each pathway. The following career pathways have been identified:

- Legal
- Central Services
- Legal Support

It maybe that you move between pathways throughout your career.

## CAREER PATHWAY - LEGAL

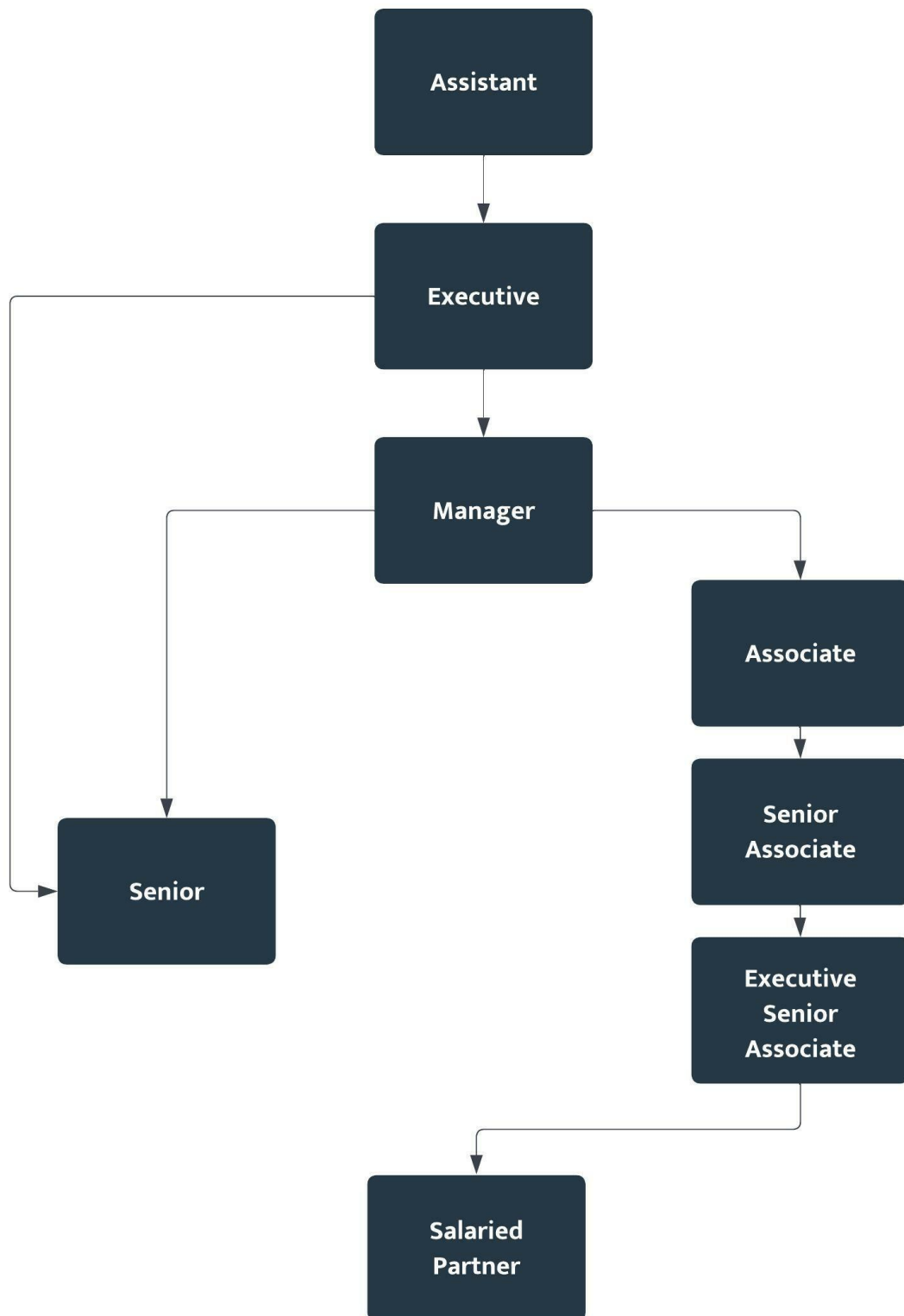
The diagram to the right shows the H&H career pathway for Fee Earners.



## SECTION ONE - YOUR CAREER AT HOLMES & HILLS

### CAREER PATHWAY - CENTRAL SERVICES

The below pathway is an example of the career path available within Central Services.  
Please see the definitions section to see where the various job titles at H&H fit into this pathway.



