

Powered by

LIFTED

A Competency Development Guide for Legal Professionals

Law Firm Practice

Associate
Senior Associate
Partner

Legal Departments

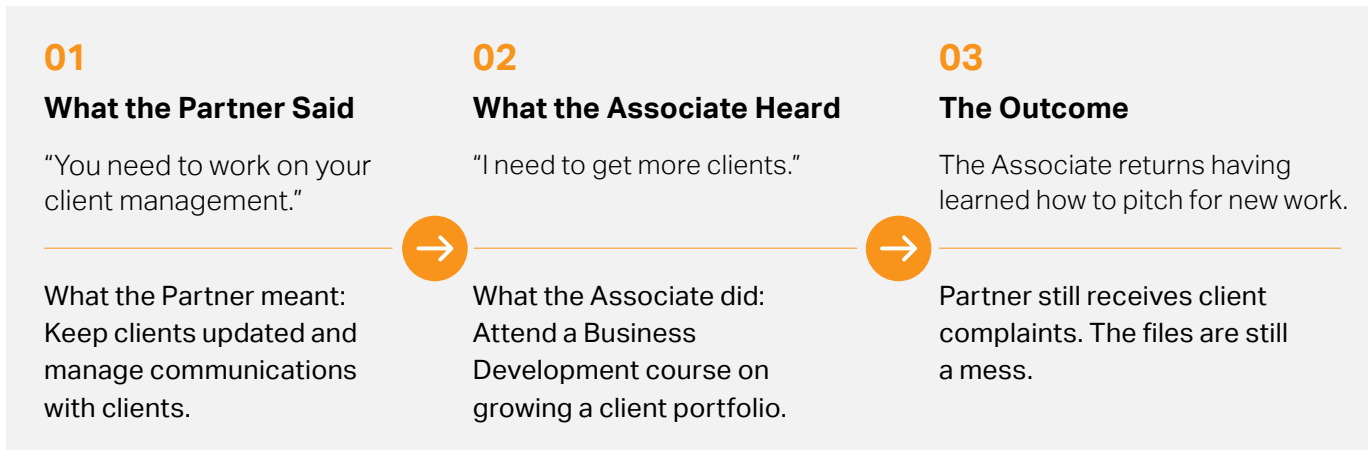
Legal Counsel
Senior Legal Counsel
General Counsel

Legal Operations & Support

Knowledge Managers
Legal Technologists & more

Precision drives progress

Imagine this: A partner tells an associate after their annual review, "You need to work on your client management."



The same words. Three different skills. One missed development opportunity.

Under LIFTED, these are three distinct, precisely defined skills:



Matter Management

Manage, coordinate and oversee various aspects of legal matters.



Client Management

Manage and oversee a law firm's relationship with clients.



Business Development

Identify, explore and establish strategic opportunities to grow a law firm's business.

Your degree got you through the door. What keeps you relevant now?

Legal practice is not static. Clients demand faster, higher-quality output. Gen AI is reshaping what lawyers do and how they do it. Employers increasingly assess talent on demonstrated capability, not credentials alone.

"...AI will affect or even compromise the development of foundational skills such as legal research, analysis, drafting, and reasoning..."

Chief Justice Sundaresh Menon,
Opening of Legal Year 2026

"By emphasising skills over qualifications, we can better align workforce capabilities with industry needs, facilitate upskilling, and enable smoother career transitions."

World Economic Forum, Singapore's Data-Driven Approach to Build a Skills-First Economy, January 2025

The demands of legal practice are evolving faster than anyone can anticipate. Staying relevant requires a commitment to continuous development of your competencies and a structured way to do it. That is what LIFTED provides.

LIFTED creates a common language of competence for the legal profession

Developed by the Singapore Academy of Law, LIFTED — the Legal Industry Framework for Training and Education — is a competency framework for the Singapore legal sector. It sets out key skills and competencies needed in key legal roles to meet the demands of modern legal practice.

The Lifted Competency Framework

The LIFTED Competency Framework addresses two dimensions of professional development: skills and knowledge. Together, they form the complete picture of legal professional development.



Skills

Career Map — All roles across two tracks: Advisory & Advocacy and Legal Operations & Support.

Skills Maps — Critical work functions, key tasks, and required competencies.

Competency Statements — The knowledge and abilities behind each competency.

Examples include:

- Advocacy
- Contract Drafting
- Digital Fluency
- Influence



Knowledge

LIFTED Knowledge Guides set out the substantive legal knowledge expected at Intermediate and Advanced proficiency levels for specialist practice areas including:

- Artificial Intelligence
- Building & Construction
- Environmental, Social & Governance (ESG)
- Family Law

and more.

