

## **APPENDIX**

### Career Graded In House Advocate – G10 – G12

*(Knowledge, skills and experience required at selection stage and for progression through the grade(s))*

<b>Grade 10</b>	<b>Grade 11</b>	<b>Grade 12</b>
<b>EXPERIENCE, KNOWLEDGE AND QUALIFICATIONS</b>		
Work towards competence within the advocacy specialism, including a good understanding of the legislative framework, Government Guidance and the Council's, and clients, policies to ensure a high standard of service is provided.	Achieve competence within the advocacy specialism, which includes a comprehensive understanding of the legislative framework, Government Guidance and the Council's policies, to ensure a high standard of service is provided.	Achieve competence within the advocacy specialism, which includes a comprehensive understanding of the legislative framework, Government Guidance and the Council's, and clients, policies to ensure a high standard of service is provided.
Knowledge of the Council's Constitution, scheme of delegation and corporate aims and objectives and be able to advise upon, and act in accordance with, them.	Knowledge of the Council's Constitution, scheme of delegation and corporate aims and objectives and be able to advise upon, and act in accordance with, them.	Knowledge of the Council's Constitution, scheme of delegation and corporate aims and objectives and be able to advise upon, and act in accordance with, them.
Demonstrable ability and willingness to identify, understand and deal with new and emerging areas of law relevant to the work of the Children and Families (Legal) Group	Demonstrable ability and willingness to identify, understand and deal with new and emerging areas of law relevant to the work of the Children and Families (Legal) Group	Demonstrable ability and willingness to identify, understand and deal with new and emerging areas of law relevant to the work of the Children and Families (Legal) Group
Willingness to pursue higher rights of audience.	Willingness to pursue higher rights of audience.	Willingness to pursue higher rights of audience.
Under the supervision of the Head of Advocacy Services, the role holder will demonstrate an ability to act upon their own initiative where necessary.	The role holder will be confident and able to work with minimal supervision and act upon their own initiative.	The role holder will be confident and able to work independently and act upon their own initiative.
Assist the Head of Advocacy Service and In House Advocates in knowledge sharing across the Group to ensure that members of the Group are up to date on new legislation, practice and procedures.	Assist the Head of Advocacy Service and In House Advocates in knowledge sharing across the Group to ensure that members of the Group are up to date on new legislation, practice and procedures.	To drive knowledge sharing and transfer across the Group to ensure that members of the Group are up to date on new legislation, practice and procedures and to work collaboratively with colleagues and provide professional development support and coaching in order to ensure the team

Grade 10	Grade 11	Grade 12
		functions effectively in meeting the needs of the client.
Demonstrable ability to maintain a high level of professional knowledge and a personal commitment to continuous self-development and service improvement and take full advantage of training provided.	Demonstrable ability to maintain a high level of professional knowledge and a personal commitment to continuous self-development and service improvement and take full advantage of training provided.	Demonstrable ability to maintain a high level of professional knowledge and a personal commitment to continuous self-development and service improvement and take full advantage of training provided.
Demonstrable ability to maintain professional and regulatory standards	Demonstrable ability to maintain professional and regulatory standards	Demonstrable ability to maintain professional and regulatory standards
<b>ESSENTIAL QUALIFICATIONS – TECHNICAL, VOCATIONAL OR EDUCATIONAL</b>		
Qualified Solicitor, Barrister or FILEX / FCILEx (with FILEX / FCILEx Advocacy Certificate)	Qualified Solicitor, Barrister or FILEX / FCILEx (with FILEX / FCILEx Advocacy Certificate)	Qualified Solicitor, Barrister or FILEX / FCILEx (with FILEX / FCILEx Advocacy Certificate)
<b>INTERPERSONAL AND COMMUNICATION SKILLS</b>		
<b>Generic</b>		
Speaks fluently and writes articulately	Speaks fluently and writes articulately,	Speaks fluently and writes articulately,
Expresses opinions, information and key points of an argument clearly	Expresses opinions, information and key points of an argument clearly	Expresses opinions, information and key points of an argument clearly
Undertakes public speaking with skill and confidence	Undertakes public speaking with skill and confidence	Undertakes public speaking with skill and confidence
Responds quickly to the needs of an audience and to their reactions and feedback	Responds quickly to the needs of an audience and to their reactions and feedback	Responds quickly to the needs of an audience and to their reactions and feedback
Projects credibility.	Projects credibility.	Projects credibility.
	Negotiates more complex agreements with high risk, Council wide impact. Utilises enhanced advocacy skills.	Negotiates more complex agreements with high risk, Council wide impact. Utilises enhanced advocacy skills.
	A skilled communicator who exhibits integrity and creates rapport, trust and confidence.	A skilled communicator who exhibits integrity and creates rapport, trust and confidence.
<b>Service Specific</b>		
Effective written and oral communication skills	Effective and high quality written and oral communication skills	Effective and high quality written and oral communication skills
Effective and quality legal advice and representation for Manchester and Salford City Councils, Rochdale Borough Council and	Comprehensive, proactive and high quality legal advice and representation for Manchester and Salford City Councils, Rochdale Borough	Comprehensive, proactive and high quality legal advice and representation for Manchester and Salford City Councils, Rochdale Borough Council

