



Career Guide for Lawyers



Introduction



We want you to have a great career

The purpose of this guide is to give you an overview of career opportunities and pathways at Heinz Law.

Although not exhaustive, this guide outlines the path your career may take, the key factors that will affect your progression, and the attributes we look for.

Your career is there for the making.

We encourage you to work hard, invest in your skills, and in your reputation.

Our premise is simple – if we look after you, you will look after our clients, and the business will look after itself.

We encourage you to discuss any queries you have with the Practice Manager, or your designated Career Mentor.



**We can make a difference because
our people are the difference**



A career at Heinz Law

At Heinz Law, we pride ourselves on putting people first – our staff, our clients and our community.

Our people make Heinz Law what it is. We trust and back our employees, and we recognise and celebrate knowledge regardless of position. We are professional in our business, and believe in and drive our culture. We are not clock watchers, and Principals' doors are open.

Our employees' success is our success. We enjoy seeing our team grow personally and professionally. We create and encourage training & employment opportunities, and promote from within. We don't place restrictions on personal & professional development, whether that is setting off overseas, running a marathon, completing further study or spending time with family. When our employees are happy and engaged, so is the firm at large.

We value our clients. Whether a large business or an individual with a personal matter, our focus is on providing our clients with high quality, efficient service centred on honesty. Our clients' best interests are paramount.

We care for our employees. The health & wellbeing of our employees is key, and is supported from the very top. The work ethic and loyalty of our employees does not go unnoticed, and in turn is rewarded with flexibility & respect. We are family friendly and encourage work/life balance.

We are community minded. From supporting local sporting teams, to organising charity days, and supporting local businesses, we understand the vital role we play in our community.

We pride ourselves on our strong technical proficiency. We don't just get the job done, we get it done to the highest standard, always. We appreciate time is important to both staff and clients, and we aim to make the process as easy as possible, even though the matter may not be. From digital signing to video conferencing, we seek to accommodate our clients regardless of location.

We are sociable. From Christmas parties to Friday night drinks and casual days, we love to organise social activities and see our people have fun.

Our environment is important. Reducing our environmental footprint is important to us, and we are progressively working towards a paperless office, and making better choices when it comes to our environmental impact

Our core values



What we ask from you

We ask all of our staff to reflect our values in the way that they work.

Effort

Work to the best of your ability.

Work hard to meet deadlines.

Strive to surpass expectations.

Quality

Produce high-quality work.

Deliver excellent customer service.

Enhance your own reputation.

Progress

Build your knowledge & skills.

Review and improve your practices.

Improve things for others.

Equality

Treat others equally.

Allocate your time and effort fairly.

Respect

Respect yourself, your health, your family and your friendships.

Respect your workmates and the contributions they bring.

Respect and listen to your clients.

Teamwork

Always be a team player.

Share your expertise and experiences generously.

Make work enjoyable for those around you.

What we offer in return

We will do the same in the way we lead.

Effort	Quality	Progress	Equality	Respect	Teamwork
<p>We will work hard alongside you.</p> <p>We will walk the walk and set the tone.</p> <p>We will set realistic expectations.</p>	<p>We will ensure you can work on high quality and challenging matters.</p> <p>We will attract and retain quality people who share our values.</p>	<p>We will invest in you and build your skills.</p> <p>We will help you realise your potential.</p> <p>We will recognise your contribution fairly.</p>	<p>We will treat all staff fairly.</p> <p>We will be open and honest.</p>	<p>We will respect who you are and the contribution you make.</p> <p>We will respect your wellbeing and your life outside work.</p> <p>We will listen to you.</p>	<p>We will share our knowledge generously.</p> <p>We will make Heinz Law an enjoyable place to work.</p>
Trust	Leadership	Development	Wellbeing	Balance	Sustainability
<p>We will trust you to get the job done.</p> <p>We will give you opportunities to be autonomous and responsible.</p>	<p>We will lead effectively in a way that supports and develops you.</p> <p>We will set the direction of the firm to enhance our business and collective reputation.</p>	<p>We will offer and support training and development.</p> <p>We will help you become the best lawyer you can be.</p>	<p>We will provide a safe workplace.</p> <p>We will support your health and wellbeing.</p> <p>We will smile, and we won't be too serious.</p>	<p>We will provide you with flexibility to work the way you want to work, as much as we possibly can.</p> <p>We will provide a professional, friendly and sociable work environment.</p>	<p>We will provide you with the tools you need to do your job.</p> <p>We will make choices with a view to reducing our impact on the environment.</p>

Mentoring



We will help you grow

The welfare and development of our people is vitally important to us. You should feel supported in your role at all times.