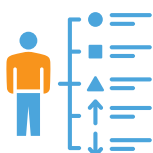
The Tools

These tools help you put LIFTED to practical use — identifying your competency gaps, and finding the right training to address them.



Skills Audit Tool

Identify your competency gaps based on your current or target role.



LIFTED Training Roadmap

Address your competency gaps with the right LIFTED-accredited courses.

Built on Industry Evidence and Endorsement

LIFTED was developed for the legal industry, by the legal industry.

- ✓ Endorsed by Reform of Legal Education Committee
- ✓ Recognised by SkillsFuture Singapore (SSG) as the Skills Framework for Legal Services

272

Legal industry professionals consulted

192

Firms and legal departments

A structured approach to competency development

The following four steps provide a practical guide to help you put the framework and its tools to work for you.

 <p>Step 01</p> <p>Look</p> <p>Identify where you are and the path you want to take.</p>	 <p>Step 02</p> <p>Access</p> <p>Diagnose your competency gaps with precision.</p>	 <p>Step 03</p> <p>Learn</p> <p>Build through structured and experiential development.</p>	 <p>Step 04</p> <p>Grow</p> <p>Sustain your progress and plan your next move.</p>
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Step 1

Look — Identify where you are and the path you want to take

Deliberate development begins with orientation.

Legal professionals often pursue professional development reactively. Start differently: locate yourself on the Career Map, then decide where you want to go.

The LIFTED Career Map

The Career Map organises the legal profession into two tracks: Advisory & Advocacy and Legal Operations & Support, with distinct roles at each seniority level. Use it to survey the landscape and identify your reference point.

ADVISORY & ADVOCACY			LEGAL OPERATIONS & SUPPORT						
Law Firm Practice*	Law Firm Management	Legal Departments	Law Firm Operations			Law Firm Legal Support	Legal Deps Ops & Support		
Senior Counsel / Specialist	Managing Partner / Chief Executive Officer	General / Managing Counsel	Talent & Procurement Director	Business Development Director	Technology & Innovation Director	Knowledge & Learning Director	Contracts Manager	Data Protection Manager	Company Secretary
Senior Partner / Head of Practice Group			Practice Manager	Legal / Project Manager	Legal Technologist / Process Engineer		Knowledge Manager	Senior Paralegal	Senior Legal Executive
Partner	Senior Legal Counsel	Paralegal / Legal Research Associate				Legal Executive			
Senior Associate	Legal Counsel					Legal Secretary	Executive / Personal Assistant		
Associate						Clerk / Secretary (Pool)			

*Practice specialisms can be practice areas such as Disputes, Corporate, B&C, M&S, D2E, etc.

Step 2

Assess — Identify your competency gaps

Development without diagnosis is wandering, not progress.

Two tools let you assess your competencies against any role in the Career Map.

Tool 01 Skills Audit Tool



Assess your competency profile against any role in the Career Map — your current role or one you are targeting.

- Select the Skills Map for your chosen role
- Review each key task and tick those you need support in
- Your competency gaps surface automatically

Tool 02 Knowledge Guides



Assess your specialist knowledge against the topics expected at Intermediate or Advanced level in your chosen practice area.

- Select the Knowledge Guide for your practice area
- Review the topics listed at your target proficiency level
- Note the areas where your knowledge needs strengthening

Same tools. Different starting points.

Here are examples of how three different legal professionals would use them.

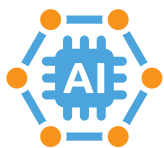


Example 01

Junior Associate

Struggling in current role and unsure where to focus.

Run the Skills Audit on the Legal Associate Skills Map. This exercise will show you exactly which competencies to strengthen now.



Example 02

Partner → Specialist

Wants to develop a specialist AI practice.

Open the AI Knowledge Guide. Scan the topics under the Advanced level. This is a knowledge checklist of what a specialist in the field of AI is expected to know.



Example 03

Lawyer → Legal Counsel

Recently moved from private practice into an in-house role.

Run the Skills Audit on the Legal Counsel Skills Map. Identify quickly where you need to upskill for your new context.