<b>Grade 10</b>	<b>Grade 11</b>	<b>Grade 12</b>
external clients in complex sensitive legal matters within a specialist area.	Council and external clients in more complex, high value and sensitive legal matters which require specialist technical and legislative expertise.	and external clients in more complex, high value, high profile and sensitive legal matters which require specialist technical and legislative expertise.
Representation within a variety of proceedings and venues, including contested hearings to achieve the best outcome for the client in a timely and flexible manner	Representation within a variety of proceedings and venues, including lengthy contested hearings to achieve the best outcome for the client in a timely and flexible manner	Representation within a variety of proceedings and venues, including lengthy contested hearings to achieve the best outcome for the client in a timely and flexible manner.
To effectively influence a range of professionals, the judiciary and stakeholders in order to achieve beneficial outcomes for the Manchester, Salford and Rochdale Shared Legal Service and their clients.	To effectively influence a range of professionals, the judiciary and stakeholders in order to achieve beneficial outcomes for the Manchester, Salford and Rochdale Shared Legal Service and their clients.	To effectively influence a range of professionals, the judiciary and stakeholders in order to achieve beneficial outcomes for the Manchester, Salford and Rochdale Shared Legal Service and their clients.
Formulate and present quality legal argument to the Court on behalf of the client within less complex hearings under the supervision of the Head of Advocacy Services and with support from the In House Advocates. Arguments will be devised following consideration of voluminous documents and extrapolation of key facts and issues.	Formulate and present quality legal argument to the Court on behalf of the client within hearings of varying lengths with minimal supervision. Arguments will be devised following consideration of voluminous documents and extrapolation of key facts and issues.	Formulate and present quality legal argument to the Court on behalf of the client within hearings of varying lengths. Arguments will be devised following consideration of voluminous documents and extrapolation of key facts and issues.
Work collaboratively with colleagues to ensure the team functions effectively in meeting the needs of client	Work collaboratively with colleagues to ensure the team functions effectively in meeting the needs of client	Work collaboratively with colleagues to ensure the team functions effectively in meeting the needs of client
<b>PLANNING AND ORGANISING</b>		
<b>Generic</b>		
Ability to maintain focus and objectivity under various conditions	Ability to maintain focus and objectivity under various conditions	Ability to maintain focus and objectivity under various conditions
Skill in managing and maintaining a multi-priority workload, progressing various ideas and plans concurrently.	Skill in managing and maintaining a multi-priority workload, progressing various ideas and plans concurrently.	Skill in managing and maintaining a multi-priority workload, progressing various ideas and plans concurrently.
	Ability to manage a complex range of functions and manage multiple priorities with confidence.	Ability to manage a complex range of functions and manage multiple priorities with confidence.
	Demonstrates the ability to identify and respond to risks to the achievement of operational objectives and strategic priorities.	Demonstrates the ability to identify and respond to risks to the achievement of operational objectives and strategic priorities.
<b>Service Specific</b>		

Grade 10	Grade 11	Grade 12
		The role holder will contribute to the delivery of the business plan, and support managers in leading the development of excellent practices and procedures across the service, to develop in line with the strategic direction of the Council.
		Support the managers in Children and Families Legal Services in the development, implementation and maintenance of effective systems to support the delivery of key objectives.
		Draft, develop and deliver appropriate training for Group members, clients and relevant stakeholders on the law, practice and legal procedures relevant or relating to the areas of legal practice undertaken by the Children and Families Group.
<b>PROBLEM SOLVING AND DECISION MAKING</b>		
<b>Generic</b>		
Ability to react to immediate problems of a complex nature with associated risk factors and deliver pragmatic solutions sometimes under extreme pressure.	Ability to react to immediate problems of a highly complex nature with associated risk factors and deliver pragmatic solutions sometimes under extreme pressure.	Ability to react to immediate problems of a highly complex nature with associated risk factors and deliver pragmatic solutions sometimes under extreme pressure.
<b>ANALYTICAL SKILLS</b>		
<b>Generic</b>		
Application of strong analytical reasoning skills and intellectual focus, taking in the wider external and internal environments.	Application of strong analytical reasoning skills and intellectual focus, taking in the wider external and internal environments.	Application of strong analytical reasoning skills and intellectual focus, taking in the wider external and internal environments.
Proactively thinks through problems rather than reactively following a procedure-driven approach.	Proactively thinks through problems rather than reactively following a procedure-driven approach.	Proactively thinks through problems rather than reactively following a procedure-driven approach.
Makes rational judgements from the available information and analysis demonstrating and understanding of how one issue may be part of a much larger system/issue.	Makes rational judgements from the available information and analysis demonstrating and understanding of how one issue may be part of a much larger system/issue.	Makes rational judgements from the available information and analysis demonstrating and understanding of how one issue may be part of a much larger system/issue.
<b>Service Specific</b>		

