



Culture

Engages with our Culture, commits to our Values, and participates in activities to support them.

- Role models and promotes RPC Values, proactively contributes to our culture, and participates in activities to support these.
- Understands the commercial and cultural benefits of our DEIB (Diversity, Equity, Inclusion and Belonging) and ESG (Environmental, Social and Governance) approach as set out in our [Responsible Business Report](#) and commits to taking action.
- Acts authentically and encourages others to do the same.
- Contributes to a supportive team culture that encourages inclusive collaboration and enables the team to achieve their ambitions.
- Proposes improvements to enhance the team or firm culture.
- Highlights behaviours that do not represent RPC Values or our DEIB practices and escalates with the appropriate person.
- Ensures organised events are inclusive and considers diverse needs.

- Supports and understands our 'one firm' approach, and always considers geographical and cultural differences.
- Takes collective responsibility for firm and team achievements.
- Understands the importance of keeping up to date with Firmwide developments and communications.
- Takes responsibility for maintaining personal health, wellbeing, and balance, and supports colleagues to do the same.
- Understands and embraces [Spark our Future](#) principles and supports others to adopt them.
- Understands and embraces workplace standards set out by relevant regulatory bodies and always behaves with integrity.



Knowledge and Expertise

Develops and maintains knowledge, skills, and expertise to produce excellent work.

- Commits to developing fundamental legal, business and technology skills.
- Proactively takes initiative in all that they do.
- Continually seeks out learning opportunities to develop both on the job and through formal training programmes.
- Takes ownership for self-development through quarterly conversations and progresses against objectives.
- Seeks feedback on completed tasks and personal strengths/development areas and acts on the feedback.
- Builds awareness of RPC's international network and is open minded to new opportunities to experience international work.

- Keeps up to date with legal developments, market trends and practices.
- Begins to build internal and external relationships to understand the market and develop commercial awareness.
- Applies skills and knowledge to tasks on matters and produces high quality work for review.
- Understands the regulatory requirements of the SRA and other local regulatory bodies, applies these to their role and role models the highest professional standards.
- Keeps up to date with regulatory requirements and new codes.



Clients

Delivers commercial solutions and an outstanding client experience to help our external and internal clients achieve their ambitions.

- Understands that every interaction impacts the client relationship.
- Asks effective clarification questions about client brief/context or task to ensure clients' needs are met.
- Commits to understanding each client's preferences, how they like to work with RPC, and their expectations for delivery, and tailors service accordingly.
- Produces high quality work in a timely manner on the tasks given.
- Delivers a seamless service and seeks to improve the client experience.
- Understands how every task they perform fits in with wider matter activities and impacts the overall client experience.

- Understands the impact of technology and how it may be used to benefit our clients, our productivity and profitability.
- Knows about, and is competent in, using all technology tools, processes and support available to assist in service delivery.
- Learns about relevant sectors and markets to understand our clients' business challenges and commercial context.
- Communicates with the client/team to update on progress and challenges, escalating when appropriate.



Growth

Commits to business development, marketing and sales activities to achieve our growth ambitions.

- Builds understanding of our firm, our brand proposition and our practice areas and shares this as moves seats.
- Participates in business development and brand building activities.
- Uses social media to develop brand awareness with potential employees and clients.

- Reads widely to build knowledge of RPC's clients, sectors, markets, and competitors.
- Builds a network of internal and external contacts.
- Understands the benefit in doing things differently where this adds value to the firm, our clients, or our people.



Finance

Works efficiently and commercially to maximise our profitability.

- Understands the firm's strategic and financial objectives, the fundamentals of how RPC makes a profit and how their individual work can impact these.
- Understands the basics of the budgeting process at RPC.
- Accurately records and closes time every day and understands why it is important.

- Understands and implements best practice financial hygiene consistently.
- Works efficiently and commercially on allocated tasks and uses technology and processes to manage time and work effectively.
- Manages own capacity to be appropriately busy and proactively seeks work opportunities.



People

Collaborates, influences and manages people to bring out the best in them.

- Works collaboratively with others and understands the importance of strong working relationships both in the team, group, and wider firm.
- Learns how people in the team operate and their working preferences to build strong relationships.
- Builds relationships with supervisors and others in the team to work effectively.
- Communicates clearly to aid teamworking.
- Recognises contribution of others and celebrates success.

- Provides constructive feedback to colleagues.
- Supports Early Talent attraction and recruitment initiatives where appropriate.
- Recognises the importance of maintaining own wellbeing, asks for help when needed and keeps an eye out for others.
- Understands the skills required to be an effective leader and demonstrates these when opportunities arise.



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Knowledge and Expertise

Develops and maintains knowledge, skills, and expertise to produce excellent work.

