

Legal Industry Technical Skills & Competencies (TSC) List

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Track	Advisory and Advocacy		
TSC Category	Legal Advocacy & Advisory		
TSC	Advocacy*		
TSC Description	Represent and defend the rights and interests of a client in dispute resolution		
TSC Proficiency Level	Basic	Intermediate	Advanced
TSC Proficiency Level Description	Participate in the presentation and advocacy of a case in dispute resolution	Facilitate the presentation and advocacy of a case in dispute resolution	Lead and oversee the presentation and advocacy of a case in dispute resolution
Knowledge	- Relevant procedural rules (e.g., Rules of Court 2021, Court Practice Directions and arbitration and mediation rules) - Relevant rules of ethics and professional standards (e.g., Legal Professional (Professional Conduct) Rules 2015 and Law Society Practice Directions and Guidance Notes) - Basic advocacy techniques (e.g., speaking with clarity and persuasion and crafting a coherent case theory)	Intermediate advocacy techniques (e.g., thinking on your feet and performing simple cross-examination)	Advanced advocacy techniques (e.g., cross-examining different types of witnesses and responding to the court environment)
Abilities	- Apply basic advocacy techniques appropriately - Propose a logical case theory based on the facts of a case - Implement dispute resolution procedures according to applicable procedural rules, and ethical and professional standards - Support, or manage where required, a dispute resolution proceeding (e.g., preparing submissions and witness handling) - Deliver addresses and arguments in a simple dispute resolution proceeding (e.g., appear in pre-trial conferences)	- Apply intermediate advocacy techniques appropriately - Develop and test that a case theory is effective and logical - Oversee that dispute resolution procedures adhere to applicable procedural rules, and ethical and professional standards - Manage, or lead where required, a dispute resolution proceeding (e.g., preparing submissions, witness handling, arguments and cross examination) - Deliver addresses and arguments to present a coherent and persuasive case in a complex dispute resolution proceeding - Act as lead counsel in a substantive hearing (e.g., interlocutory applications before Registrar and Judge)	- Apply advanced advocacy techniques appropriately and effectively - Assess whether a case theory is effective and logical, and anticipate and respond to counter-arguments - Ensure dispute resolution procedures for a complex case (e.g., appeals and international arbitration) adhere to applicable procedural rules, and ethical and professional standards - Lead a dispute resolution proceeding (e.g., preparing submissions, witness handling, arguments and cross examination, for a complex case) - Lead a team of lawyers and experts, where applicable, in presenting a coherent and persuasive case in a dispute resolution proceeding
Job Roles	Associate (Disputes)	- Associate (Disputes) - Senior Associate (Disputes)	Partner (Disputes)

*Under Skills Framework for Legal Services, this TSC is known as Legal Advocacy.

Track	Advisory and Advocacy		
TSC Category	Business		
TSC	Business Acumen*		
TSC Description	Understand the business environment and the organisation's commercial needs to provide appropriate legal advice		
TSC Proficiency Level	Basic	Intermediate	Advanced
TSC Proficiency Level Description	Understand an organisation's business, goals and industry and their relevance to legal issues	Support and contribute to the success of an organisation's business through the use of industry knowledge to provide legal advice	Develop commercially sensible legal insight to support an organisation to achieve its business goals
Knowledge	- Methods of understanding an organisation's business (e.g., attending trade seminars to gain industry knowledge) - Basic financial concepts (e.g., understanding financial statements and cost-benefit analysis) - Basic business processes (e.g., operational workflows and pricing models) - Business environment (e.g., local market trends and competition) - Company law fundamentals (e.g., basic company structures, corporate governance frameworks, shareholder rights and fiduciary duties) - Industry-specific laws and regulations	- Intermediate methods of understanding an organisation's business (e.g., reviewing strategy documents) - Intermediate financial concepts (e.g., financial ratios and valuation methodologies) - Advanced business principles (e.g., transfer pricing and tax structuring) - Macro business environment (e.g., geopolitics, geoeconomics and competition) - Advanced concepts in company law (e.g., corporate structures and transactions)	- Advanced methods of understanding an organisation's business (e.g., collaborating with senior leadership to understand strategic objectives) - Strategic planning frameworks and analytical tools - Principles of business strategy - Industry-specific trends in laws and regulations and impact to organisations
Abilities	- Identify how legal decisions can impact basic business processes - Utilise the background and dynamics of industry to provide legal advice	- Evaluate the impact of legal decisions on an organisation's business - Assess business risks and liabilities arising from a legal matter (e.g., disputes, regulatory penalties) to recommend legal course of action - Assess advice given by other professionals (e.g., accountants and foreign counsels) that are needed to provide appropriate legal advice - Monitor and analyse developments (e.g., regulatory changes and macroeconomic conditions) that impact an organisation's business and provide legal advice accordingly	- Develop and/or execute an appropriate commercially sensible legal strategy to deliver value to an organisation's business - Anticipate and mitigate business risks and liabilities arising from legal matters (e.g., disputes and regulatory penalties) - Analyse advice given by other professionals (e.g., accountants, foreign counsels) to support legal strategies and solutions for an organisation's business - Provide insights on relevant legal developments that impact an organisation's business
Job Roles	- Associate (Corporate) - Associate (Disputes)	- Senior Associate (Corporate) - Senior Associate (Disputes) - Legal Counsel	- Partner (Corporate) - Partner (Disputes) - Senior Legal Counsel - General Counsel