Grade 10	Grade 11	Grade 12
Research and analyse information gathered within proceedings, to enable quality legal advice to be provided to the client department in an accurate and timely manner, whilst ensuring that strict deadlines are met.	Research and analyse information gathered within proceedings, to enable high quality legal advice to be provided to the client department in an accurate and timely manner, whilst ensuring that strict deadlines are met.	Use initiative and creativity to find effective and/or novel solutions to complex problems. Research and analyse information gathered within proceedings to evaluate evidence, applying judgmental skills to assess and identify the consequences of the different options, strengths and weaknesses, to enable high quality legal advice to be provided to the client in an accurate and timely manner, whilst ensuring that strict deadlines are met.
<b>CREATIVE SKILLS</b>		
<b>Generic</b>		
Ability to think creatively to proactively identify potential future scenarios and to develop a range of creative solutions that meet the needs of the client	Ability to think creatively to proactively identify potential future scenarios and to develop a range of creative solutions that meet the needs of the client	Ability to think creatively to proactively identify potential future scenarios and to develop a range of creative solutions that meet the needs of the client
Whilst considering policy and procedure is confident in adopting (and justifying) novel or non standard approaches.	Whilst considering policy and procedure is confident in adopting (and justifying) novel or non standard approaches.	Whilst considering policy and procedure is confident in adopting (and justifying) novel or non standard approaches.
<b>STRATEGIC THINKING</b>		
<b>Generic</b>		
Excellent planning skills and ability to link strategy to policy which meets both internal and external requirements	Excellent planning skills and ability to link strategy to policy which meets both internal and external requirements	Excellent planning skills and ability to link strategy to policy which meets both internal and external requirements
	Demonstrates a high level of political awareness.	Demonstrates a high level of political awareness.
	Thinks and acts cross-functionally and cross-organisationally, beyond one's own professional areas of specialism, perceiving the wider picture and the implications of short-term decisions for the achievement of long-term strategic goals.	Thinks and acts cross-functionally and cross-organisationally, beyond one's own professional areas of specialism, perceiving the wider picture and the implications of short-term decisions for the achievement of long-term strategic goals.
	The ability to conceptualise new, collaborative ways of achieving shared goals	The ability to conceptualise new, collaborative ways of achieving shared goals
<b>Service Specific</b>		
		Working with existing managers, business plans and strategies which clearly reflect the objectives and goals of services both at operational and strategic levels, including analysis of how services

Grade 10	Grade 11	Grade 12
		contribute to the delivery of the Group's objectives enabling the co-ordination of all resources in a well-planned and controlled manner, ensuring that service requirements and resource levels are fully identified.
<b>POLICY SKILLS</b>		
<b>Generic</b>		
Builds collaborative and trusting relationships with decision makers.	Builds collaborative and trusting relationships with decision makers.	Builds collaborative and trusting relationships with decision makers.
<b>Service Specific</b>		
		Advise the client and colleagues on policy, practice and procedure issues in respect of relevant law, Government policy and Family Court practice direction changes.
<b>FINANCIAL MANAGEMENT</b>		
<b>Generic</b>		
Numeracy and accuracy skills to collate information and keep accurate and reliable records to assist with the monitoring and reviewing of financial resources and monitoring procedures	Numeracy and accuracy skills to collate information and keep accurate and reliable records to assist with the monitoring and reviewing of financial resources and monitoring procedures	Numeracy and accuracy skills to collate information and keep accurate and reliable records to assist with the monitoring and reviewing of financial resources and monitoring procedures
<b>Service Specific</b>		
Effectively and efficiently discharge the City Council's powers in a cost effective manner in a fast paced and ever changing environment; a reasoned and consistent application of specialist knowledge in a variety of unique, complex and sensitive matters is required.	Effectively and efficiently discharge the City Council's powers in a cost effective manner in a fast paced and ever changing environment; a reasoned and consistent application of extensive specialist knowledge in a variety of unique, complex and sensitive matters is required.	Effectively and efficiently discharge the City Council's powers in a cost effective manner in a fast paced and ever changing environment; a reasoned and consistent application of extensive specialist knowledge in a variety of unique, complex and sensitive matters is required.
		Support the managers in Children and Families Legal Services in actively monitoring service level agreements and other performance as necessary by the provision of data and performance reports including keeping accurate and reliable time recording records.

## Notes on progression through the career grade

- Progression beyond the bar of the current grade to any higher grade will depend on the following factors:
  1. whether there is a business need / requirement to operate at a higher level, and
  2. individual competency / performance against an agreed personal development plan (“The Criteria”)

Progression is not automatic.

- Post holders may be considered for progression where there is evidence that the Criteria has been met. This may be assessed and reviewed as part of the Our Conversation process and/or as may be required for the needs of the business.
- Managers should ensure that all employees affected fully understand how career grades work, how they will be assessed and what criteria and levels of performance are required.
- Managers must assess the performance of all career grade post holders on a regular basis during Our Conversation/one to one meetings or such other supervision/performance meetings. Criteria for assessments must be fair, objective and consistent with the career grades.