- Lawyers with less than 5 years' experience will be allocated a Career Mentor, who will be a Principal or other senior lawyer from outside your practice group. Your Career Mentor will meet with you periodically to discuss your career development, and your wellbeing.
- All lawyers will be informally mentored by a Principal or other senior lawyer in your practice group, to monitor your workload, technical and financial performance.
- The Managing Partner and Practice Manager will meet with you and assist when practical and appropriate.

Review



We will give & listen to feedback

We will provide you with constant feedback, but at regular intervals you will have the opportunity to meet with the Managing Partner and the Practice Manager to:

- Listen to you.
- Review your performance and your role.
- Look to the future – mapping out goals and objectives, and identifying opportunities for development.
- Openly discuss your career path and progress.

The nature, scope and method of our reviews will be collaborative, but may change from time to time.

Professional development



We will help add tools to your kit

Supporting your development as a legal professional benefits both you and us.

We will help you build your professional competence by giving you hands-on experience in a wide range of matters, which you will work on both independently, and alongside more experienced practitioners.

We will support your continuing professional development, including through:

- Internal training
- External CPD providers
- Suggesting and supporting courses

Technical legal skills will be complemented by training in non-legal skills, including people management, financial literacy and technology.

Responsibility



We will trust you

We believe in lawyers being independent and autonomous from early on in their careers.

We believe in giving staff as much responsibility as possible – but we will be there to supervise and guide you.

We will help you build the skills you will need to operate independently, such as:

- Matter management
- Client management
- Financial management
- Ethics

as well as skills that will be specific to your practice group.

Self development



What you can do

We want you to take an active role in progressing your career.

We will provide you with guidance and opportunity, but ultimately what you make of your career comes down to you.

You can help your own development and progression by:

- Seeking and being open to feedback
- Challenging yourself, saying yes to opportunities, and getting outside your comfort zone
- Setting goals and plans
- Reflecting on and learning from what has gone right, and what hasn't