- Develops knowledge and understanding of the fundamentals of law and business in their practice area and relevant pillar.
- Applies legal skills and knowledge.
- Commits to developing analysis and problem-solving skills.
- Develops legal advisory skills.
- Responds to change in a positive and resilient manner.
- Takes responsibility for personal career development, preparing for QC's and following up on actions.

- Builds a good understanding of the markets we and our clients operate in and the commercial drivers.
- Thinks about the commerciality of advice to clients as well as the technical legal aspects.
- Understands the expertise that is available across the firm to support service delivery and uses it appropriately.
- Shares technical know-how internally and externally.



Clients

Delivers commercial solutions and an outstanding client experience to help our external and internal clients achieve their ambitions.

- Establishes collaborative working relationships with clients to ensure their needs are met.
- Puts self in client's shoes to understand their objectives, business and personal drivers and perspectives.
- Identifies ways to enhance client service delivery, thinking laterally and shares with client matter team.
- Makes client feel special by delivering an experience that exceeds their expectations.
- Ensures they have sufficient knowledge of the services and legal tech products available to add value to client service.

- Suggests ideas for improvement to technology tools, processes and support available to enhance service delivery.
- Considers commercial factors impacting the client's business.
- Suggests how to solve client issues in a commercial way to best serve the client.
- Manages or escalates potential problems with client work, as appropriate.



Growth

Commits to business development, marketing and sales activities to achieve our growth ambitions.

- Understands RPC's brand proposition, market strengths, practice areas, pillars and international capabilities and begins to spot cross selling opportunities to share with others.
- Uses appropriate social media platforms to develop personal brand awareness.
- Understands the team's BD plan and undertakes activities to achieve the growth plan.

- Applies knowledge of RPC's clients, sectors, markets, and competitors to alert team members to developments and opportunities.
- Develops relationships with colleagues, clients, and potential clients through a variety of activities and is focused on growing their network.
- Thinks innovatively and laterally, contributing ideas for improvements.



Finance

Works efficiently and commercially to maximise our profitability.

- Proactively builds their understanding of their team's financial KPIs and profitability levers to maximise efficiency.
- Develops a broader understanding of departmental and law firm budgets and how they can contribute to achieving them.
- Works to budget/costs reserves and flags to supervisor where there may be issues before budgets are exceeded.

- Acts as a role model for trainees to consistently implement best practice financial hygiene.
- Works efficiently with the resources available within the firm to maximise profitability and quality.
- Proactively assists with billing to ensure prompt cash collection.



People

Collaborates, influences and manages people to bring out the best in them.

- Supports teamworking, demonstrating flexibility around the different working preferences of the team.
- Empathises with others, showing a genuine interest in seeing things from their point of view.
- Delegates and supervises work effectively and provides constructive and timely feedback.

- Provides advice and guidance to less experienced colleagues.
- Role models healthy working behaviours.
- Seeks out opportunities to develop their leadership skills and recognises that leadership isn't always linked to seniority.



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Knowledge and Expertise

Develops and maintains knowledge, skills, and expertise to produce excellent work.

- Applies technical knowledge and expertise with minimal supervision and is becoming proficient in their field.
- Continues to finesse and apply analytical and problem-solving skills and can articulate views on matter strategy.
- Provides commercial solutions to their clients' legal problems.

- Takes responsibility for providing client technical advice with appropriate decreasing levels of supervision.
- Completes complex tasks on matters.
- Takes a collaborative approach to sharing both technical and commercial knowledge internally and externally.



Clients

Delivers commercial solutions and an outstanding client experience to help our external and internal clients achieve their ambitions.

- Manages the client experience to develop trusting relationships.
- Responds quickly to client's changing requirements and adapts matter plan accordingly.
- Interacts with clients confidently, challenging and influencing where necessary to achieve the best outcome for the client.
- Thinks broadly, creatively, and commercially to continually improve service delivery.

- Communicates client's service delivery expectations to rest of team,
- Drives activities forward to exceed client expectations.
- Understands the client's cultural and commercial context and takes these into account when providing advice.
- Simplifies complex legal points for clients.



Growth

Commits to business development, marketing and sales activities to achieve our growth ambitions.

- Proactively supports the team/pillar/group's BD and brand building activities to achieve growth plans.
- Raises own and firm profile by participating in relevant industry groups and social media campaigns.
- Identifies opportunities to grow practice area and shares these with team and/or pillar.

- Maintains knowledge of major competitors, their key differences using this knowledge for competitive advantage.
- Identifies, manages, and maintains relationships with internal and external contacts in their network to spot future growth and cross-selling opportunities.



Finance

Works efficiently and commercially to maximise our profitability.

