

Legal Function Competency Framework

	Level 1	Level 2	Level 3	Level 4
<p>Range of suggested roles</p> <ul style="list-style-type: none"> • <i>Trainee</i> • <i>Junior Counsel</i> • <i>Assistant</i> • <i>Legal Counsel/Solicitor</i> 	<p>Knows and understands the basics Performs under normal circumstances Seeks assistance if necessary</p>	<p>Good knowledge and understanding Performs in full autonomy under normal circumstances Uses good practice</p> <ul style="list-style-type: none"> • <i>Legal Counsel/Solicitor – Senior Counsel/Solicitor</i> • <i>Manager – Senior Manager</i> 	<p>Extensive knowledge Performs in a complex environment Coaches more junior staff and brings relevant observations, ideas and practices</p> <ul style="list-style-type: none"> • <i>Senior Counsel/Solicitor</i> • <i>Senior Manager</i> • <i>Head of Team</i> • <i>Head of Legal</i> 	<p>World class. Recognized as an expert that can give direction, design policy & practices Make breakthrough ideas, and manage a network of people</p> <ul style="list-style-type: none"> • <i>Head of Team</i> • <i>Head of Legal</i> • <i>Director</i>
<p>Communication & Stakeholder Management</p> <p>1. Clear and concise communication.</p> <p>2. Ability to effectively engage, build and develop mutually beneficial relationships with customers, colleagues, partners and suppliers.</p>	<p>1. Accurate, clear and concise communication (written and oral) of legal and non-legal information.</p> <p>2. Listens to and understands others; responds appropriately and can adapt communication style and behaviour.</p> <p>3. Knows the importance of good working relationships; communicates and builds trust and rapport.</p> <p>4. Demonstrates presentation skills that effectively convey a message.</p>	<p>1. Able to effectively listen, understand and present to different audiences.</p> <p>2. Communicates, explains and presents complex legal or business information and consequences of decisions in a simple and accessible way.</p> <p>3. Manages stakeholder relationships; builds trusted business relationships.</p> <p>4. Effectively manages and communicates with stakeholders during a programme or project.</p> <p>5. Acts as an ambassador for employer and profession behaving with polish, grace and good humour even under pressure.</p>	<p>1. Ability to adapt communication style and approach to maximise impact across a range of audiences.</p> <p>2. Handles difficult and sensitive communications with tact and integrity.</p> <p>3. Builds and develops a diverse and commercially important network of internal and external relationships – up, down and sideways.</p> <p>4. Consistently delivers the right messages to the right people at the right time, remaining cool and calm during challenging situations.</p> <p>5. Presents with ease and confidence covering business, legal and commercial information in clear language.</p> <p>6. “Joins the dots” in the organisation, bringing others together to solve problems.</p>	<p>1. Nurtures strategic and valuable relationships with a wide range of key internal and external stakeholders.</p> <p>2. Demonstrates presence and gravitas to present a compelling case to internal and external stakeholders and top level management.</p> <p>3. Creates clarity and understanding, even where a situation or information is highly complex.</p> <p>4. World class in relevant field, demonstrating thought leadership in publications and when speaking (where relevant).</p>

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Professional Excellence

1. Appropriate skills, experience and knowledge relevant to role.
2. Confident and capable performer.
3. Considers commercial impact when applying expertise

1. Qualified legal or other professional.

2. Researches effectively to develop understanding of the law or specialist area.

3. Drafts and negotiates in a logical manner using standard templates and precedents. Takes ownership of quality of documentation produced.

4. Applies knowledge and skills relevant to role.

5. Exercises judgment on when to seek advice or escalate.

6. Structured analysis and interpretation of legal and non-legal information.

1. Experienced and adaptable legal or other professional who exercises skill, capability and knowledge.

2. Drafts with precision to avoid adverse consequences in a challenging international context.

3. Exercises good judgment in negotiation of contracts and giving advice, anticipating counter-arguments.

4. Supervises the structuring, drafting and negotiation of contracts and other documents by more junior team members.

5. Develops professional/specialist knowledge and ability.

6. Uses knowledge and pragmatism to identify when to involve other business areas and specialists.

7. Recognised as a "go-to" person and a safe pair of hands

1. Considers commercial and legal implications even when dealing with complex business requirements.

2. Drafts and negotiates complex or strategic contracts and advice, delivering optimum value for Vodafone.

3. Leads and supervises projects and negotiations appropriately and communicates consequences clearly.

4. Develops a specialism and makes further contribution through developing others within that specialism.

5. Demonstrates flair and originality in problem solving.

1. Recognised internally and externally as a leader in professional/specialist area.

2. Widely consulted internally and externally as a world class professional expert.

3. Alive to changes at Vodafone and within the industry; shapes strategies and priorities accordingly.

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Managing Risk & Compliance

1. Awareness and understanding of potential risk factors to Vodafone, applying knowledge from a local and international perspective to mitigate risk.