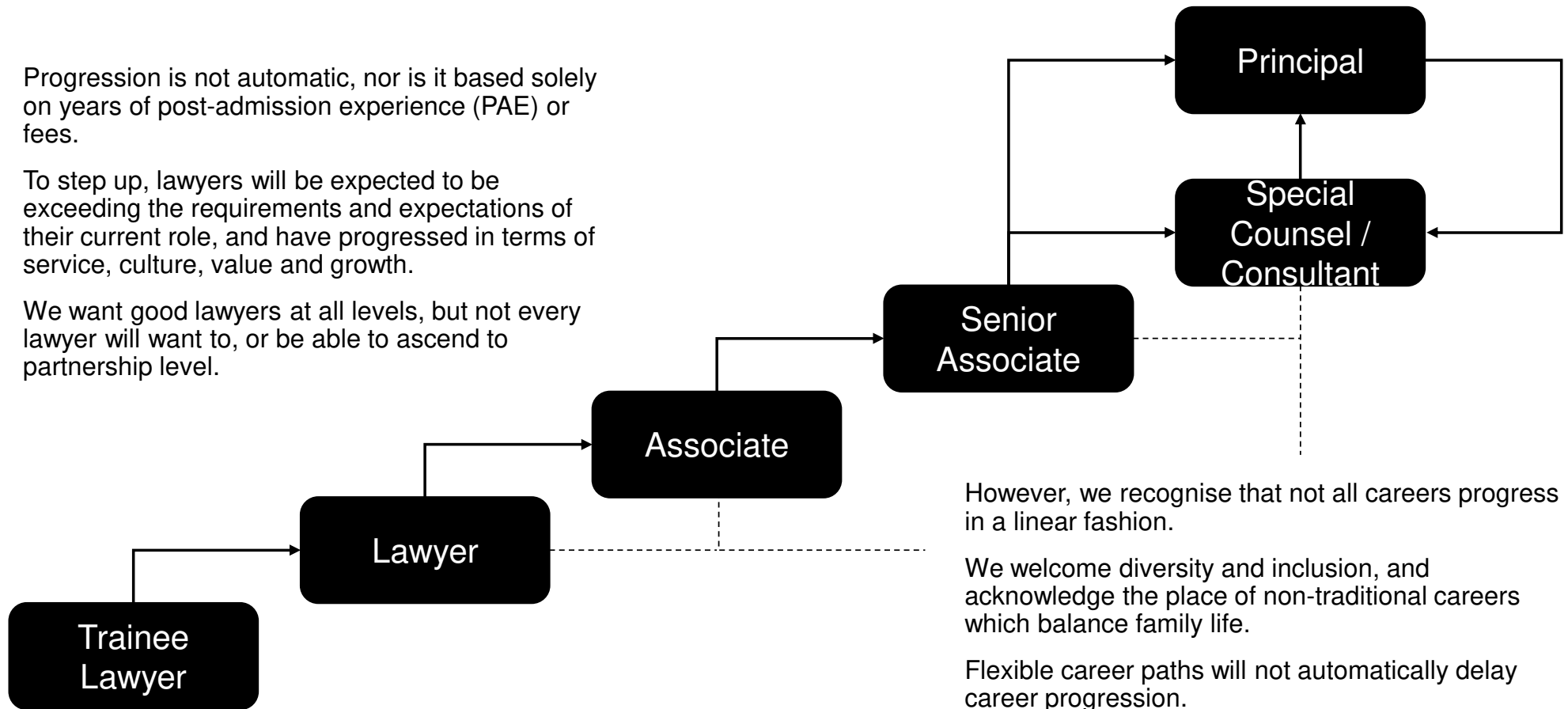
Career pathways

Stepping up

Progression is not automatic, nor is it based solely on years of post-admission experience (PAE) or fees.

To step up, lawyers will be expected to be exceeding the requirements and expectations of their current role, and have progressed in terms of service, culture, value and growth.

We want good lawyers at all levels, but not every lawyer will want to, or be able to ascend to partnership level.



Trainee Lawyer

Trainee Lawyer

We offer supervised legal traineeships to law graduates.

Supervised legal training is a minimum 12 month period of training under an experienced lawyer, during which time you will rotate through all of our practice groups, to acquire an understanding of and competence in the skills, values and practice areas so that you can be admitted to practice.

For some areas, we will fund any external training required to ensure that you meet the required competencies.

Most Trainee Lawyers will be offered a role as a Lawyer in one of our practice groups, upon being admitted to practice.

Expectations

Service:

- Learn how to practically apply the law.
- Learn about the expectations of Heinz Law and its clients.
- Learn skills and procedures.

Culture:

- Build internal relationships.
- Develop self.
- Get involved.

Value:

- Learn about fees & charging.
- Learn the value of time recording.
- Learn to use time efficiently.

Growth:

- Complete traineeship.
- Identify and prioritise client outcomes.
- Learn about Heinz Law's services.
- Balance life and work.

Lawyer

Lawyer

You will be classified as a Lawyer from your admission to practice until you become an Associate.

As a Lawyer, your focus should be on gaining experience, and applying your legal and technical knowledge to achieve client outcomes – initially under supervision, but increasingly with independence.

You should concentrate on developing technical and relationship skills, communication, time management and project management, as well as assisting with and modelling positive behaviours for Trainee Lawyers and other junior staff.

Typically, you will spend 3 – 5 years (from admission) as a Lawyer.

Expectations

Service:

- Deliver quality client services.
- Develop commercial understanding of legal practice.

Culture:

- Build good working relationships.
- Support and collaborate with others.
- Model positive behaviours.

Value:

- Develop and embed efficient working practices.
- Minimise time leakage.
- Build a matter load and fee base.

Growth:

- Learn to scope and price matters.
- Become increasingly independent.
- Participate in marketing/business development.
- Manage wellbeing.

Associate

Associate

You may be promoted to Associate after at least 3 years as a Lawyer, subject to receiving positive reviews internally and externally. We may also recruit lawyers as Associates.

Associates should build on experience to provide high quality, efficient and cost effective service, applying knowledge commercially and collaboratively.

There will be an increased emphasis on developing internal and external networks, increasing your understanding of the commercial aspects of the business of a law firm, and taking an interest in the careers of others.

Expectations

Service:

- Develop expertise in a specific field.
- Be accountable for delivering quality service.

Culture:

- Consult and interact with other practice groups.
- Supervise and coach others.
- Lead by example with positivity and support.

Value:

- Apply financial and time management to consistently achieve or exceed targets.
- Broaden your skill base as a manager and leader.

Growth:

- Independently attract and scope work.
- Learn to manage difficult situations.
- Establish a personal profile and reputation.

