

## Lexcel v4 overlaps with liP

January 2008

Lexcel requirement	Relevant liP indicator	liP evidence requirement
<p>1.3 Practices will have a quality policy, which must include:</p> <p>(a) the role the quality system plays in the overall strategy of the practice</p> <p>(b) a process for personnel to suggest improvements to the quality system</p>	<p>1 – A strategy for improving the performance of the organisation is clearly defined and understood.</p> <p>3 – Strategies for managing people are designed to promote equality of opportunity in the development of the organisations people.</p> <p>6 – People's contribution to the organisation is recognised and valued.</p>	<p>1.1 - Top managers make sure the organisation has a clear purpose and vision supported by a strategy for improving its performance.</p> <p>3.1 - Top managers can describe strategies they have in place to create an environment where everyone is encouraged to contribute ideas to improve their own and other people's performance.</p> <p>3.5 - People can give examples of how they have been encouraged to contribute ideas to improve their own and other people's performance.</p> <p>6.2 - People can describe how they contribute to the organisation and believe they make a positive difference to its performance.</p>
<p>1.4 Practices will have a policy on the avoidance of discrimination and the promotion of equality and diversity to include:</p> <p>(a) employment and partnership, recruitment and selection, training and conditions of service and promotions within the practice</p>	<p>3 – Strategies for managing people are designed to promote equality of opportunity in the development of the organisations people.</p>	<p>3.2 - Top managers recognise the different needs of people and can describe strategies they have in place to make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance.</p> <p>3.3 - Managers recognise the different needs of people and can describe how they make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance.</p> <p>3.4 - People believe managers are genuinely committed to making sure</p>

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		everyone has appropriate and fair access to the support they need and there is equality of opportunity for them to learn and develop which will improve their performance.
2.1 Practices will develop and maintain a marketing and business plan.	1 – A strategy for improving the performance of the organisation is clearly defined and understood.	1.1 - Top managers make sure the organisation has a clear purpose and vision supported by a strategy for improving its performance. 1.2 - Top managers make sure the organisation has a business plan with measurable performance objectives. 1.4 - Managers can describe how they involve people when developing the organisation's business plan and when agreeing team and individual objectives. 1.6 - People can explain the objectives of their team and the organisation at a level that is appropriate to their role, and can describe how they are expected to contribute to developing and achieving them.
4A.1 Practices will have an ICT plan, including: (b) the application of all ICT facilities within the practice (c) the role of ICT in facilitating services for clients	1 – A strategy for improving the performance of the organisation is clearly defined and understood	1.1 - Top managers make sure the organisation has a clear purpose and vision supported by a strategy for improving its performance.
4A.2 Practices will have a policy in relation to data protection compliance issues 4A.3 Practices will have an information management policy 4A.4 Practices must have an email policy 4A.5 If the practice has a website, the practice must have a website management policy 4A.6 If personnel in the practice have Internet access the practice must have an Internet access policy	2 – Learning and development: • is planned to achieve the • organisation's objectives.	2.1 - Top managers can explain the organisation's learning and development needs, the plans and resources in place to meet them, how these link to achieving specific objectives and how the impact will be evaluated. 2.2 - Managers can explain team learning and development needs, the activities planned to meet them, how these link to achieving specific team objectives and how the impact will be evaluated.

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		2.4 - People can explain what their learning and development activities should achieve for them, their team and the organisation.
4B.2 Practices will have a process for legal research, including the updating and sharing of legal and professional information	2 – Learning and development is planned to achieve the organisation's objectives	2.1 - Top managers can explain the organisation's learning and development needs, the plans and resources in place to meet them, how these link to achieving specific objectives and how the impact will be evaluated. 2.2 - Managers can explain team learning and development needs, the activities planned to meet them, how these link to achieving specific team objectives and how the impact will be evaluated. 2.3 - People can describe how they are involved in identifying their learning and development needs and the activities planned to meet them. 2.4 - People can explain what their learning and development activities should achieve for them, their team and the organisation.
5.1 Practices will have a plan for: (b) the training and development of personnel	2 – Learning and development is planned to achieve the organisation's objectives	2.1 - Top managers can explain the organisation's learning and development needs, the plans and resources in place to meet them, how these link to achieving specific objectives and how the impact will be evaluated. 2.2 - Managers can explain team learning and development needs, the activities planned to meet them, how these link to achieving specific team objectives and how the impact will be evaluated. 2.4 - People can explain what their learning and development activities should achieve for them, their team and the organisation
5.2 Practices will list the	4 - The capabilities managers	4.1 - Top managers can

