SCHEDULE I

ROLE DESCRIPTION – Senior Associate

I/1. Strategic Intent

- **Profit**: it is our stated intent to not shy away or be hesitant about the pursuit of profit, for it is profit that justifies the risks taken by shareholders. If we embrace risk as a business, and make a profit, then we can do what is needed in order to achieve our mission.
- **Leadership**: it is our stated intent to approach the future with bold and balanced licence, to never hide our light under a bushel and to be a generous contributor to the betterment of law using our successes and failures as an educational currency.
- **Relationships**: it is our stated intent that Ebborn Law will strive to develop strong and meaningful relationships with key people and organisations who we affect by the work we do, who learn from us or who can teach us, and who can affect our business.
- **Quality**: it is our stated intent to achieve and maintain a high level of quality in everything we do – for every client regardless of wealth or status – because we faithfully believe in society's need for the rule of law and access to justice for every human being.

I/2. The Role

The senior associate (Tier 4) role provides legal services to clients of the firm with the support of the principal lawyer and management team. The senior associate is a major fee-earner of the company, both through their own client-base and by supporting senior (Tier 3) lawyers; as such they play a critical role in the success of the business. In recognition of this, senior associate are given autonomy to work where and when they like, along with technology to support them in their role.

I/3. Organisational Fit

Reports to	Supports	Direct reports
Principal Lawyer	Principal Lawyer	Senior Lawyers

I/4. Function

Aim of the senior associate role

- Customers of Ebborn Law Ltd. receive a consistently high quality of legal advice and services
- Work is undertaken in consideration of the supervision requirements of the Lawyers and Conveyancers Act 2006, its subsequent amendments and any other relevant body of legislation or regulation
- Critical legal functions are undertaken to a high standard, with high levels of efficiency
- Administration of client files meets internal and external quality standards