*Under Skills Framework for Legal Services, this TSC is known as Legal Business Acumen.

Track	Advisory and Advocacy		
TSC Category	Business		
TSC	Business Development for Law Firms		
TSC Description	Identify, explore and establish strategic opportunities to grow a law firm's business		
TSC Proficiency Level	Basic	Intermediate	Advanced
TSC Proficiency Level Description	Participate in business development activities	Identify and build business opportunities in target segments	Develop initiatives to increase business opportunities for a team or firm
Knowledge	- Methods to understand a client's needs and expectations - Corporate knowledge of law firm (e.g., vision, directions, ethos and strengths) - Law firm's business development strategies (e.g., social media, target markets) - Basic professional etiquette - Presentation techniques (e.g., designing PowerPoint slides and writing pitches) - Relevant rules of ethics and professional standards relating to business development (e.g., Legal Profession (Publicity) Rules)	- Business development strategies - Professional etiquette - Networking techniques	- Macro business environment (e.g., geopolitics, geoeconomics, client expectations and competition) - Subject-matter and industry expertise - Personal branding strategies
Abilities	- Articulate a law firm's vision and strengths to external parties (e.g., in corporate pitches and client updates) in accordance with the relevant rules of ethics and professional standards - Conduct a simple presentation to potential clients taking into account the target audience and purpose of presentation - Conduct oneself in a way that projects a professional image of the law firm (e.g., personal etiquette) - Gather client feedback and identify current and potential clients' needs and expectations - Maintain relationships with current and potential clients	- Facilitate the implementation of the law firm's business development strategies in accordance with the relevant rules of ethics and professional standards - Nurture networks and relationships with current and potential clients and other professionals (e.g., lawyers and accountants) - Build professional visibility (e.g., creating an effective online professional profile, publishing articles, participating in panel discussions) - Conduct a complex presentation to potential clients taking into account the target audience and purpose of presentation	- Formulate and lead the execution of appropriate business development strategies in accordance with the relevant rules of ethics and professional standards - Develop personal branding through thought leadership activities and public engagements - Build and leverage networks and relationships with current and potential clients (e.g., regional legal professionals) - Develop new lines of business for the law firm (e.g., legal services in new practice areas not offered by the firm and consulting services)
Job Roles	- Associate (Corporate) - Associate (Disputes) - Senior Associate (Corporate) - Senior Associate (Disputes)	- Senior Associate (Corporate) - Senior Associate (Disputes) - Partner (Corporate) - Partner (Disputes)	- Partner (Corporate) - Partner (Disputes)

Track	Advisory and Advocacy	
TSC Category	Business	
TSC	Business Risk Management*	
TSC Description	Articulate, communicate and assess organisational risk appetite frameworks and risk statements across the organisation	
TSC Proficiency Level	Intermediate	Advanced
TSC Proficiency Level Description	Identify and assess risk events, respond according to risk appetite statements and monitor implementation procedures	Refine and communicate risk appetite framework, statements, goals and metrics based on established organisational strategic objectives, processes, internal capabilities and assessment of external environmental factors
Knowledge	- Processes to identify risks - Risk event identification techniques - Internal and external risk events	- Risk management philosophy and strategies - Issues pertaining to the business environment - Categories of organisational objectives - Distinction between different levels of organisational strategies - Influences and trends that may impact risk management strategies - Responsibilities of management in ensuring ongoing effectiveness of risk management - Critical success factors for effective risk management
Abilities	- Identify and analyse risk events in the business units to contribute to risk management processes - Implement risk control activities to support implementation of risk management responses	- Facilitate alignment of organisation's risk management philosophy and strategies with organisational strategic objectives, culture and values - Assess business environment to determine impact on critical business functions, risk management philosophy and vice versa - Refine risk management philosophy and strategies in consultation with relevant stakeholders - Communicate risk management philosophy and strategies to employees
Job Roles	- Associate (Corporate) - Associate (Disputes) - Senior Associate (Corporate) - Senior Associate (Disputes) - Legal Counsel - Senior Legal Counsel	- Partner (Corporate) - Partner (Disputes) - General Counsel

*Under Skills Framework for Legal Services, this TSC is known as Business Risk Assessment.