Senior Associate

Senior Associate

After a period as an Associate, you may be considered for promotion to Senior Associate, at the discretion of the Principals, based a combination of performance and 'fit'. We may also recruit lawyers as Senior Associates.

Senior Associates should take on work independently, and at increasing levels of responsibility and complexity. You should aim to take on Principal levels of responsibility in areas of particular strength.

You will be expected to 'lift your eyes' from your own work, and play an increasingly active part in your practice group, support the Principals, and become a leader who other staff and clients look to.

Expectations

Service:

- Achieve a reputation as an expert.
- Lead teams on larger matters.
- Manage the delivery of high quality legal services by self and others.

Culture:

- Lead and manage others.
- Initiate and implement improvements.
- Actively support the wellbeing of staff.

Value:

- Balance chargeable and non-chargeable time.
- Consistently achieve or exceed targets.
- Cross-sell firm services, and cross-refer work.

Growth:

- Build the profile of practice group and firm.
- Promote the firm to clients and prospective employees.
- Model work/life balance.
- Undertake leadership training.

Special Counsel

Special Counsel

The role of Special Counsel covers exceptional circumstances where the Principals feel that a very experienced lawyer can make a valuable contribution to the firm in a senior role. It is likely that such roles will be very limited, and the circumstances of appointment will vary.

A critical factor in being appointed as Special Counsel will be broad recognition for your expertise. Special Counsel must be capable of working on matters at the same level as Principals, which may include servicing a strategically important client base or niche practice area.

Special Counsel may be tasked with leading a practice group, and may be asked to participate in strategic planning activities.

Expectations

Service:

- Maintain and build on reputation as an expert.
- Service high level clients and/or niche practice areas.
- Deliver extremely high levels of service.

Culture:

- Mentor and supervise all levels of lawyer.
- Foster team-building and positive relationships.

Value:

- Consistently achieve or exceed targets.
- Introduce new clients and industries.
- Contribute to training and system improvement.

Growth:

- Enhance the profile of practice group and firm.
- Lead effectively.
- Model work/life balance.

Principal

Principal

Senior Associates or Special Counsel who have made a significant contribution to the firm, model our values, lead effectively and have a strong business case may be offered the opportunity to buy into the partnership, and become a Principal of Heinz Law. We may also admit senior lawyers from outside the firm as Principals.

The time at which you may be considered for partnership will vary depending on market conditions, and your own particular 'case'.

Principals are the owners of the business and must be role models. First-rate legal skills, strong client relationships, sharing of skills and expertise, and a demonstrated capacity to build the business of the firm are some of the factors that will be considered.

Expectations

Service:

- Be known as a leader in a field.
- Shape, meet and even exceed client expectations.
- Lead high level service delivery, and improvement.

Culture:

- Support other Principals.
- Effectively mentor senior staff.
- Lead culture.
- Build succession strength.

Value:

- Deliver profitable chargeable time for teams.
- Invest in and lead improvement of commercial outcomes.

Growth:

- Secure work from quality clients.
- Enhance the firm's reputation.
- Mentor the next generation of firm leaders.

Structure of the firm



Partnership

Our firm is a traditional partnership.

The partnership may have both Fixed-Draw Partners and Equity Partners from time to time.

Although Fixed Draw Partners are treated as Partners in most respects, only the Equity Partners are the owners of the firm.

Most Partners are entities (rather than individuals), but if a Partner is an entity it must:

- be solely controlled by a Principal;
- be registered as a law practice in its own right.

The interests of Equity Partners may or may not be equal at any given time.

Consideration may be given to both 'lock-step' arrangements for new Partners, and partner lateral hires.

Partnership – expectations, responsibilities and rewards

Partners/Principals are expected to make a consistently high contribution to the success of the business. This contribution may be financial, or non-financial, or a combination.

Principals have a critical role in maintaining culture and cohesion, by supporting professional and personal development, whilst also supporting work/life balance and contributing to the social life of the firm.

As well as their own practice area, each Principal is expected to contribute to the running of the practice in some way, although many management tasks are delegated to the Practice Manager, and to one Principal who will be appointed as Managing Partner, to represent and act on behalf of the Partners.

Principals are also tasked with setting and overseeing the strategic direction of the firm.

When admitted to partnership, an Equity Partner changes from being an employee to being an owner of the business. Rather than receiving a salary, Equity Partners share in the profits of the firm – their own remuneration depends on the firm being efficient and profitable.



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