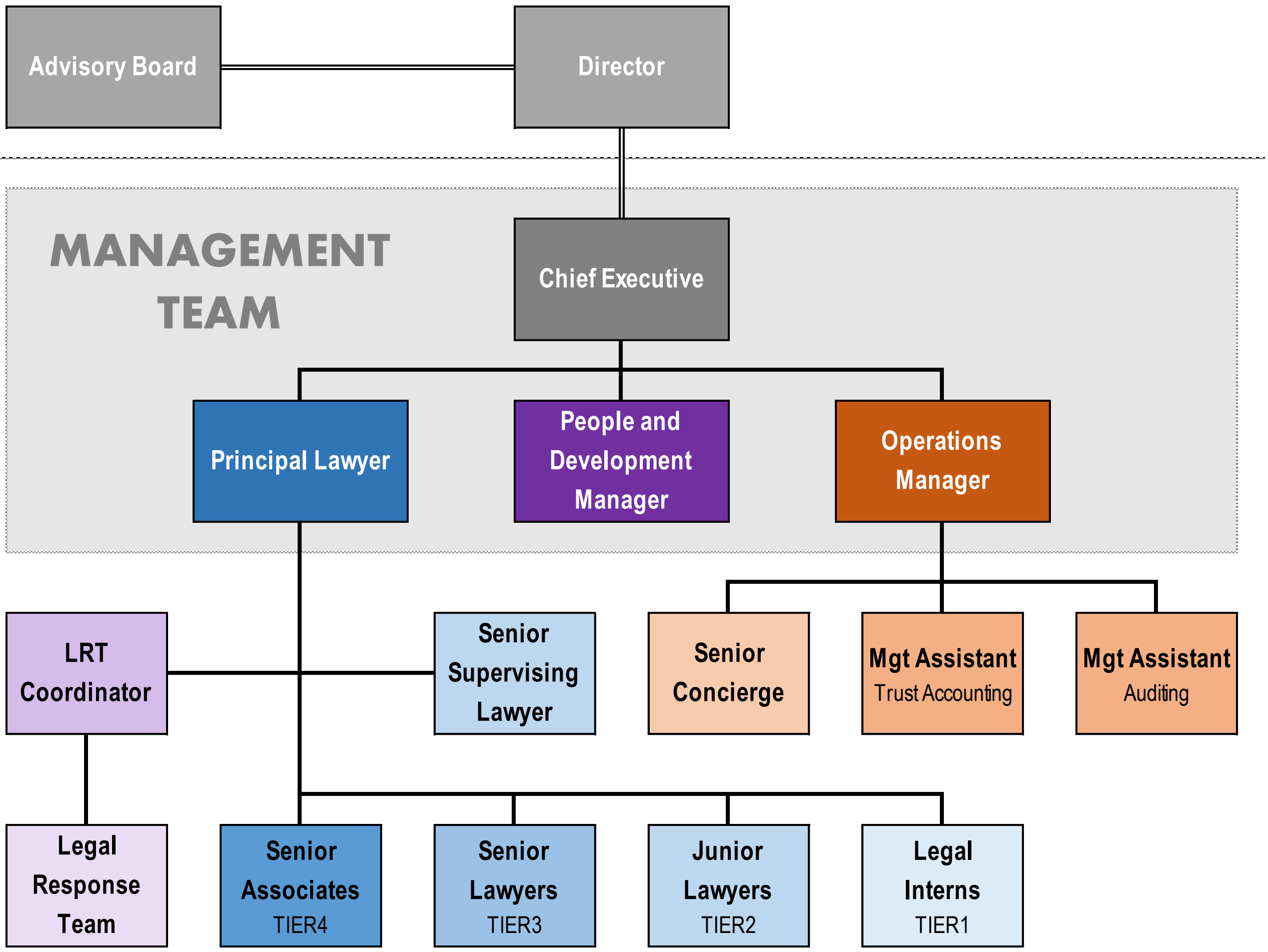
Outcomes of the senior associate role

- Statutory requirements for disclosure to Ebborn Law customers are upheld
- Services are provided within the scope of authorities to act obtained from Ebborn Law customers
- Ebborn Law customers receive timely and appropriate legal services, communication and advice
- Senior lawyers are properly supervised

This Role Impacts On

- Reputation of Ebborn Law
- Legal outcomes for clients
- Business growth
- Business risk

I/5. Organisation Structure



I/6. Core Duties (Generic)

Objective	***Outputs***
Service	• Clients receive treatment as per the Client Care Statement • Conditions of the Terms of Engagement are upheld • Services are provided are within the Scope of Work • Clients receive timely and appropriate legal services • Statutory responsibilities are upheld
Professionalism	• Clients are treated with respect and dignity • Professional standards are upheld
Legal Duties	• Clients receive appropriate communication and advice • Business systems are followed
Billing	• Revenue consistently meets billing targets
Client management	• Make external referrals for clients • Set up new client files • Direct clients to complete pre-appointment administration
Revenue management	• Secure funding • Manage client legal aid (if applicable)
Information management	• Action phone messages from clients
Administration	• Arrange service of court documents • Receive, generate and send correspondence • File court documents • Manage diary • Draft documents • Conflict of interest and jurisdiction check • Make referral for FDR • Apply for legal aid • Create invoices • Respond to need for more funds • Administer legal aid matters • Section 24 notifications • Request benefit validation • Request family violence report • Request CYRAS notes • Scan and file documents • Arrange swearing/affirming of documents • Undertake marketing duties as directed
Productivity	• Complete competency framework • Undertake training as directed
Communication	• Answer phone calls directly from clients • Manage emails

	• Manage incoming/outgoing postal mail
Customer interaction	• AML/CFT is complied with
Information health	• Update client details
Mentoring & training	• Legal team members are supported • Training is provided

I/7. Core Duties (Specific)

SERVICE

Objective	***Outputs***
Clients receive treatment as per the Client Care Statement	• Senior associate is familiar with and understands the contents and meaning of the most up-to-date version of the Client Care Statement • Terms of the Client Care Statement are followed
Conditions of the Terms of Engagement are upheld	• Senior associate is aware at all times whether a current Terms of Engagement has been issued to a client • Reserved areas of work are undertaken only if a Terms of Engagement for the particular matter has been issued to the client
Services are provided are within the Scope of Work	• Services are provided in line with the wishes and instructions of clients within the law and the Scope of Work • Instructions received for services outside of the Scope of Work are undertaken only if payment is secured • Legal services provided are accurate and up-to-date with the law
Clients receive timely and appropriate legal services	• Client instructions are recorded and confirmed to client in writing • Legal advice is well-considered and accurate • Legal matters that are complex and beyond the senior associate's capability or experience are escalated or referred to the principal lawyer • Client matters are progressed actively and without undue delay
Statutory responsibilities are upheld	• Duty of care (as per the Lawyers and Conveyancers Act 2006) is provided to clients • Rules and regulations of the New Zealand Law Society are met • Clients' confidentiality is protected • Clients' human rights are respected