Track	Advisory and Advocacy		
TSC Category	Management		
TSC	Client Management		
TSC Description	Manage and oversee a law firm's relationship with clients		
TSC Proficiency Level	Basic	Intermediate	Advanced
TSC Proficiency Level Description	Support team in client interactions	Interact with clients to build trust and confidence	Nurture professional relationships with clients
Knowledge	- Methods of effective communication - Client engagement best practices - Relevant rules of ethics and professional standards (e.g., Legal Professional (Professional Conduct) Rules 2015, and Law Society Practice Directions and Guidance Notes)	- Factors influencing client satisfaction and retention - Client management best practices - Cultural awareness and interpersonal sensitivities in managing diverse clients	- Macro business environment (e.g., geopolitics, geoeconomics, client expectations, and competition) - Client relationship building techniques (e.g., fee structuring) - Strategies for managing challenging client interactions - Organisation-specific policies and protocols
Abilities	- Onboard and communicate with a client following client engagement best practices (e.g., draft client engagement letters, conflict checks, and Know-Your-Client checks) - Identify and understand a client's needs and desired outcomes from their instructions - Update a client on administrative developments for their matters - Support client meetings and consultations (e.g., taking attendance notes) - Adhere to ethical and professional standards in dealings with a client	- Analyse a client's needs and desired outcomes to deliver relevant legal services - Communicate and manage interactions with clients to build trust and confidence - Update clients regularly on timelines, developments, and outcomes of a matter - Implement client management best practices in accordance with ethical and professional standards	- Establish, lead and enhance client relationships - Anticipate a client's needs and desired outcomes to deliver relevant legal services - Manage clients' expectations on outcomes of a matter - Communicate important developments in a matter and navigate difficult conversations with a client - Formulate policies and protocols for client best practices in accordance with relevant ethical and professional standards
Job Roles	- Associate (Corporate) - Associate (Disputes)	- Senior Associate (Corporate) - Senior Associate (Disputes)	- Partner (Corporate) - Partner (Disputes)

Track	Advisory and Advocacy	
TSC Category	Legal Advocacy & Advisory	
TSC	Contract Drafting	
TSC Description	Create an agreement that aligns with the transaction and reflect parties' intentions	
TSC Proficiency Level	Intermediate	Advanced
TSC Proficiency Level Description	Draft and revise an agreement	Draft and revise complex agreements and address high-level issues
Knowledge	- Structures and frameworks for common agreements in relevant practice areas - Contract drafting principles (e.g., elements of a contract, contract definitions, capitalised terms, clear and concise language, risk allocation and formatting) - Commercial precedents - Boilerplate clauses	- Advanced contract drafting principles (e.g., industry-specific terms and practices and features of multi-party transactions) - Domain-specific commercial precedents (e.g., for cross-border contracts) - Domain-specific boilerplate clauses (e.g., for cross-border contracts)
Abilities	- Identify parties' intentions and key considerations of an agreement and draft the agreement accordingly - Adapt commercial precedents and boilerplate clauses appropriately - Draft an agreement to address or mitigate key risks for stakeholders - Draft an agreement in accordance with applicable laws and regulations - Address commercial and operational issues in an agreement, in collaboration with stakeholders - Review an agreement for clarity, internal consistency and logical coherence	- Adapt domain-specific commercial precedents and boilerplate clauses appropriately - Draft and review a complex agreement (e.g., drafting cross-border contracts, multi-party contracts and complex deals, in clear and concise language) - Draft an agreement to mitigate future risks and issues - Anticipate and resolve commercial and operational issues in an agreement, in collaboration with stakeholders - Review an agreement for consistency and logical coherence both internally and with other related agreements
Job Roles	- Associate (Corporate) - Senior Associate (Corporate) - Legal Counsel	- Senior Associate (Corporate) - Partner (Corporate) - Legal Counsel - Senior Legal Counsel - General Counsel