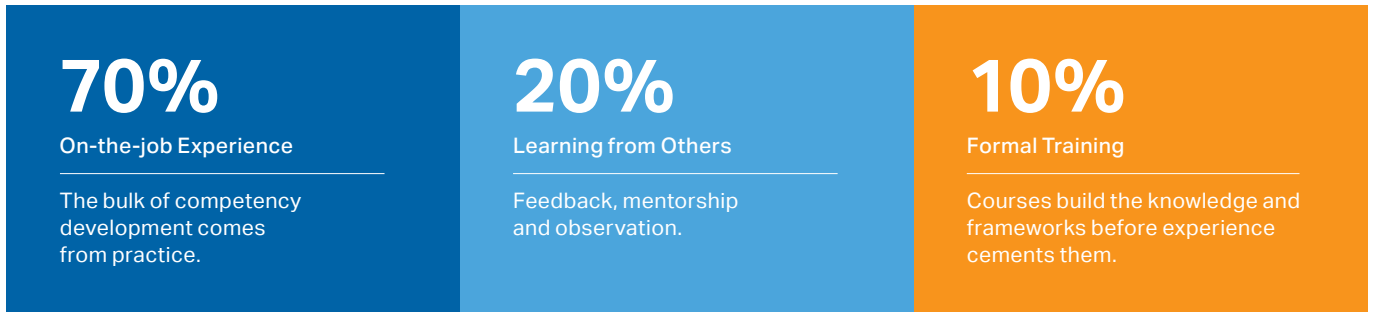
Step 3

Learn — Address your competency gaps

Diagnosis without action is just self-awareness.

Competency develops through practice, exposure and formal learning.

The 70/20/10 Principle Applied to Legal Practice



The LIFTED Training Roadmap



The LIFTED Training Roadmap addresses the formal learning component and brings together programmes from the legal industry's leading training providers — all accredited by SAL to LIFTED. Find courses that directly correspond to your competency gaps.

Step 01
Filter by job role and the competency you want to develop

Step 02
Identify the proficiency level – Basic, Intermediate, or Advanced

Step 03
Select programmes that map directly to your Skills Audit gaps

COURSE	SKILL / KNOWLEDGE	TRAINING PROVIDER	DATES	PUBLIC CPD/MEC POINTS
Senior Associate (Corporate), Senior Associate (Disputes), General Counsel, Partner (Corporate), Partner (Disputes)	Developing People [2]	Flame Centre Pte. Ltd.; SAL	31 Mar 2026, 17 Apr 2026	7.0 MEC
Associate (Disputes), Associate (Corporate), Senior Associate (Disputes), Legal Counsel, Senior Legal Counsel, Partner (Disputes)	Professional Ethics [2]	SAL	15 Apr 2026	1.5 CPD (incl 1.0 MEC)
Associate (Disputes), Associate (Corporate), Senior Associate (Disputes), Legal Counsel, Senior Legal Counsel, General Counsel	Digital Fluency [2]	SAL	20 Apr 2026	7.0 CPD (incl 2.5 MEC)
Senior Associate (Corporate), Senior Associate (Disputes), Legal Counsel, Senior Legal Counsel	Artificial Intelligence [2]	SMU Academy	22 – 23 Apr 2026	12.0 CPD
Specialist	ESG [2]	SAL	29 Apr 2026	6.5 CPD
Senior Associate (Corporate), Partner (Corporate), Partner (Disputes)	Digital Fluency [2]	SAL	4 – 5 May 2026	12.0 CPD (incl 3.5 MEC)



What does LIFTED accreditation mean?

A LIFTED-accredited course means the training provider has mapped that programme to specific LIFTED competencies at a defined proficiency level. In practical terms, your CPD is purposeful and anchored to your development goals, not just your CPD points.

Training providers with LIFTED-accredited courses include institutes of higher learning and other leading legal organisations.

Step 4

Grow — Keep using LIFTED

LIFTED works best as a regular practice.

Used consistently, LIFTED becomes your reference point for every career conversation, performance review and development decision.

Keep Coming Back to LIFTED



Revisit your Skills Audit regularly

Revisit the Skills Audit at least annually or ahead of a performance conversation. What the role requires of you will change as you progress.



Use LIFTED for career conversations

The Skills Audit Tool gives you a common language for discussing professional development with your organisation or department. Refer to specific competencies or tasks rather than generalities.



Your first LIFTED assessment is a starting point. Every one after that shows how far you have come.



Grow Further With LEXPLORER — SAL's Career Navigation Initiative

LEXPLORER offers career tools and programmes to help you act on your competency gaps and make informed decisions about your career.

Self-Help Career Tools

LX Career Planner to help plan your career journey.



LXel.AI – AI Career Coach

An AI tool to help you reflect on your career and identify your next steps.



LX Group Career Workshops

CPD and MEC points eligible
Facilitated group sessions to work through career navigation issues with peers and career coaches.



LX 1:1 Career Coaching

One-on-one coaching sessions with SAL's panel of career coaches.

Your Four Steps



Step 01

Look

Career Map



Step 02

Access

Skills Audit Tool & Knowledge Guides



Step 03

Learn

LIFTED Training Roadmap



Step 04

Grow

LEXPLORER

Access all LIFTED resources at lifted.sg



Find out more
lifted.sg

Contact us
lifted@sal.org.sg