2. Understands, works within and champions legal, regulatory and organisational standards

1. General risk awareness and compliance with Vodafone policies, procedures and controls relevant to role.
2. Understands and adheres to the main principles of relevant external regulatory, compliance, ethical and other standards.
3. Recognizes, understands and communicates project risks.
4. Demonstrates awareness of internal and external changes affecting Vodafone, its policies, rules and procedures.

1. Proven analytical skills; demonstrates the ability to develop and apply governance processes and control mechanisms relevant to role.

2. Demonstrates awareness and interest in regulatory issues that may impact Vodafone, providing support to update and implement Vodafone policies, procedures and controls (where relevant).

3. Recognizes, understands and scopes risk in an international context relevant to role.

4. Maintains and delivers effective communication with key stakeholders on relevant risk and compliance matters within projects.

5. Promptly and effectively addresses unforeseen risks if they arise..

1. Expert analytical skills; demonstrates risk and compliance awareness when supporting complex projects or making strategic decisions.

2. Responds to complex business critical issues, identifying and addressing risk.

3. Makes recommendations (in conjunction with relevant compliance experts where necessary) on participation in regulatory, advisory, strategic or other bodies, organisations or panels.

4. Contributes to others' development by transferring relevant skills and knowledge..

1. Uses knowledge and understanding of internal and external environments to shape strategy, policies and controls inside and outside of Vodafone.

2. Anticipates operational risks in business strategies and ensures processes and responsibilities are in place to mitigate these.

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Business Acumen

1. Applies commercial understanding and strategic insight when providing support.

2. Commercially curious, gaining an in-depth knowledge of Vodafone's business, sector and commercial pressures.

1. Understands the foundations of the telecommunications market or seeks to learn more.
2. Demonstrates knowledge of general commercial issues; takes these into account when giving legal or professional/specialist advice.
3. Works with a commercial mind-set.
4. Demonstrates understanding and awareness of other cultures, jurisdictions and business approaches..

1. Aware and interested in commercial issues that may impact Vodafone and the telecommunications industry.
2. Viewed as a trusted advisor.
3. Sound ability to work effectively with a range of international colleagues.

1. Strong commercial understanding of Vodafone and the telecommunications industry, locally and/or internationally.
2. Proven track record of delivering business-minded and solution-orientated advice.
3. Demonstrates cross-functional experience and expertise.
4. Demonstrates thorough understanding and experience of cultural, jurisdictional and business differences in an international organisation.

1. Deep understanding of Vodafone and the telecommunications industry.
2. Ability to think strategically and always sees the bigger picture.
3. Expert at understanding and managing the details to deliver commercially viable, accessible and legally sound or expert solutions.

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Support & Solutions

1. Drives value through informed and detailed decision making.
2. Integrates understanding of other functions and external factors to provide insightful and innovative solutions.
3. Challenges constructively, uses structure & tactics to achieve results that are in Vodafone's best interests.

1. Organises and co-ordinates workload and priorities to provide timely and effective support.

2. Accurately estimates time and effort required for legal and professional/specialist matters.

3. Shows flexibility and overcomes difficulties to achieve results within targets and timescales.

4. Takes the initiative and demonstrates personal ownership to get things done despite barriers and obstacles.

1. Understands the art of persuasion and influencing and takes steps to acquire and demonstrate appropriate skills.

2. Plays an active role in suggesting, designing and delivering innovative solutions.

3. Identifies key performance indicators needed to track success..

1. Delegates, holds people accountable and monitors performance against agreed project plans.

2. Influences and persuades effectively, looking for and achieving an advantageous outcome, always in the best interests of Vodafone.

3. Builds relationships inside and outside of Vodafone to maximise effectiveness and efficiency.

4. Sets objectives and allocates resources to maximise business performance.

1. Clearly and articulately influences and persuades senior and expert audiences, always acting in the best interests of Vodafone.

2. Demonstrates astute and sophisticated negotiation, influencing and persuasion skills in game changing situations.

3. Creates a clear and compelling organisational vision and direction.

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Implementation & Execution



1. Knows how activities, processes and systems relevant to role fit together and interact or actively seeks to learn more.