Track	Advisory and Advocacy		
TSC Category	Management		
TSC	Crisis Management*		
TSC Description	Manage and oversee the legal response to crises or incidents		
TSC Proficiency Level	Basic	Intermediate	Advanced
TSC Proficiency Level Description	Understand incident response protocols and support the management of crisis	Execute incident management strategy, providing legal guidance and facilitating responses	Lead the remediation and resolution of incidents at the organisational level
Knowledge	- Crisis management plan and protocols - Types of incidents / crises, and its impact on business - Key stakeholder groups - Relevant laws and regulations (e.g., Personal Data Protection Act 2012, Companies Act 1967)	- Industry standards and best practices in incident management - Crisis analysis techniques (e.g., issue spotting, initial triage) - Risk mitigation strategies - Crisis management network intelligence	- Advanced crisis analysis techniques (e.g., cross-border legal risk assessment) - Advanced risk mitigation strategies - Stakeholder influence techniques - Crisis communication strategies (e.g., media training, drafting press releases) - Process enhancement and policy development techniques
Abilities	- Gather relevant information and identify the root cause of the incidents - Provide preliminary guidance to senior team members on legal impact of incident - Coordinate and perform tasks to implement the incident management strategy (e.g., managing documentation, tracking deadlines, draft communications, supporting legal proceedings) - Identify and communicate key legal issues in real-time to relevant stakeholders - Contribute to implementation of post-incident corrective processes and policies (e.g., drafting guidance notes)	- Assess the legal risks and implications and recommend appropriate actions - Assess and triage legal and operational priorities in crises to support timely and effective decision-making - Implement incident management processes (e.g., conducting interviews, reporting of data) - Manage communication with regulatory bodies and internal stakeholders (e.g., communication of legal strategy, drafting responses to regulators) - Support post-incident corrective processes and policies (e.g., training sessions)	- Establish the legal risk management approach for an incident to mitigate legal exposure and risk to the organisation - Provide strategic guidance to high-level internal stakeholders to guide key stakeholder decisions - Strategise communication with regulatory bodies and internal stakeholders - Drive improvements in the company's crisis response and legal protocols, implementing changes to minimise future risk
Job Roles	Legal Counsel	- Legal Counsel - Senior Legal Counsel	General Counsel

*Under Skills Framework for Legal Services, this TSC is known as Crisis Management for Legal Professionals.

Track	Advisory and Advocacy		
TSC Category	Legal Advocacy & Advisory		
TSC	Deal Structuring		
TSC Description	Advise on and design deal structures and transactional documents between parties		
TSC Proficiency Level	Basic	Intermediate	Advanced
TSC Proficiency Level Description	Contribute to the execution of the design of a deal structure	Propose the design of a deal structure	Establish direction and lead the design and execution of a deal structure
Knowledge	- Laws and regulations applicable to transactions (e.g., tax regulations, corporate laws and compliance requirements set by authorities) - Business environment relating to the deal or transaction - Basic deal structures and strategies (e.g., tax implications, asset purchase, stock purchase and merger) - Deal structuring processes (e.g., checklists) - Basic financial management principles (e.g., financial statements and financial data) - Legal documents relevant for transactions (e.g. transfer agreements, shareholder agreements, post-completion integration plans, share certificates and company resolutions)	- Deal structures and strategies - Problem-solving techniques	- Complex deal structures and strategies (e.g., for cross-border transactions) - Intermediate financial management principles (e.g., accounting and revenue recognition principles, financial statements, financial models and business valuation)
Abilities	- Identify the key elements of a transaction (e.g., transaction objectives, client's business goals and strategy, parties involved, assets or securities being transferred and payment terms) - Identify and consolidate issues arising from due diligence which may impact a transaction - Identify laws and regulations applicable to a transaction - Identify a client's legal obligations, rights and responsibilities, and risks in a transaction - Draft transactional documents for a deal structure	- Analyse the key elements of a transaction (e.g., transaction objectives, client's business goals and strategy, parties involved, assets or securities being transferred and payment terms) - Analyse issues arising from due diligence and evaluate implications on a transaction and client's position (e.g., contractual limitations and instances of non-compliance) - Assess proposed deal structures in accordance with laws and regulations applicable to a transaction - Propose possible deal structures for a transaction and draft advice on implications of the proposal - Evaluate a draft transactional document to reflect a client's instructions and negotiated outcomes	- Assess the analysis of a transaction to mitigate future risks and issues - Assess outcomes and analysis from due diligence to assist a client on commercial decisions - Design and evaluate possible deal structures and advise a client on the implications of the proposal - Advise or guide a client on a complex transaction and deal structure - Direct the drafting of a transactional document to reflect a client's instructions and negotiated outcomes