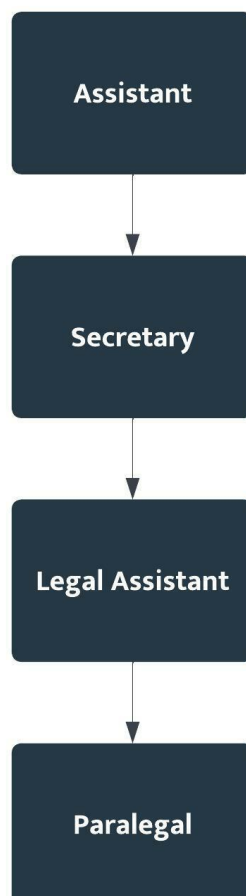




## SECTION ONE - YOUR CAREER AT HOLMES & HILLS

### CAREER PATHWAY - LEGAL SUPPORT

The below pathway is an example of the career path available within Legal Support. Please see the definitions section to see where the various job titles at H&H fit into this pathway.



# Understanding the Career Pathways

WE WOULD LIKE TO PROVIDE TRANSPARENCY TO THE CAREER PATH AT H&H. HOWEVER, WE UNDERSTAND THAT EVERYONE'S PATHWAY IS PERSONAL TO THEM. THEREFORE, THROUGHOUT YOUR CAREER YOU MAY MOVE BETWEEN PATHWAYS OR YOUR PROGRESSION MAY PAUSE AS YOUR WORK/LIFE GOALS CHANGE. IF YOU ARE NOT SURE WHAT PATHWAY YOU ARE ON OR HOW YOU CAN PROGRESS, PLEASE DISCUSS THIS WITH YOUR SUPERVISOR.

## The Pathway to Partnership

We believe that Partnership should not be a goal that is only open to qualified solicitors. We are committed to moving towards an ABS structure to give greater opportunity and open up partnership as a goal and potential career pathway to both fee earning and central services colleagues.

### Senior

We also recognise that Partnership is not a career goal that everyone may want. Becoming a recognised specialist in your given area may be equally as important to you. The Senior route/role within a given pathway seeks to recognise this and that Partnership may not be for everyone. As the role recognises that you are an expert in your area you need to hold a professional qualification to be promoted to this role.

### Non-Qualified

At H&H, we have extremely knowledgeable and skilled non-qualified H&H colleagues. However, as the role of Associate recognises a path to Partnership you need to hold a professional qualification to be promoted to and beyond this level. As a firm we are supportive in assisting you to gain qualifications. Please do reach out to your supervisor to discuss what support we may provide.

## Flexible Working

At H&H, we support flexible working and therefore flexible arrangements such as hybrid working, working part-time or working variable hours, will not hinder your progression. All promotions are determined against the competencies set out for the role.

When making a request for flexible working or if you

have a flexible arrangement, please do speak with your supervisor and/or HR about how you can achieve the competencies and what adaptations (if any) you can make to how you work.

## Timing

There is no set time frame that you will move through your career pathway. Timing will depend on meeting the competencies described in the Role Descriptions and this will be different for everyone.

In some of the Role Descriptions we have given a suggested post-qualification experience (PQE). However, there may be exceptional circumstances where individuals meet all the competencies earlier than the suggested PQE.

For timing on when promotions are made, please do take a look at the relevant role descriptions.

## How to Progress

Movement and progression along your career pathway is not automatic, its based on an assessment of you meeting the competencies set out in the Role Descriptions. To understand how you are performing against the competencies please discuss this with your supervisor and use the appraisal process to start to set goals to help you achieve the competencies required to move along your career pathway. The process for progression is set out in the Role Description.

### Legal Support

- Administrator
- Secretary
- Legal Assistant
- Paralegal

### Central Services

- Administrator
- Assistant
- Executive
- Manager

### Legal

- Trainee Lawyer/Fee Earner
- Lawyer/Fee Earner

### Senior Roles

- Senior
- Associate
- Senior Associate
- Executive Senior Associate
- Salaried Partner
- Fixed Share Partner
- Equity Partner

## SECTION THREE - LEGAL SUPPORT

# Assistant

THE ROLE OF AN ASSISTANT AT H&H IS TO PROVIDE SUPPORT TO YOUR DEPARTMENT AND THE FIRM WITHIN YOUR SPECIALIST AREA.