PROFESSIONALISM

Objective	***Outputs***
Clients are treated with respect and dignity	• Client's dignity is protected • Clients are treated with respect, whether or not they are in the presence of the senior associate
Professional standards are upheld	• Senior associate will undertake a professional bearing at all times • Standard of dress is professional and appropriate to the circumstances and location

INITIALS ________ ________

LEGAL DUTIES ***Objective***	***Outputs***
Clients receive appropriate communication and advice	• Communication with clients are per company policy and procedure • Communication with clients is respectful, timely and accurate • Ebborn Law customers queries are dealt with as per company policy and procedure
Business systems are followed	• Business systems are followed with the necessary degree of urgency • Documents (both physical and computer-based) are processed and stored with a high level of accuracy • Proper file notes are recorded consistently, with a high accuracy • Time recording is accurate and consistent, and in keeping with the minimum billable standards as per the Employee Objectives (Schedule Two)

BILLING

Objective	***Outputs***
Revenue is consistent	• Bills are raised as work is completed • Billing targets are met or exceeded • Invoicing is undertaken to a high standard of accuracy

CLIENT MANAGEMENT

Objective	***Outputs***
Make external referrals for clients	• Client referral to FDR is initiated if appropriate • Clients requiring court-ordered services are referred to quality & support officer • Vulnerable clients are referred to quality & support officer (with client approval)
Set up new client files	• Conflict check email is sent to lawyers • Contacts and connections created in JEMIMA • Email folder created (if required) • LaserFiche folder created • Matter entered into tasks • Matter entered into UFL • Matter setup in JEMIMA
Undertake case management appointment	• Check administrative documents completed • Check client care statement given to client • Client is positively identified • Detailed initial brief is recorded • Requests to external parties submitted • Check scope of work given to client • Prepare terms of engagement and give to client

REVENUE MANAGEMENT

Objective	***Outputs***
Confirm funding eligibility	• Client is aware if they are eligible for legal aid • Client is aware of our private fees and policy of payment in advance

Initiate and supervise legal aid application process	• Client is assisted to complete legal aid application form when necessary • Lawyer section of legal aid application form is completed • Proper procedures are followed for legal-aid clients • Supporting documentation for legal aid application is gathered
Manage client legal aid	• Legal aid clients have additional grants of legal aid applied for when required

INFORMATION MANAGEMENT

Objective	***Outputs***
Action phone contact from clients/new customers	• Client enquiries responded to within accepted timeframes
Monitor email inbox	• All electronic documents received via email are promptly filed • Non-legal enquiries are responded to within accepted timeframes

ADMINISTRATION

Objective	***Outputs***
Arrange service of court documents	• Court documents are served as required
Complete general work responsibilities	• Arrange agents • Arrange teleconferences • Arrange travel arrangements for out-of-town appointments • Calculate final cost of services • Ensure all client material is secured at the end of each matter • Contribute equally to ensuring the office is always presentable and tidy • Set up & check conferencing equipment prior to video interviews
Receive, generate and send correspondence	• Clients, court and external parties receive professional communication as per company policy
File court documents	• Legal documents are filed in court as per company policy
Manage diary	• Client appointments are booked as required • Diary always accurately reflects all appointments • Round table meetings are arranged
Prepare/draft documents	• Client action and information letters and other correspondence are produced and sent • Legal and other documents are produced accurately and sent in a timely manner
Basic conflict of interest and jurisdiction check	• Conflicts of interest and inability to act due to lack of expertise are identified immediately • Conflicts of interest due to past employment are identified
Make referral for FDR	• Customer is referred to Fairway (or other, if they request) for FDR mediation
Apply for legal aid	• Legal aid applications are submitted within policy timeframes
Create invoices	• Invoices are created as soon as possible to ensure continuous cash flow