Job Roles	• Associate (Corporate)	• Senior Associate (Corporate) • Legal Counsel • Senior Legal Counsel	• Partner (Corporate) • General Counsel
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Track	Advisory and Advocacy		
TSC Category	Legal Advocacy & Advisory		
TSC	Dispute Resolution Strategy		
TSC Description	Develop and implement strategies to resolve a legal dispute		
TSC Proficiency Level	Basic	Intermediate	Advanced
TSC Proficiency Level Description	Execute a dispute resolution strategy to achieve desired outcomes and advance a case	Recommend a dispute resolution strategy to achieve desired outcomes and monitor the implementation of the strategy to advance a case	Formulate and determine the dispute resolution strategy to achieve desired outcomes and lead the implementation of the strategy to advance a case
Knowledge	- Available dispute resolution methods and appropriateness of each method - Methods to gather evidence and prepare witnesses	- Case assessment methodologies - Evidence analysis and case theory development techniques - Best practices for evidence preparation and presentation (e.g., witness preparation)	- Industry-specific / cross-border dispute resolution considerations - Best practices for witness selection and handling (e.g., whether to subpoena certain witnesses)
Abilities	- Identify a client's needs and objectives in a case - Identify and consolidate documents and information to support the formulation of legal positions and design of dispute resolution strategies - Comprehend dispute resolution options available at various stages of a case - Support the execution of the dispute resolution strategy in a case (e.g., gathering evidence and preparing witnesses)	- Analyse and recommend strengths of various legal positions and dispute resolution strategies that meets a client's needs and objectives in a case - Recommend appropriate dispute resolution options at various stages of a case - Assist in the development of a strategy for presenting relevant evidence and witnesses - Monitor the dispute resolution strategy in a case and evaluate their effectiveness	- Develop and direct an appropriate dispute resolution strategy that meets a client's needs and objectives in a case - Direct the development and execution of a dispute resolution strategy for presenting relevant evidence and witnesses - Assess the effectiveness of an implemented dispute resolution strategy and adapt the strategy at various stages of a case (if necessary)
Job Roles	Associate (Disputes)	- Associate (Dispute) - Senior Associate (Disputes)	Partner (Disputes)

Track	Advisory and Advocacy	
TSC Category	Legal Advocacy & Advisory	
TSC	Due Diligence	
TSC Description	Investigate and review the legal and compliance status of a target business entity or individual for risk assessment	
TSC Proficiency Level	Intermediate	Advanced
TSC Proficiency Level Description	Manage and organise the process of obtaining, understanding and assessing information to support risk assessment of a transaction	Assess information obtained to establish the risks associated with a transaction
Knowledge	- Due diligence process (e.g., due diligence checklists, template reports and common risk factors) - Relevant laws, sanctions and regulations (e.g., corporate law and AML/CFT provisions) - Risk assessment techniques - Methods of obtaining information for due diligence (e.g., conducting cause book searches and obtaining financial statements) - Types of business structures	- Strategic considerations in scoping due diligence for complex matters - Sector-specific and cross-border regulatory frameworks (e.g., sanctions, export controls and antitrust/competition law) - Emerging risks and mitigation strategies (e.g., ESG concerns)
Abilities	- Lead the due diligence based on established processes (e.g., due diligence checklist) - Identify and obtain relevant information to fulfil the established scope of due diligence - Review and assess depth and quality of information obtained through due diligence process - Check compliance status of a target business entity or individual against applicable statutes, regulations and sanctions - Synthesise investigation results and perform risk assessment of a target business entity or individual - Draft a due diligence report (e.g., outcomes of findings and recommendations to clients on managing risk)	- Establish scope of due diligence for matters - Establish and lead the due diligence process for team for complex matters - Refine and validate investigation results, risk assessment and due diligence reports
Job Roles	- Associate (Corporate) - Associate (Disputes)	- Senior Associate (Corporate) - Senior Associate (Disputes)

	• Senior Associate (Corporate) • Senior Associate (Disputes) • Legal Counsel	• Partner (Corporate) • Partner (Disputes) • Senior Legal Counsel • General Counsel
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Track	Advisory and Advocacy	
TSC Category	Legal Advocacy & Advisory	
TSC	Legal Interviewing	
TSC Description	Conduct an interview to obtain information about a matter to identify facts and legal issues	
TSC Proficiency Level	Intermediate	Advanced
TSC Proficiency Level Description	Draft questions and conduct an interview for a substantive matter	Lead and supervise an interviewing process for a complex matter
Knowledge	- Techniques for establishing rapport (e.g., active listening techniques) - Interviewing and questioning techniques - Interview objectives (e.g., draft affidavits and take instructions) - Relevant Law Society Practice Directions (e.g., Practice Direction 7.1.1)	Advanced interviewing and questioning techniques (e.g., different ways of asking questions)
Abilities	- Identify objectives to be achieved during an interview - Draft appropriate questions or points of discussion to extract relevant information from an interviewee to achieve objectives - Employ techniques appropriate to an interview type to establish rapport with an interviewee - Conduct an interview to achieve objectives - Assess progress of an interview and adjust interview style or questions where necessary to achieve objectives and / or pursue new lines of inquiry	- Employ techniques appropriate to an interview type to establish rapport with an interviewee in more complex situations (e.g., legal issues are convoluted and interviewees are hostile) - Conduct or lead an interview for more complex matters to achieve interview objectives - Discern if an interviewee has not fully disclosed all information needed for a matter and employ appropriate questioning techniques to extract information accordingly - Anticipate and test possible new lines of inquiry during an interview to advance a matter (e.g., to build a case or resolve a deadlock)
Job Roles	- Associate (Corporate) - Associate (Disputes) - Senior Associate (Corporate) - Senior Associate (Disputes)	- Senior Associate (Corporate) - Senior Associate (Disputes) - Partner (Corporate) - Partner (Disputes)