In this role you will be expected to:

- Be **proactive** and **professional** in understanding what support you can provide to your department and the wider Firm
- Be **personable** to clients across the firm and to **proactively** develop your client communication skills
- Be **accessible** to your colleagues to enable you to fully support your department's goals
- Be **empathetic** when supporting colleagues and managing priorities
- Be **proactive** in continuing to develop your IT and specialist area skills and knowledge

### HOW DO I BECOME AN ASSISTANT?

- There are several roles within the Assistant levels and to progress within this area your supervisor may approach you about internal progression (within this level) or please keep an eye on our careers page for job opportunities.

### WHAT EXPERIENCE DO I NEED?

- You should have had some work experience and/or may have a qualification relevant to your area. You must be confident in dealing with clients across the firm.

### WHAT SKILLS SHOULD I HAVE?

- Attention to detail
- IT literate/tech savvy
- Team player

## SECTION THREE - LEGAL SUPPORT

# Secretary

THE ROLE OF A SECRETARY AT H&H IS TO WORK IN PARTNERSHIP WITH YOUR DEPARTMENT AND TO PROVIDE PROACTIVE SUPPORT TO YOUR COLLEAGUES.

In this role you will be expected to:

- Be **proactive** and **accessible** in the support you provide to your colleagues
- Be **professional** in how you prioritise work understanding the needs and goals within your department
- Be **personable** and **proactive** with your communication with clients and colleagues
- Be **proactive** in developing your IT skills for the requirements within your area i.e document production, client management software, land registry etc.
- Be **proactive** and **empathetic** in supporting the wider firm when required

### HOW DO I BECOME A SECRETARY?

- Your supervisor will recommend promotion on the grounds that you meet the criteria detailed above. This progression will happen as part of the performance review process.

### WHAT EXPERIENCE DO I NEED?

- You should have at least two years' experience training as a Legal Secretary or have transferable skills from a previous secretarial position.

### WHAT SKILLS SHOULD I HAVE?

- Attention to detail
- Good communication skills
- Good organisational skills
- Ability to manage and prioritise workloads

## SECTION THREE - LEGAL SUPPORT

# Legal Assistant

THE ROLE OF A LEGAL ASSISTANT AT H&H IS TO WORK IN PARTNERSHIP WITH YOUR DEPARTMENT TO PROVIDE PROACTIVE SUPPORT TO YOUR COLLEAGUES AND TO START TO TAKE OWNERSHIP OF SOME FEE EARNING TASKS.

In this role you will be expected to:

- Be **proactive** in finding opportunities to take on elements on fee earning work
- Be **professional** in developing your skills to carry out fee earning work and in supporting your colleagues with this work
- Be **proactive** in developing the skill of time recording and meeting your fee targets
- Be **accessible** and **empathetic** with clients.
- Be proactive in managing your time and priorities ensuring you manage clients and colleagues' expectations
- Continue to be **proactive** and **accessible** with the support you provide to your colleagues

### HOW DO I BECOME A LEGAL ASSISTANT?

- Your supervisor will recommend promotion on the grounds that you meet the criteria detailed above and there is a business need for a Legal Assistant within your area. This progression will happen as part of the performance review process.

### WHAT EXPERIENCE DO I NEED?

- You should be an experienced Legal Secretary who is able to work autonomously and wants some fee earning responsibilities. You should regularly be meeting your set KPIs.

### WHAT SKILLS SHOULD I HAVE?

- Ability to learn and develop your role
- Attention to detail
- Manage your workload and prioritise as necessary
- Excellent client care
- Awareness of time recording



## SECTION THREE - LEGAL SUPPORT

# Paralegal

THE ROLE OF A PARALEGAL AT H&H IS TO PROACTIVELY UNDERTAKE FEE EARNING TASKS AND TO PROVIDE SUPPORT TO YOUR COLLEAGUES.

In this role you will be expected to:

- Be **proactive** and **professional** in finding development opportunities to continue to build upon the fee earning work you undertake and support your colleagues with
- Be **proactive** in managing your matters and supporting your department ensuring you manage your time and priorities
- Be **proactive** in understanding the regulatory and accreditation standards within the areas you are supporting
- Be **accessible** to your clients and colleagues
- Be **proactive** with communications where you can

### HOW DO I BECOME A PARALEGAL?

- Your supervisor will recommend promotion on the grounds that you meet the criteria detailed above and there is a business need for a Paralegal within your department. You can also apply for Paralegal positions across the firm. These promotions will happen as part of the performance review process.

### WHAT EXPERIENCE DO I NEED?

- You should have or be undertaking the relevant qualification such as CILEX Level 3 or a law degree (or equivalent). You should also have some experience of working within the legal sector and have built a strong network within your department.