2. Understands priorities; works under time constraints and pressure.

3. Works efficiently and effectively.

4. Utilizes internal tools and resources to achieve objectives.

5. Demonstrates an understanding of how Vodafone is structured and works.

6. Asks questions to understand context, clarify deadlines and understand expectations.

7. Identifies and acts on opportunities to drive continuous improvement in the team.

1. Builds, supervises and manages a small team (internal and external).

2. Effectively allocates and prioritizes work.

3. Provides mentoring to others.

4. Creates an environment that encourages and supports the team; motivates others in times of change.

5. Leads and co-ordinates work in cross-border teams.

6. Lives and displays the principles of the Vodafone Way.

7. Actively manages behaviour and the impact this has on others.

1. Shows experience in dealing with complex & ambiguous situations.

2. Manages internal & external advisors in complex & demanding projects.

3. Demonstrates an ability to think, work & manage in a structured and organised way.

4. Effectively integrates team in to the wider legal & business community.

5. Demonstrates excellent project management skills including acquisition of relevant resources.

6. Correctly assesses time & resource needed to structure, execute and deliver complex projects.

7. Gets results through others and effective leadership.

8. Challenges the usual way of doing things; finds innovative solutions.

9. Drives simplification.

1. Exemplary leadership qualities which are consistent with Vodafone's vision and values.

2. Builds, supervises and manages a team or department of professionals across several locations or functions.

3. Ensures excellence in the provision of legal/professional services to Vodafone.

4. Anticipates future challenges and opportunities, adjusting operating environment to stay ahead and achieve the best results.

5. Inspires, motivates and mentors others to succeed and grow.

1. Has a vision and strategy and delivers results with Speed, Simplicity and Trust.

2. Works efficiently and effectively with tools, people and process.

3. Drives change for improvement

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Drive and Resilience

1. Enthusiastic, responsible and accurate in the work environment.

2. Demonstrates an ability to work in a changing and fast paced environment responding well to change and challenges.

3. Encourages and supports others to adopt change.

4. Hungry to learn; seeks feedback and learns from it.

5. Displays common sense and adapts to office behaviour.

1. Positive, energetic and committed.

2. Not only open to change but adapts and responds positively to it.

3. Involves and manages relevant stakeholders to ensure change is successful.

4. Willing to challenge and seek out new opportunities.

5. Strives to build and develop a strong internal profile.

1. Ambitious, open minded and flexible.

2. Takes initiative and personal ownership to get things done, despite barriers and obstacles.

3. Makes good judgment calls and flags problems; demonstrates a good sense of perspective.

4. Demonstrates personal presence, manages pressures of role and makes good decisions.

5. Creates a strong internal and (where relevant) external profile.

6. Balances performance within area or function with the wider needs of the division and Vodafone..

1. Self-aware, authentic, interested and perceptive.

2. Challenges constructively, consistently goes beyond comfort zone, embracing change and new challenges, bringing others with them.

3. Leads by example in all aspect of behaviour, positivity and approach.

1. Pragmatic and solutions focused demonstrating the Vodafone Way behaviours in all aspects of legal and professional support.

2. Positive, energetic and committed; responding well to change and

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Knowledge Sharing & Transformation

1. Proactively shares and creates knowledge for the use and benefit of the Legal Function.

2. Recognises the value of and engages enthusiastically in transformational activities, providing output that makes a difference to colleagues .

1. Keeps abreast of relevant legal, market and industry developments.

2. Shares ideas and contributes to knowhow.

3. Demonstrates awareness of and uses Vodafone's knowledge sharing and learning systems.

4. Effectively uses available resources to develop professional/specialist expertise and skills.

5. Identifies and acts on opportunities to drive continuous improvement.

6. Helpful and flexible in trying out new ideas and driving transformation.

1. Promotes value of knowledge and learning amongst colleagues.

2. Takes initiative to develop relevant precedents, templates, guidance notes and other knowhow.

3. Identifies, develops and implements improvements to internal legal resources and processes.

4. Shares knowledge and learns from experience.

5. Develops, facilitates and presents training for legal and business colleagues.

6. Encourages and supports others to generate new ideas and transformation activities.

1. Co-ordinates and leads multiple and complex transformation initiatives.

2. Assesses and tests practicality and impact of new ideas/game changing proposals; questions how these will make the provision of legal and professional/specialist support more effective and implements those that show real benefit.

3. Promotes others to use the full range of knowledge and learning resources within Vodafone.

1. World class in relevant field.

Demonstrates thought leadership in publications, speaking and knowhow materials (where relevant).

2. Creates an environment where creativity and innovation happen naturally and regularly.

3. Rewards and recognises team and colleagues who proactively share and create knowledge.

4. Internally and externally admired for innovative thinking and game changing results.