Track	Advisory and Advocacy	
TSC Category	Legal Advocacy & Advisory	
TSC	Legal Research and Analysis	
TSC Description	Find relevant legal information and apply legal reasoning to issues arising from the facts of a matter to determine a legal position or solution	
TSC Proficiency Level	Intermediate	Advanced
TSC Proficiency Level Description	Implement a research strategy, identify and analyse various legal sources to determine a legal position or solution	Supervise legal analysis and implementation of a research strategy and for a complex matter to determine a legal position or solution
Knowledge	- Legal analysis methods (e.g., statutory interpretation principles) - Legal research methods (e.g., AI tools) - Legal sources (e.g., cases, legislation, journal, and articles) - Techniques to evaluate legal research	- Frameworks to understand complex or novel legal domains - Techniques to incorporate and evaluate insights from non-legal sources
Abilities	- Analyse legal issues of a matter - Establish research direction and strategy based on the legal analysis of a matter - Plan and execute a research process to ensure accurate and timely completion of research - Utilise tools and software (eg, LawNet AI, Gen AI tools) effectively to conduct legal research - Evaluate and organise research results and ensure they are complete and applicable to the identified issues - Apply legal principles to the facts of a matter to determine a legal position or solution	- Analyse the legal issues of a matter for complex or novel domains (e.g., multi-jurisdictional research and emerging areas of law) - Establish a research direction and strategy based on the legal analysis of a matter for complex or novel domains (e.g., multi-jurisdictional research and emerging areas of law) - Synthesise research results with the facts of a matter to determine or test a legal position or solution - Identify and assess factual, commercial and legal nuances impacting a legal position or solution
Job Roles	- Associate (Corporate) - Associate (Disputes) - Senior Associate (Corporate) - Senior Associate (Disputes) - Legal Counsel	- Senior Associate (Corporate) - Senior Associate (Disputes) - Partner (Corporate) - Partner (Disputes) - Senior Legal Counsel

Track	Advisory and Advocacy	
TSC Category	Legal Advocacy & Advisory	
TSC	Legal Writing	
TSC Description	Present and convey legal advice or opinion in writing to express a legal position	
TSC Proficiency Level	Intermediate	Advanced
TSC Proficiency Level Description	Produce a communication or document that is clear, concise and accurate	Guide a team's communication or document to ensure they are clear, concise and accurate
Knowledge	- Strategies and techniques for clear and concise writing - Relevant laws, regulations and practice directions (e.g., Rules of Court 2021, Court Practice Directions, and Law Society Practice Directions) - Forms of legal documents and instruments (e.g., court documents, client letters, wills and board resolutions) - Advanced rules of grammar	- Interpersonal and intrapersonal intelligence (e.g., cultural sensitivity and awareness) - Strategies and techniques for persuasive and effective writing (eg, audience-centred communication, strategies to communicate risk)
Abilities	- Identify the needs, interests and background of a target audience - Identify the objectives of a written communication - Draft a written communication or document in accordance with their forms, where prescribed in relevant laws, regulations and practice directions - Draft a clear, concise and accurate written communication - Draft a written communication in a logical and structured manner	- Assess and determine the needs, interests and background of target audience - Assess and determine the objectives of a written communication - Strategise and organise a written communication to achieve objectives - Review a written communication to ensure it is clear, concise and accurate - Review a written communication or document for compliance with its forms, where prescribed in relevant laws, regulations and practice directions
Job Roles	- Associate (Corporate) - Associate (Disputes) - Senior Associate (Corporate) - Senior Associate (Disputes) - Legal Counsel	- Senior Associate (Corporate) - Senior Associate (Disputes) - Partner (Corporate) - Partner (Disputes) - Senior Legal Counsel - General Counsel