### WHAT SKILLS SHOULD I HAVE?

- You will have developed legal knowledge of the law and procedure within your chosen area
- Effective at time recording
- Awareness of your limitations
- Good organisational skills
- Ability to manage files and caseloads and prioritise as necessary

## SECTION FOUR - CENTRAL SERVICES ROLE DESCRIPTIONS

# Assistant

THE ROLE OF AN ASSISTANT AT H&H IS TO PROVIDE SUPPORT TO YOUR DEPARTMENT AND THE FIRM WITHIN YOUR SPECIALIST AREA.

In this role you will be expected to:

- Be **proactive** and **professional** in understanding what support you can provide to your department and the wider firm
- Be **personable** to clients across the firm and to proactively develop your client communication skills
- Be **accessible** to your colleagues to enable you to fully support your department's goals
- Be **empathetic** when supporting colleagues and managing priorities
- Be **proactive** in continuing to develop your IT and specialist area skills and knowledge

### HOW DO I BECOME AN ASSISTANT?

- There are several roles within the Assistant levels and to progress within this area your supervisor may approach you about internal progression (within this level) or please keep an eye on our careers page for job opportunities.

### WHAT EXPERIENCE DO I NEED?

- You should have had some work experience and/or may have a qualification relevant to your area. You must be confident in dealing with clients and colleagues across the firm.

### WHAT SKILLS SHOULD I HAVE?

- Attention to detail
- IT literate/tech savvy
- Team player

## SECTION FOUR - CENTRAL SERVICES ROLE DESCRIPTIONS

# Executive

THE ROLE OF AN EXECUTIVE AT H&H IS TO WORK IN PARTNERSHIP WITH YOUR DEPARTMENT AND TO PROVIDE EXCELLENT AND PROACTIVE SUPPORT TO YOUR COLLEAGUES WITHIN YOUR SPECIALIST AREA.

In this role you will be expected to:

- Be **professional** in how you prioritise work understanding the needs and goals within your department
- Be **proactive** in seeking opportunities to continue to develop your area of expertise.
- Be **proactive** and **accessible** in the support you provide to your colleagues
- Be **proactive** in developing your IT skills within the requirements within your department
- Be **empathetic** in the day-to-day advice and service that you provide across the firm

### HOW DO I BECOME AN EXECUTIVE?

- Your supervisor will recommend promotion to the Partnership on the grounds that you meet the criteria detailed above and that there is a business need within the department. You should discuss during your appraisal meetings how you can demonstrate the criteria and what steps you should take to be recommended. These promotions will happen as part of the performance review process.

### WHAT EXPERIENCE DO I NEED?

- You should have a good foundation of knowledge within your specialist area and be building an internal network. You should regularly be meeting your set KPI's.

### WHAT SKILLS SHOULD I HAVE?

- Attention to detail
- Good communication skills
- Good organisational skills
- Ability to manage and prioritise workloads

# Manager

THE ROLE OF A MANAGER AT H&H IS TO WORK IN PARTNERSHIP WITH THE FIRM AND YOUR COLLEAGUES TO PROVIDE AN EXCELLENT AND PROACTIVE SERVICE THROUGH BEING A TRUSTED ADVISOR AND EXPERT WITHIN YOUR AREA. YOU SHOULD THROUGH BEING A TRUSTED ADVISOR SET THE AGENDA FOR YOUR SPECIALIST AREA AND BE A GO TO FOR YOUR COLLEAGUES ACROSS THE FIRM.

In this role you will be expected to:

- Be **proactive** in staying up to date with your area of expertise and be **professional** in how this can be applied to the services to be provided within the firm
- Be **empathetic, personable, and accessible** in your dealings with clients, contacts and colleagues. Tailoring your advice and communication to each situation
- Be **proactive** in sharing knowledge and developing others
- Be **professional and proactive** in understanding and being compliant with the regulatory and accredited standards for your area of work
- Be **proactive** in identifying ways to improve the firms performance

## HOW DO I BECOME A MANAGER?

- Your Head of Department will recommend promotion on the grounds that you meet the criteria detailed above and there is a business need for Manager level within your department or division. These promotions can happen anytime over the year and will be signed off by the Partnership.

## WHAT EXPERIENCE DO I NEED?

- You should have built up strong experience in your specialist area and be confident in being a go to person in the firm for your area. You should regularly be meeting your KPIs.