Respond to need for more funds	• If legal aid, ATGs are submitted within 24 hours of need being identified • If private, client is advised immediately of the need to pay more money into trust account
Liaise with third parties	• Statutory requirements for advising when legal aid is approved are completed • Customers' benefits are validated in a timely fashion • Family violence reports are received in a timely fashion • CYRAS notes are received in a timely fashion • Ensure all documents are electronically filed in the firm's system
Arrange swearing/affirming of documents	• Customers are able to have their documents sworn easily
Undertake marketing duties as required	• Optionally attend marketing opportunities (including training for stakeholders) created by the firm

PRODUCTIVITY Objective	***Outputs***
Complete competency framework	• Basic legal competency is achieved • Basic supervision competency is achieved • Drafting competency is achieved • Induction is completed and signed-off within required timeframe • Legislation competencies are achieved • Litigation competency is achieved • Refuge and social services competency is achieved • Time recording and billing competencies are achieved • Advanced competencies are achieved
Undertake training as directed	• External training is reported back as per policy • Internal training is completed as per policy

COMMUNICATION Objective	***Outputs***
Answer phone calls	• Customers can contact their lawyer • Lawyers and other professionals can easily contact senior associate on file
Manage emails	• Emails are actioned in a timely manner
Manage mail	• Incoming and outgoing mail is recorded in the mail register • Hardcopy documents are added to the electronic record and securely destroyed

CUSTOMER INTERACTION Objective	***Outputs***
AML/CFT is complied with	• Comply with the requirements of the Anti Money Laundering Counter-Financing of Terrorism Act

INFORMATION HEALTH

Objective	***Outputs***
Update client details	• Client details are always up-to-date and accurate

MENTORING & TRAINING

Objective	***Outputs***
Legal team members are supported	• Lawyers have access to a professional opinion for legal matters they are working on • Mentoring is provided to lawyers as required
Training is provided	• Training programmes are developed for the senior associate's specialist areas of law • In-house training is delivered where required

I/8. Tier Levels

Tier levels provide a way to reward lawyers fairly for their past experience and future effort. The system ensures lawyers have a guaranteed income, through a base salary, and receive a percentage of their revenue they generate for the firm. Lawyers may choose any tier up to and including the one they are qualified for, but may only change tiers at the beginning of the starting month of a quarterly cycle (Apr, Jul, Oct, Jan).

	Qualification	Target	Bonus	Base
Tier 1	• Admitted to the Bar • Holds a NZLS practicing certificate	10,000	10%	33,000
Tier 2	• Holds supervised provider status for the purpose of legal aid	12,500	25%	40,000
Tier 3	• Holds lead provider (level one) status for the purpose of legal aid, or equivalent experience	15,000	40%	45,000
Tier 4	• Holds lead provider (level two or above) status for the purpose of legal aid, or equivalent experience	17,500	60%	52,000

Where fee-earning staff are paid more than the base salary, the minimum monthly billing target is increased (e.g. a senior associate earning a $100,000 base salary would have a monthly billing target of $24,773 not including GST or disbursements).

INITIALS ....

I/9. Person Description

Required Characteristics

- Methodical
- Systematic
- Service oriented
- Accurate
- Attentive to detail
- High-achiever
- Just

Minimum Experience

- At least six (13) years experience as a lawyer, or in an environment involving family, civil or criminal law

Desired Skills

- In-depth understanding of Family Law
- Administration skills
- Formal writing
- Oral communication

Required Education

- Tertiary degree in Law
- Professional Legal Studies Course (Profs)
- Admitted to the bar
- Stepping Up Course (or able to undertake in next 12 months)

Other Required Factors

- Minimum L3 Legal Aid Provider status in either family, civil or criminal jurisdictions (or will be eligible for this)
- Knowledge of Court processes including experience of running long-cause hearings
- Knowledge of the New Zealand legal system and law
- Ability to work unsupervised
- Common-sense
- Empathy toward others
- Ability to understand complex systems
- Ability to work efficiently
- Ability to meet timeframes
- Willingness to learn
- Achievement of all competency requirements as laid out in Ebborn Law training and HR policy and procedures