Track	Advisory and Advocacy	
TSC Category	Management	
TSC	Matter Management*	
TSC Description	Manage, coordinate and oversee various aspects of legal matters	
TSC Proficiency Level	Intermediate	Advanced
TSC Proficiency Level Description	Manage and coordinate various aspects of legal matters to ensure that optimal outcomes are achieved	Oversee the management of legal matters to ensure optimal outcomes are achieved
Knowledge	- Legal and regulatory processes, and timelines - Workflow and information management practices, and methodologies (e.g., internal policies and industry best practices) - Matter management tools and software solutions - Document filing systems - Relevant rules of ethics and professional standards	- Budgeting and finance principles - Legal operations best practices (e.g., process optimisation and legal technology utilisation) - Methods to evaluate workflow processes
Abilities	- Coordinate and perform tasks to advance the progress of a matter in accordance with ethical and professional standards (e.g., file due diligence, external counsel management and contract management) - Monitor and track the timelines, progress and any follow-up actions of a matter (e.g., procedural timelines for court cases and post-completion legal obligations for deals) - Monitor legal resource use and costs (e.g., track client billing, managing external counsel fees and support cost-efficiency initiatives) - Implement best practices for managing a matter (e.g., secure knowledge sharing and team collaboration) - Manage systems for record-keeping, collaboration and knowledge sharing - Utilise tools and software solutions to execute processes and workflows	- Establish policies and best practices for managing a matter in accordance with ethical and professional standards (e.g., secure knowledge sharing, fee and billing management, team collaboration, external counsel management and contract management) - Anticipate and mitigate potential issues that may arise in the management of a matter and implement appropriate interventions (e.g., requesting for extensions of procedural timelines) - Oversee legal resource planning and management for matters (e.g., track legal spend, optimise external counsel use and lead cost-saving initiatives) - Evaluate the effectiveness and efficiency of matter management processes and workflows (e.g., contract workflow) - Introduce enhancements to processes / workflows (e.g., through the use of technology and tools) - Establish system for record-keeping, collaboration and knowledge sharing
Job Roles	- Associate (Corporate) - Associate (Disputes) - Senior Associate (Corporate) - Senior Associate (Disputes) - Legal Counsel - Senior Legal Counsel	- Senior Associate (Corporate) - Senior Associate (Disputes) - Partner (Corporate) - Partner (Disputes) - Senior Legal Counsel - General Counsel

*Under Skills Framework for Legal Services, this TSC is known as Legal Matter Management.

Track	Advisory and Advocacy		
TSC Category	Legal Advocacy & Advisory		
TSC	Negotiation		
TSC Description	Conduct negotiations with other parties for a legal matter to achieve optimal outcomes for clients		
TSC Proficiency Level	Basic	Intermediate	Advanced
TSC Proficiency Level Description	Support negotiation process and document a negotiation for a legal matter	Conduct a negotiation to implement negotiation strategies for a legal matter	Lead a negotiation, and develop negotiation strategies and limits for a legal matter
Knowledge	- Negotiation strategies and techniques - Negotiation objectives - Relevant rules of ethics and professional standards (e.g., Legal Professional (Professional Conduct) Rules, and Law Society Practice Directions and Guidance Notes) - Intrapersonal intelligence (e.g., self-awareness)	- Communication and conflict resolution techniques - Interpersonal and intrapersonal intelligence (e.g., cultural sensitivity and awareness) - Cross-disciplinary considerations relevant to negotiation strategy	Strategies for managing complex negotiations
Abilities	- Prepare relevant background information to understand parties' respective positions - Assist in achieving negotiation objectives in accordance with ethical and professional standards (e.g., prepare negotiation briefs) - Recognise and manage emotions of self during a high stress negotiation - Take attendance notes for evaluation and documentation purposes	- Establish negotiation objectives and propose negotiation strategies to meet the objectives - Apply communication and conflict resolution techniques to conduct and facilitate negotiations in accordance with ethical and professional standards - Implement a negotiation strategy and evaluate negotiation outcomes - Recognise and manage emotions of self and others during a high stress negotiation - Finalise negotiations and take necessary follow-up actions to close a negotiation	- Determine a negotiation strategy to meet negotiation objectives - Set and refine negotiation limits according to negotiation positions - Employ appropriate and effective communication and conflict resolution techniques during a negotiation - Lead negotiations in accordance with ethical and professional standards - Evaluate and refine negotiation strategy during negotiations - Manage escalation of tensions during high stress negotiations
Job Roles	- Associate (Corporate) - Associate (Disputes) - Legal Counsel	- Senior Associate (Corporate) - Senior Associate (Disputes) - Legal Counsel - Senior Legal Counsel	- Partner (Corporate) - Partner (Disputes) - General Counsel