## WHAT SKILLS SHOULD I HAVE?

- Commercial instinct
- Leadership skills
- Ability to make effective decisions
- Seeing the bigger picture
- Being an effective manager
- Ability to deal with performance issues and disputes
- Understand commerciality of management
- Ability to plan and be responsible for managing a budget

# Trainee Solicitor/Legal Executive

THE ROLE OF A TRAINEE LAWYER/FEE EARNER AT H&H IS TO WORK IN PARTNERSHIP WITH THE FIRM AND YOUR COLLEAGUES TO DEVELOP YOUR SKILLS AND EXPERIENCE TO BECOME A QUALIFIED LAWYER/FEE EARNER.

In this role you will be expected to:

- Be **proactive** in gaining experience across various areas of the firm or within your chosen field, to develop your skills in drafting, research, interviewing clients, negotiating and business development
- Be **proactive** in understanding the regulatory and accreditation standards within the areas you are practicing in
- Be **proactive** and **personable** in building an internal network and an external network of your peers
- Be **accessible** to your clients and colleagues being **proactive** with communications where you can
- Be **professional** in understanding your department's and the firm's goals and how you can support these
- Be **empathetic** in your communications with clients and colleagues, tailoring your approach to each situation

## HOW DO I BECOME A TRAINEE LAWYER/FEE EARNER?

- Training Contract vacancies and the recruitment process to be undertaken are advertised on the firms website.

## WHAT QUALIFICATIONS DO I NEED?

- You need to either have passed your LPC or equivalent before joining us as a Trainee.

## WHAT SKILLS SHOULD I HAVE?

- Attention to detail
- Self-development and an enthusiasm to learn and develop your skills
- Motivation and drive
- Ability to prioritise workloads
- Good communication skills



## SECTION FIVE - LEGAL ROLE DESCRIPTIONS

# Solicitor/Lawyer

THE ROLE OF A SOLICITOR/LAWYER AT H&H IS TO WORK IN PARTNERSHIP WITH CLIENTS, COLLEAGUES AND OTHER PROFESSIONALS TO PROVIDE AN EXCELLENT AND PROACTIVE LEGAL SERVICE THROUGH BEING A TRUSTED ADVISOR TAKING THE TIME TO UNDERSTAND YOUR CLIENTS NEEDS.

In this role:

- You should be **proactive** in staying up to date with the law and expanding your area of expertise
- You should be **professional** and **personable** in business development and attending relevant marketing events and building an internal and external network
- You should be **empathetic**, **personable**, and **accessible** with your dealings with clients, contacts and colleagues. Tailoring your advice and communication to each situation
- You should be **proactive** in capturing your time and recognising when work may fall out of scope for fixed fee
- You should be **professional** and **proactive** in understanding and being compliant with the regulatory and accredited standards for your area of work

### HOW DO I BECOME A LAWYER/FEE EARNER?

- To become a Lawyer/Fee Earner either you will be promoted from Trainee Lawyer/Fee Earner or have completed a period of recognised training, where you will be offered a role as Lawyer/Fee Earner. Promotions will be discussed as part of your appraisal and will be signed off by the partners.

### WHAT EXPERIENCE DO I NEED?

- You should have at least two years working as a Trainee Solicitor/Lawyer and should have experience and be confident in drafting, research, interviewing clients, negotiating and business development.

### WHAT SKILLS SHOULD I HAVE?

- Good communication skills
- Ability to prioritise workloads and manage a caseload effectively
- Flexibility
- Regularly meeting KPIs

## SECTION SIX - SENIOR ROLE DESCRIPTIONS

# Senior Role

THE ROLE OF A SENIOR SOLICITOR/FEE EARNER OR SENIOR CENTRAL SERVICES COLLEAGUE AT H&H IS TO RECOGNISE YOUR STRONG TECHNICAL PERFORMANCE AND EXPERTISE. IT IS ACKNOWLEDGEMENT THAT YOU ARE RECOGNISED AS A SUBJECT MATTER EXPERT.

In this role you will be expected to:

- Be **accessible** and **personable** within your department and/or division and peers through being a go to person for technical queries
- Be **proactive** and **accessible** in sharing knowledge and developing, coaching, and mentoring others
- Take a **proactive**, planned approach to self-development and continuing to building up expertise in your work area

### HOW DO I BECOME A SENIOR?

- Your Head of Department will recommend promotion on the grounds that you meet the criteria detailed above and this will be signed off by the Partnership. These promotions will happen as part of the performance review process so use this time to set development goals to enable you to become the technical expert.