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<p>tasks to be undertaken by all personnel within the practice and document the skills, knowledge and experience required for individuals to fulfil their role satisfactorily, usually in the form of a person specification.</p>	<p>need to lead, manage and develop people effectively are</p> <ul style="list-style-type: none"> <li>• clearly defined and</li> <li>• understood.</li> </ul>	<p>describe the knowledge, skills and behaviours managers need to lead, manage and develop people effectively, and the plans they have in place to make sure managers have these capabilities.</p> <p>4.2 - Managers can describe the knowledge, skills and behaviours they need to lead, manage and develop people effectively.</p>
<p>5.4 Practices will conduct an appropriate induction process for all personnel, including those transferring roles within the practice.</p>	<p>8 – People learn and develop effectively.</p>	<p>8.3 - People who are new to the organisation, and those new to a role, can describe how their induction has helped them to perform effectively.</p>
<p>5.5 Practices must have a training and development policy and will:</p> <p>(a) ensure that appropriate training is provided to personnel within the practice in accordance with its policy</p> <p>(b) ensure that all supervisors and managers receive appropriate training</p>	<p>2 – Learning and development is planned to achieve the organisation's objectives</p> <p>4 - The capabilities managers need to lead, manage and develop people effectively are:</p> <ul style="list-style-type: none"> <li>• clearly defined and</li> <li>• understood.</li> </ul>	<p>2.1 - Top managers can explain the organisation's learning and development needs, the plans and resources in place to meet them, how these link to achieving specific objectives and how the impact will be evaluated.</p> <p>2.2 - Managers can explain team learning and development needs, the activities planned to meet them, how these link to achieving specific team objectives and how the impact will be evaluated.</p> <p>2.3 - People can describe how they are involved in identifying their learning and development needs and the activities planned to meet them.</p> <p>2.4 - People can explain what their learning and development activities should achieve for them, their team and the organisation.</p> <p>4.1 - Top managers can describe the knowledge, skills and behaviours managers need to lead, manage and develop people effectively, and the plans they have in place to make sure managers have these capabilities.</p>

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		4.2 - Managers can describe the knowledge, skills and behaviours they need to lead, manage and develop people effectively.
5.6 Practices will conduct a documented review of the responsibilities, objectives, performance and training of all personnel at least annually	<p>2 – Learning and development is planned to achieve the organisation's objectives</p> <p>3 – Strategies for managing people are designed to promote equality of opportunity in the development of the organisations people</p> <p>5 - Managers are effective in</p> <ul style="list-style-type: none"> <li>• leading, managing and</li> <li>• developing people.</li> </ul> <p>8 – People learn and develop effectively</p> <p>9 - Investment in people:</p> <ul style="list-style-type: none"> <li>• improves the performance of the organisation.</li> </ul>	<p>2.2 - Managers can explain team learning and development needs, the activities planned to meet them, how these link to achieving specific team objectives and how the impact will be evaluated.</p> <p>2.3 - People can describe how they are involved in identifying their learning and development needs and the activities planned to meet them.</p> <p>2.4 - People can explain what their learning and development activities should achieve for them, their team and the organisation.</p> <p>3.5 - People can give examples of how they have been encouraged to contribute ideas to improve their own and other people's performance.</p> <p>5.2 - Managers can give examples of how they give people constructive feedback on their performance regularly and when appropriate.</p> <p>5.4 - People can give examples of how they receive constructive feedback on their performance regularly and when appropriate.</p> <p>8.1 - Managers can describe how they make sure people's learning and development needs are met.</p> <p>8.2 - People can describe how their learning and development needs have been met, what they have learnt and how they have applied this in their role.</p> <p>9.4 - Managers can give examples of how learning and development has improved the performance of</p>

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		<p>their team and the organisation.                      9.5 - People can give examples of how learning and development has improved their performance, the performance of their team and that of the organisation.</p>
<p>6.1 Practices will have a written description of their management structure which designates the responsibilities of individuals and their accountability                      6.2 There will be a named supervisor for each area of work undertaken by the practice. The supervisor must have appropriate experience of the work supervised and be competent to guide and assist others.                      6.3 Practices will have processes to ensure that all staff, both permanent and temporary, are actively supervised.                      6.4 Practices will have processes to ensure that all those doing legal work check their files regularly for inactivity.                      6.5 Practices will have procedures for regular, independent file reviews, of either the management of the file or its substantive legal content, or both.</p>	<p>3 – Strategies for managing people are designed to promote equality of opportunity in the development of the organisations people.                      4 - The capabilities managers need to lead, manage and develop people effectively are</p> <ul style="list-style-type: none"> <li>• clearly defined and</li> <li>• understood.</li> </ul> <p>5 - Managers are effective in:</p> <ul style="list-style-type: none"> <li>• leading, managing and</li> <li>• developing people.</li> </ul> <p>9 - Investment in people</p> <ul style="list-style-type: none"> <li>• improves the performance of the organisation.</li> </ul>	<p>3.1 - Top managers can describe strategies they have in place to create an environment where everyone is encouraged to contribute ideas to improve their own and other people's performance.                      3.2 - Top managers recognise the different needs of people and can describe strategies they have in place to make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance.                      3.3 - Managers recognise the different needs of people and can describe how they make sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for people to learn and develop which will improve their performance.                      3.4 - People believe managers are genuinely committed to making sure everyone has appropriate and fair access to the support they need and there is equality of opportunity for them to learn and develop which will improve their performance.                      3.5 - People can give examples of how they have been encouraged to contribute ideas to improve their own and other people's performance                      4.1 - Top managers can describe the knowledge, skills and behaviours</p>

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		<p>managers need to lead, manage and develop people effectively, and the plans they have in place to make sure managers have these capabilities.</p> <p>4.2 - Managers can describe the knowledge, skills and behaviours they need to lead, manage and develop people effectively.</p> <p>4.3 - People can describe what their manager should be doing to lead, manage and develop them effectively.</p> <p>5.1 - Managers can explain how they are effective in leading, managing and developing people.</p> <p>5.2 - Managers can give examples of how they give people constructive feedback on their performance regularly and when appropriate.</p> <p>5.3 - People can explain how their managers are effective in leading, managing and developing them.</p> <p>5.4 - People can give examples of how they receive constructive feedback on their performance regularly and when appropriate.</p> <p>9.4 - Managers can give examples of how learning and development has improved the performance of their team and the organisation.</p> <p>9.5 - People can give examples of how learning and development has improved their performance, the performance of their team and that of the organisation.</p>