Track	Advisory and Advocacy		
TSC Category	Management		
TSC	Professional Ethics		
TSC Description	Demonstrate behaviours and conduct that reflect a set of moral principles and guidelines expected of legal professionals		
TSC Proficiency Level	Basic	Intermediate	Advanced
TSC Proficiency Level Description	Uphold ethical and professional codes of conduct and standards expected of legal professionals	Uphold and provide guidance on ethical and professional codes of conduct and standards within the legal team	Lead by example and align the legal team in upholding ethical and professional codes of conduct and standards
Knowledge	- Relevant rules of ethics and professional standards (e.g., Legal Profession (Professional Conduct) Rules and Legal Profession (Solicitors' Accounts) Rules, case law, Law Society and Court Practice Directions, SCCA Code of Ethics and Standards of Professional Conduct) - Governance frameworks and codes of conduct (e.g., use of artificial intelligence in industry and practice, and AML and CFT) - Protocols and escalation processes (e.g., for addressing ethical breaches or concerns within a team or organisation)	- Common ethical dilemmas or ambiguities in legal practice - Ethical leadership concepts (e.g., how culture, tone from the top and peer influence shape workplace behaviour) - Impact of ethical lapses (e.g., on professional reputation, disciplinary consequences and business/client relationships)	- Ethics in governance and leadership (e.g., duties of leaders in maintaining ethical infrastructure and managing systemic risks) - Interplay between legal ethics and broader organisational or public interest responsibilities (e.g., ESG, responsible innovation, access to justice) - Trends and emerging challenges in legal ethics (e.g., ethical considerations in AI)
Abilities	- Adhere to ethical and professional standards according to applicable rules, standards, policies and/or codes of conduct - Develop and demonstrate accountability for self in upholding ethical and professional standards (e.g., taking responsibility for personal lapses) - Identify ethical issues that arise in practice - Seek appropriate guidance to address ethical issues and dilemmas - Apply appropriate responses to ethical issues that arise	- Promote high ethical and professional standards within team (e.g., contributing to a sustainable workplace culture) - Adhere to and provide guidance to junior colleagues on ethical and professional standards according to applicable rules, standards, policies and/or codes of conduct - Demonstrate accountability for self and junior team members in upholding ethical and professional standards - Analyse ethical issues and dilemmas to determine appropriate response based on established policy and protocol	- Reinforce high ethical and professional standards within the organisation (e.g., fostering a sustainable workplace culture) - Lead by example in adhering to ethical and professional standards - Demonstrate accountability for self, team and organisation in upholding ethical and professional standards according to applicable rules, standards, policies and/or codes of conduct - Establish and implement organisation's protocol or policy on ethical and professional standards (e.g., policies on maintaining confidential information, handling client monies and maintaining client relationships) - Guide and oversee responses to complex ethical dilemmas with appropriate interventions based on established policy and protocol
Job Roles	- Associate (Corporate) - Associate (Disputes) - Legal Counsel	- Senior Associate (Corporate) - Senior Associate (Disputes) - Senior Legal Counsel	- Partner (Corporate) - Partner (Disputes) - General Counsel

Track	Advisory and Advocacy		
TSC Category	Management		
TSC	Stakeholder Management*		
TSC Description	Manage relationships with or between internal and external stakeholders of the organisation		
TSC Proficiency Level	Basic	Intermediate	Advanced
TSC Proficiency Level Description	Identify key stakeholder relationships, needs and interests, and coordinate with stakeholders on simple matters	Engage with key stakeholders, and adapt communication to meet their needs and balance competing interests	Align with and influence high-level stakeholders, and serve as trusted advisor in high-stakes situations
Knowledge	- Techniques to identify key stakeholder relationships - Basic stakeholder communication techniques - Basic conflict resolution techniques and approaches - Escalation procedures for handling disputes	- Stakeholder communication and engagement strategies - Conflict resolution techniques and approaches - Analysis of stakeholder relationships and levels of interest, power and impact	- Power dynamics and influence of various stakeholders - Changes and trends in stakeholders' demands and priorities - Senior stakeholder engagement strategies and techniques - Principles of situational awareness
Abilities	- Identify key stakeholders of the legal department (e.g., business units, leadership, regulators), and their role within or relationship with the organisation - Identify and understand stakeholders' needs and expectations - Communicate and/or coordinate with stakeholders on simple or routine matters (e.g., simple legal advice, contract signing, routine regulatory inquiries) - Resolve minor conflicts or concerns with or between operational stakeholders - Identify issues or complex queries for escalation to senior team members	- Engage key stakeholders to manage and align expectations - Examine and identify stakeholder needs and expectations which may be implicit or unspoken - Adapt communication style based on stakeholders' needs and expectations (e.g., simplify legal language for business units, use formal language with regulators) - Manage conflicts with stakeholders - Review feedback from stakeholders and recommend improvements to stakeholder management strategy	- Develop and nurture strategic relationships with high-level stakeholders - Establish alignment with high-level stakeholders to integrate legal considerations into organisational goals - Navigate stakeholders' needs, priorities and expectations, and align legal strategies accordingly - Deliver persuasive, high-impact communications to influence key stakeholder decisions - Manage discussions and/or negotiations for complex or high-stakes situations with stakeholders
Job Roles	Legal Counsel	- Legal Counsel - Senior Legal Counsel	General Counsel

*Under Skills Framework for Legal Services, this TSC is known as Stakeholder Management for Legal Professionals.