### WHAT EXPERIENCE DO I NEED?

- To be considered for this role you should be able to demonstrate that you are a technical expert and have built up substantial legal and/or technical knowledge.

### WHAT SKILLS SHOULD I HAVE?

- Be a technical expert in your chosen area
- Be a go to person within your department

## SECTION SIX - SENIOR ROLE DESCRIPTIONS

# Associate Role

THE ROLE OF AN ASSOCIATE AT H&H IS THE RECOGNITION OF YOUR PERFORMANCE AGAINST KPI'S AND YOUR TECHNICAL ABILITIES IN YOUR CHOSEN AREA. IT IS ACKNOWLEDGEMENT OF YOUR PROGRESSION ALONG YOUR CHOSEN CAREER PATHWAY AT H&H.

In this role you will be expected to:

- Be **accessible** and **empathetic** to your department and peers through being a go to person for technical queries.
- Be **proactive** and involved in marketing and building a referral network (both external and internal)
- Be **professional** and **personable** in starting to manage and build collaborative internal relationships with peers and department members
- Be **proactive** in sharing knowledge within your department
- Take a **proactive**, approach to building up expertise in your work area

### HOW DO I BECOME AN ASSOCIATE?

- Your Head of Department will invite you to apply for the role based on you meeting the above competencies. Assisted by your Head of Department you should put together an application which sets out how you meet the essential skills required of a Associate. The application will be reviewed by the Partnership in Quarter Four and if you are successful any changes to your role will be effective from the start of the new financial year (1st May).

### WHAT EXPERIENCE DO I NEED?

- To be considered for this role you should have at least 2 years relevant experience in your role and to start to be recognised as a specialist within your area of work. You should be starting to build a client base at the firm and looking for opportunities to grow the firms client and referrer network. You should also be able to demonstrate that you are consistently achieving all set KPI's.

### WHAT SKILLS SHOULD I HAVE?

- Strong technical performance
- Commercial awareness
- Motivation and drive

# Senior Associate Role

THE ROLE OF A SENIOR ASSOCIATE AT H&H IS THE RECOGNITION OF YOUR CONTINUED STRONG TECHNICAL PERFORMANCE AND AN AWARENESS OF YOUR EFFORTS IN DEVELOPING THE BUSINESS. YOU WILL BE CONSISTENTLY ACHIEVING YOUR KPIS AND LOOKING FOR OPPORTUNITIES TO BRING IN NEW BUSINESS TO THE WIDER FIRM. IT IS ACKNOWLEDGEMENT OF YOUR PROGRESSION ALONG YOUR CHOSEN CAREER PATHWAY AT H&H.

In this role you will be expected to:

- Be an **accessible** and **empathetic** to your department and peers through being a go to person for technical queries
- Be **proactive** and involved in marketing and building a referral network (both external and internal)
- Be **professional** and **personable** in managing and building collaborative internal relationships with department members and peers across the firm
- Be **proactive** in sharing knowledge and developing, coaching, and mentoring others
- Take a **proactive**, planned approach to self-development and building up expertise in your work area
- Be **proactive** in assisting with the management and supervision of the department or a division

## HOW DO I BECOME A SENIOR ASSOCIATE?

- Your Head of Department will invite you to apply for the role based on you meeting the above competencies and there being a business case for your promotion. Assisted by your Head of Department you should put together an application which sets how you meet the essential skills required of a Senior Associate along with a business case for the role. The application will be reviewed by the Partnership in Q4 and you will be invited for an interview with 2 Partners that does not include your Head of Department. If you are successful any changes to your role will be effective from the start of the new financial year (1st May).

## WHAT EXPERIENCE DO I NEED?

- To be considered for this role you should have at least 4 years relevant experience in your role and to be recognised as a specialist within your area of work. You should be building a client base at the firm and looking for opportunities to grow the firms client and referrer network. You should also be able to demonstrate that you are consistently achieving all set key performance indicators.

## WHAT SKILLS SHOULD I HAVE?

In addition to the skills of an associate you should have:

- Enhanced commercial awareness with a greater appreciation of the wider business
- Influence and courage in your decision making
- Flexibility
- Motivation and drive

# Executive Senior Associate Role

THE ROLE OF A EXECUTIVE SENIOR ASSOCIATE AT H&H IS THE RECOGNITION THAT YOU HAVE BEEN DEVELOPING THE SKILLS REQUIRED OF A FUTURE PARTNER. IT IS THE NEXT STEP ON THE PATHWAY BEFORE PARTNERSHIP. THE ROLE IS INTENDED TO PROVIDE YOU WITH THE EXPERIENCES TO GAIN THE COMPETENCIES REQUIRED TO BE AN H&H PARTNER.