- Understands how the matter they are working on will be managed to ensure maximum profitability and plays their part in this.
- Proactively builds a deeper understanding of what is required by the team to meet budgets and seeks out opportunities to contribute to this end.
- Sets budgets/costs reserves, where appropriate, and manages matters according to this budget.

- Flags opportunities with supervisor where the work can be carried out more efficiently or profitably to drive quality.
- Works commercially and efficiently with minimal write offs.
- Assists with billing and cash collection processes to maximise profitability, liaising with Finance where appropriate.



People

Collaborates, influences and manages people to bring out the best in them.

- Develops strong relationships and effectively influences those they work with.
- Adapts style of supervision to bring out the best in people, giving quality feedback enabling them to grow.
- Supports and mentors junior team members to learn and develop.

- Demonstrates leadership with junior members of the team.
- Builds awareness of own leadership style, understands there are different ways to lead and seeks to refine their approach.



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Knowledge and Expertise

Develops and maintains knowledge, skills, and expertise to produce excellent work.

- Applies specialist legal and commercial expertise and is becoming an expert in their field.
- Applies strong analytical and problem-solving skills to generate innovative solutions, operating with an appropriate degree of autonomy.
- Delivers sound legal and commercial advice and works collaboratively with Partners and clients to achieve objectives.
- Embraces change and helps others to adapt to change.
- Maintains deep internal and external relationships, managing a wide network of contacts to develop market intelligence.

- Manages complex tasks on matter.
- Defines or inputs on matter strategy.
- Reviews and supervises work done by others sharing technical knowledge and expertise.
- Understands when to escalate or consult with other senior individuals in the team to achieve the best outcome for clients.
- Ensures team is aware of and complies with regulatory requirements.



Clients

Delivers commercial solutions and an outstanding client experience to help our external and internal clients achieve their ambitions.

- Establishes strong client relationships based on mutual trust and understanding.
- Looks for and follows up on opportunities to get involved in Client Relationship Management Teams.
- Coaches team to build client relationships.
- Encourages others to take responsibility for responding promptly to client queries and 'owning' the follow up by role modelling these behaviours.
- Proactively seeks client feedback, developing a deeper level of trust by committing to service improvements.
- Takes responsibility for overall matter management, manages the team, and ensures adherence to the levels of service required by the client.

- Balances client relationship management with RPC's commercial and organisational drivers.
- Acts as a role model for the use of all technology tools, processes and support available to assist in service delivery and encourages ideas for improvement and innovation, embracing changes.
- Possesses a deep understanding of their clients' markets to anticipate future client needs and suggest innovative solutions.
- Knows when to involve Partners on client matters.
- Takes responsibility for communicating with the client and agreeing a solution where issues arise on matters, in conjunction with a partner as appropriate.



Growth

Commits to business development, marketing and sales activities to achieve our growth ambitions.

- Spots commercial opportunities through detailed knowledge of our firm, brand proposition, market strengths, practice areas, pillars, legal technology and services and international capabilities.
- Collaborates with Partners and Business Services Leads to shape the team/pillar/group BD plan and brand building activities.
- Works with relevant specialists at RPC to optimise and coordinate social media opportunities for team and firm.

- Contributes to profile raising media activities in a timely manner and encourages others to participate.
- Understands and contributes to growing revenue through client development plans and BD plans.



Finance

Works efficiently and commercially to maximise our profitability.

- Always adopts a commercial mindset when managing matters to maximise profitability.
- Supports Partners and works with the BMS team on the pricing of projects.
- Understands the different pricing models available.
- Ensures junior colleagues understand how team budgets are set and advocates the collective contribution towards achieving them.
- Takes responsibility for the financial management and profitability of their matters and ensures this is understood and actioned by the matter team.

- Ensures team understands the importance of good financial hygiene and its impact on profitability.
- Suggests how technology can be used to enhance the client experience and create efficiencies for them and takes responsibility for resourcing matters efficiently.
- Takes responsibility for billing and cash collection on their matters and works collaboratively with the Finance team and Partners to manage billing processes and matter cashflow.



People

Collaborates, influences and manages people to bring out the best in them.

- Encourages collaboration within own team and across RPC as a whole
- Creates an inclusive and engaged team.
- Creates a team environment which recognises and celebrates achievements.
- Coaches and develops people to achieve their full potential.
- Contributes to the QCs of others, including objective setting and ongoing people management.
- Plans the development of others by providing stretching work and learning opportunities.

- Identifies and escalates underperformance, providing appropriately robust and constructive feedback.
- Takes responsibility for conducting challenging conversations, seeking guidance when required and escalates if necessary.
- Supports selection and assessment processes.
- Takes responsibility for looking out for people's wellbeing and work life balance, escalating as appropriate.
- Recognised as an effective leader within their team who adapts their style appropriately.