

Competency Framework



Ethics and Professional Responsibility

Effectively identifies ethical issues and applies ethical rules in a technical legal context

Acts with integrity and independence

Communicates effectively

Consistently demonstrates professional courtesy

Understands and acts consistently with overarching hierarchical duties

Practice Management and Business Skills

Understands and applies effective strategic and operational planning to practice

Effectively uses technology

Manages files

Identifies risk and manages them within a framework

Understands the rules around legal costs and applies knowledge

Applies financial management framework

Substantive Law, Practice and Procedure, Evidence

Demonstrates understanding of law and procedure relevant to area(s) of practice

Updates legal knowledge and remains up to date relevant to area(s) of practice

Understands the practice and procedure of commencing proceedings

Demonstrates expertise in the rules of evidence

Barristers' Skills

Demonstrates expertise in advocacy

Effectively interviews clients and witnesses

Maintains legal research skills

Demonstrates expertise in negotiation and mediation skills

Understands and prioritises resilience and wellbeing practises

Ethics and Professional Responsibility



Effectively identifies ethical issues and applies ethical rules in a technical legal context

- Demonstrates an understanding of and an ability to apply the *Barristers' Conduct Rules*
- Understands ethical and legal obligations and consequences of not meeting these
- Prioritises the interests of justice
- Identifies and mitigates ethical issues that can arise in the course of court proceedings and settlement negotiations
- Demonstrates ethical conduct

Acts with integrity and independence

- Demonstrates integrity
- Consistently delivers frank and fearless legal services
- Identifies and takes reasonable action to avoid or prevent potential or actual conflict of interest

Communicates effectively

- Demonstrates professionalism in work with the judiciary, colleagues and clients
- Prioritises quality and timely client service

- Adopts the highest standards of professional behaviour
- Exercises effective communication skills, tailored to different audiences

Consistently demonstrates professional courtesy

- Treats all people with respect, courtesy and empathy
- Is honest and transparent in dealings with others
- Maintains trusting and respectful relationships with clients, while maintaining professionalism
- Strives to provide additional value to the client experience

Understands and acts consistently with overarching hierarchical duties

- Upholds overarching duty to the court and administration of justice
- Understands and practises the policies, processes and procedures that govern practice
- Understands the overarching duties, rules and principles relating to the acceptance of a brief and continuing to act for a client in respect of the brief
- Consistently delivers proper advice

Practice Management and Business Skills



Understands and applies effective strategic and operational planning to practice

- Actively identifies and develops business and practice building opportunities
- Maintains, acts consistently with overarching business plan
- Understand financial position and uses financial mindset in decision making

Manages files

- Plans workload to deliver on commitments and manage time effectively
- Consistently meets client and procedural deadlines

Identifies and manages risk

- Understands risks and opportunities in practice
- Implements effective strategies to actively manage and mitigate risk
- Demonstrates organisational and management skills necessary to maintain a commercially successful practice

Understands the rules around legal costs and applies knowledge

- Identifies alternative types of costs order and how they may impact litigation or settlements
- Keeps client informed of relevant costs considerations

Applies financial management framework

- Demonstrates understanding of financial statements
- Appropriately manages cash flow and balance sheets
- Demonstrates competence in financial analysis and reporting
- Maintains good financial and budgetary discipline

Effectively uses technology

- Embraces new practises and technologies to support efficiency and accuracy
- Stays abreast of new tools, methods, approaches, technology
- Identifies, and collaborates with clients to understand current approaches to technology

Substantive Law, Practice and Procedure, Evidence



Demonstrates understanding of law and procedure relevant to area(s) of practice

- Provides accurate and strategic advice to clients
- Recognised as an intellectual leader and specialist in area(s) of practice
- Drafts documents on complex and highly specialised issues, which are clear, concise, accurate and address all relevant legal/factual issues

Updates legal knowledge and remains up to date relevant to area(s) of practice

- Updates and maintains legal knowledge and skills relevant to area of practice
- Stays abreast of legal reform
- Is aware of changing market conditions and legal developments

Understands the practice and procedure of commencing proceedings

- Demonstrates understanding of the formal requirements of drafting court documents

Demonstrates expertise in the rules of evidence

- Understands and maintains knowledge of the rules of evidence
- Able to formally prove and tender documents into evidence, including the facilitative mechanisms under the State and Federal Evidence Acts
- Understands the principles of eliciting oral evidence in chief, cross-examination and re-examination
- Identifies evidence needed to prove or disprove the case in accordance with the rules of evidence
- Be able to identify the issues associated with proof of evidence
- Presents evidence according to the law and court rules

Barristers' Skills



Demonstrates expertise in advocacy

- Identifies and frames legal issues and causes of action
- Transforms complex, technical information to engage non-specialist audience
- Drafts clear, accurate and persuasive arguments and documentation, including pleadings, that address all relevant legal and factual issues
- Strategically structures legal argument (written and oral) to advance the case and execute legal and commercial outcomes
- Expertly develops case theory

Effectively interviews clients and witness

- Appropriately adapts communication style and approach
- Applies active listening skills to understand client's perspective
- Develops trust and rapport
- Takes comprehensive instructions, ensuring the client/witness story is accurately reflected, in their own words

Maintain legal research skills

- Ability to identify problems, define and analyse them, to create and evaluate solutions
- Gathers relevant information and data, and analyses critically
- Ability to efficiently use advanced search forms to create structured searches, including the use of basic Boolean operators

Demonstrates expertise in negotiation and mediation skills

- Articulates self with credibility and conviction
- Optimises various communication methods to influence and persuade others
- Uses data, research, experts or third-parties to strengthen case, influence and persuade
- Works to understand what motivates others
- Identifies and appropriately deals with verbal and non-verbal aspects of communication

Understands and prioritises resilience and wellbeing practises

- Demonstrates self-awareness and realises own strengths and weaknesses
- Implements strategies to maintain physical and emotional health and wellbeing
- Sets and maintains focus on realistic, achievable and measurable personal goals and sub-goals
- Prioritises maintaining a positive outlook and balancing professional and personal priorities