In this role you will be expected to:

- Be an **accessible** leader within the firm and your department or division. This means you should be **proactive** in being a go to person for other department members and be able to step up to answer queries
- You should assist with the management of the department in an **empathetic** and **personable** way with all department members
- You should be **proactive** and lead on marketing initiatives and encourage marketing efforts across the firm building a referral network both externally and internally
- You should be **proactive** in the way you support the firms' goals
- You should be **professional** through actively participating in Business Planning Meetings and supporting your Head of Department in preparing the annual business plans
- Be **proactive** and **professional** in Risk and Compliance matters across the department and assist with the management of this area.
- You should be **proactive** and lead the way on identifying new ways of working and bring ideas to the firm on how to improve efficiencies, improve client service and improve your colleagues work experience.
- Take supervision responsibilities of more junior members of the department and manage a division of the department. Be **proactive** and **professional** in sharing knowledge and developing, coaching, and mentoring others across the firm.

## WHAT EXPERIENCE DO I NEED?

- To be considered for this role you should be seen as an expert in your area. You should also have held the role of Senior Associate at the firm (or the equivalent role at another firm). You should have a good client base at the firm and continue to grow the firm's client and professional referral network. You should also be able to demonstrate that you are consistently achieving all set key performance indicators.

## WHAT SKILLS SHOULD I HAVE?

- Business development skills
- Commercial instinct and see the bigger picture
- Leadership and teamwork skills
- Effective decision making



## SECTION SIX - SENIOR ROLE DESCRIPTIONS

# Executive Senior Associate Role continued

To support your continued path to partnership and to provide you with the tools to achieve the above you will:

- Be invited to the Partner's Meeting when business plans are discussed
- Be invited to the mid financial year Partner's and Associate's Away Day
- Receive a note after each Partner's meeting explaining the partnership issues discussed
- Receive financial reporting information each month

### HOW DO I BECOME A EXECUTIVE SENIOR ASSOCIATE?

- Your Head of Department will invite you to apply for the role based on you meeting the above competencies and there being a business case for your promotion. Assisted by your Head of Department you should put together an application which sets out how you meet the essential skills required of a Executive Senior Associate along with a business case for the role. The application will be reviewed by the Partnership in Quarter Four and you will be invited for an interview with 3 Partners that does not include your Head of Department. If you are successful any changes to your role will be effective from the start of the new financial year (1st May).



## SECTION SIX - SENIOR ROLE DESCRIPTIONS

# Partnership

There are currently 3 levels of partnership within H&H.

- Salaried Partner
- Fixed Share Partner
- Equity Partner

### Salaried Partner

A salaried partner remains as an employee of H&H.

### Fixed Share Partner

A fixed share partner is a self employed partner who receives a fixed share (salary) and an agreed percentage of the net profits of the firm.

### Equity Partner

An equity partner owns a share in the firm and is remunerated by the profits generated.

The levels above may also contain Lockstep Levels.

Applications for Partnership are usually invited and upon receipt of that invitation the relevant criteria will be made available and we will provide you with further details of the process for application.

## SECTION SEVEN - PATHWAY DEFINITIONS

### Values

H&H have identified five values that we should all strive to work towards in providing great client service (internally and externally) this includes:

- **To be accessible** - making yourself contactable and to provide timely responses to communications from colleagues, clients and professional contacts.
- **To be empathetic** – is to understand the circumstances, motivations and emotions of clients, colleagues and contacts and to tailor your service delivery and communication appropriately.
- **To be proactive** - is to actively progress matters and work as promptly as possible through preemptive communication, organisation and prioritisation, as well as contributing to the development of your department and the firm.
- **To be personable** - is to be pleasant for clients, contacts and colleagues to deal with, be it in person, over the phone, or via email and to leave others feeling like they are dealing with a person as opposed to a faceless company.
- **To be professional** - is to work in partnership with our clients to understand their needs, to enable us to provide specialist advice and to act with integrity.

Leaders at H&H should have the core values at heart when supervising, managing, and supporting colleagues. You should be Empathetic, Professional, Personable, Accessible and Proactive in the way you approach all aspects of supervision across the firm.

### Skills

- **Analytical and Research Ability** – Is the ability to collect and analyse information to solve problems.
- **Attention to Detail** – The ability to complete work tasks with thoroughness, accuracy and consistency.
- **Business Development** – The ability to grow your client base and practice area through building strong client relationships, delivering excellent service, proactively marketing your work stream, networking internally and externally, and cross-referring across the firm.
- **Commercial Instinct** – Is the understanding of the legal and your clients' industries to enable you create opportunities and to look for efficiencies with an understanding of how this can affect the firms success.
- **Communication Skills** – Is the ability for you to effectively understand others and to be understood. To be effectively understood you should be able to

choose appropriate styles and adapt your personal style to maximise understanding and impact.

- **Courage and Influence** - Showing courage to speak up and skillfully influencing others to gain buy-in.
- **Deliver At Pace** – Take responsibility for delivering timely results with focus and drive.
- **Flexibility** – Is the ability to deal with unexpected challenges quickly, calmly, and efficiently and being flexible in your approach to enable you to exceed firm and client expectations.
- **IT Literate/Tech Savvy** – The skills and knowledge to be able to effectively use the technology across the firm and to keep up with changes to enhance your efficiency, workflow and overall experience.
- **Leadership** – You should motivate others at the firm to achieve success and to work towards shared goals. This may be through positivity, leading by example, team building, being a role model, giving feedback, mentoring/teaching and giving others the tools, support and autonomy, they need to succeed.
- **Make Effective Decisions** - Researching, gathering and using data and information accurately to evaluate options.
- **Methodical** – You approach what you do carefully, thoroughly, and in order. Proactively prioritising the work you do to best service your clients.
- **Motivation and Drive** – is the ability to take action, plan and pursue your goals. It is being able to keep going even in the face of set-backs.
- **Seeing the Bigger Picture** – is the understanding of the strategic drivers for your area of work and align these activities to wider organisational priorities. Remain alert to emerging issues and trends which might impact your work area.
- **Self-Development** – is the ability to identify your skill and knowledge gaps and to proactively undertake training in these areas.
- **Team Player** – is the ability to work well within your own department and across departments at H&H. Through establishing a professional network both externally and internally to enable you to collaborate to share information, resources, and support to enable you to achieve individual goals, department goals and supporting others to achieve their goals.

### Experience

- **Client Development** – is the client base and network that you have built and continue to build upon.
- **KPI** – Key Performance Indicators include fee targets, time targets and appraisal objectives.

## SECTION SEVEN - PATHWAY DEFINITIONS

- **Legal and Technical Knowledge** – is your legal and/or technical knowledge that you gain through CPD and learning on the job.

### Pathway Definitions

- **Clients** – Where the pathway refers to clients this means external and internal clients i.e for Central Services your client base may be your H&H Colleagues .
- **Experience** – Within the pathway experience refers to all three experience elements including client development, Key Performance Indicators, and Legal and Technical Knowledge.
- **Lockstop Levels** - Lockstop provides for a progression for incoming partners from a starting allocation of profit with stage increases until he or she receives parity with the other partners.
- **PQE** – Post-Qualification Experience is experience post any relevant qualification.
- **Qualification** – Qualification means any professional qualification relevant to your role.
- **Role** – Role reflects the level on the pathway and there may be several steps/roles available to you on the way to the next level.
- **Role Description** – The role descriptions are a description of what is expected at this level on the pathway and will form part of your job description. Your job description is more specific to your position at the firm and the department you are in.
- **Supervisor** – Your Supervisor may be the Head of your Department, Head of a Division or your manager.
- **Training** – Means on the job training learning as you go, working with experts within the business, and classroom learning.

### Roles

- **Assistant** - Administrator, Telephonist, Business Support, Receptionist, Trainee Legal Secretary, Legal Secretary, Department Support, Assistant, Coordinator
- **Associate**
- **Lawyer** - Solicitor, Chartered Legal Executive, Licenced Conveyancer, Legal Executive
- **Legal Assistant** - Legal Assistant, Post-Exchange Executive , Post-Completion Executive, Technical Assistant
- **Executive** - Supervisor, Officer, Developer
- **Executive Senior Associate**
- **Manager**

- **Paralegal** - Paralegal, Senior Paralegal
- **Secretary**
- **Senior** - Senior Manager, Senior Chartered Legal Executive, Senior Licensed Conveyancer, Senior Solicitor, Senior
- **Senior Associate**
- **Trainee Lawyer/ Fee Earner** - Trainee Solicitor, Legal Executive, Conveyancing Technician, Property Executive, Litigation Executive, Wills and Probate Executive

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