

Armstrong Watson – Job Description

Job Title:	Legal Sector Manager
Reports to:	Legal Sector Partner or Legal Sector Director

1. Job Purpose:

To manage specific legal sector clients and workflow, providing an unrivalled client service experience whilst ensuring adherence to individual job budget and maximum fee recovery.

2. Technical Requirements:

- You should be a qualified accountant under ICAEW, ACCA, ICAS, CAI;
- You will have excellent knowledge and working experience of preparing non-statutory, sole trader and partnership accounts; and of preparing reports under the SRA Accounts Rules;
- You will have strong experience in preparing and potentially auditing statutory financial statements in line with UK Generally Accepted Accounting Practice;
- You will have a sound knowledge and understanding of all relevant UK taxes such as Personal Tax, Corporation Tax, VAT, PAYE etc;
- You will be familiar in using accounts preparation software to ensure files are prepared in line with the relevant standards.

3. Relationships and Context:

- Own client portfolio for ongoing management and development;
- Partners and employees who are key stakeholders in client work;
- Formal line management – responsible for Legal Sector senior(s), assistant(s) and trainee(s);
- Intermediaries, business partners and referrers;
- Government bodies and external organisations such as HMRC, ICAEW, SRA and The Law Society.

4. Principal Accountabilities / Responsibilities:

Job Management

- Ensure the planning, prioritising and allocation of all relevant client work ensuring effective team workflow;
- Ensure establishment of scope and budget for each piece of client work and ensure adequate briefing to team members where relevant;
- Ensure full agreement of client for work to be undertaken and communicate likely fees prior to commencement to maximise fee recovery;
- Ensure full implementation of all client work in line with agreed budget ensuring adherence to Armstrong Watson expected Standards and Procedures;
- Monitor work in progress and ensure appropriate levels of communication with all clients and internal stakeholders on progress for each piece of client work, including highlighting key issues and areas for concern on client accounts;
- Ensure proactive management of instances where the 'work done' exceeds the agreed client fee and ensure agreement of a mutually acceptable outcome;
- Ensure preparation of bills for work done in department and ensure timely sending to client.

Client, Internal and External Organisational Contact

- Ensure adequate contact availability for clients, Armstrong Watson personnel and external organisations with self and team members as appropriate;
- Return phone calls and written correspondence to all of the above within required deadline and

ensure promises are kept;

- Proactively contact clients when items of interest or benefit to the client arise therefore adding value;
- Provide appropriate access to clients and support to other internal departments so as to assist the cross selling to/from the Legal Sector client base.

Leadership, People Management and Development

- Ensure the defining and the agreement of formal objectives for all direct reports;
- Monitor individual and team performance versus original objectives and departmental KPIs;
- Provide regular feedback to all team members on their performance via informal '1:1' meetings on audit assignment there is a specific focus on post audit appraisals;
- Conduct regular assessments of each team member's competence, motivation and required support and resources and where 'gaps' versus the job specification are observed, take specific action to rectify via the creation of a personal development plan;
- Conduct formal appraisals versus original objectives and job specification for each direct team member every six months;
- Assist Armstrong Watson students and trainees with 'on the job' training.

Internal Financial Management & Business Planning

- Provide tactical input into departmental business plan as required;
- Where performance is at or above target, ensure this is communicated to own team and the celebration of success is encouraged;
- Where performance is below target, encourage and instigate remedial action and focus from self and team colleagues to rectify and improve short term performance.

New Business Development

- Support the Legal Sector team in delivering the required departmental incremental fee target via networking, meeting attendance, business pitches and input into marketing strategy;
- Develop suitably strong internal Armstrong Watson connections such that access and support are given by all other internal departments to their own client bases.

5. Behavioural competencies

Firm Level Expectations

Can do positive attitude and work ethic:

This means: we have strong work ethic, dedicated in the pursuit of giving our all every single day. Working hard matters to us and getting the job done is paramount. We pride ourselves in producing high quality work, proving we are dependable and perform consistently. In all situations we remain positive, finding and delivering the right solution. We stay focused on our roles and will always look to go beyond expectations for each other and our clients.

Is demonstrated by:

- Showing a clear understanding of own role purpose, accountabilities, boundaries, objectives and measures;
- Ownership of our role, clients, teams, tasks and environment and a tenacity to understand and maximise every situation;
- Ensuring tasks are completed to standard and on time, going the extra mile when its in our interest to do so;
- Pride in producing high quality work, proving that we are dependable and are not afraid to challenge others or be challenged so as to stretch and continually improve what we deliver;
- Use of positive language such as 'can, will, and we' rather than 'can't, won't, but, I'.

Team Working & Internal Influence

This means: we have a positive 'how can I help?' approach to our Armstrong Watson colleagues, collaborating effectively to achieve success. We listen first, digest, understand and consider all points of view before putting our views across, sharing information and knowledge with others where needed. We consider the other persons' needs and perspective in all communication and work hard to build good quality, rewarding relationships.

Is demonstrated by:

- An interest in the overall team/office/service line performance and success at least in line with own personal successes and reward;
- Accurate, clear and appropriately brief communication and is usually not misinterpreted or misunderstood;
- Appropriate internal usage of email, ensuring contentious or sensitive subjects are communicated using alternative mediums and that email communication style/content is at least in part considerate to the needs of the receiver;
- A willingness to proactively share information, knowledge and experience if it can help others to achieve or improve;
- A preparedness to listen to others as much as one speaks, to ask questions and demonstrate understanding before articulating own thoughts and feelings;
- Flexibility in own influencing style and a willingness to adapt to the situation and the needs of others to achieve the best outcome.

Client Focus

This means: this is not just something we say, this is what we do. Each and every one of us knows the role we have and how our role impacts on our clients. We have a deep and thorough understanding of their needs and support them in their decision making. We demonstrate our knowledge, define our actions, provide regular and timely communication and constantly demonstrate our added value. We seek to build and maintain long-term relationships with our clients and become their trusted advisers, supporting them no matter where they are in their personal or business life cycle.

Is demonstrated by:

- Spends appropriate time in building effective working relationships with own client contacts;
- Uses appropriate questions, listening and playback to demonstrate clear understanding of client needs and preferences;
- Keeping promises, completes actions where a commitment has been made within the agreed timeframe;
- Clear definitions and communication in all aspects of work standards, deadlines, fees and terms and actions in all client dealings;
- Following client meetings up with a written confirmation of outcomes and actions where this is required or appropriate;
- Asks clients for feedback when appropriate and acts upon it where relevant.

Passion

This means: we show enthusiasm for Armstrong Watson and a real desire to contribute to enabling our people to be successful, making Armstrong Watson a great place to work and to forge a career. We show equal enthusiasm for the firms' clients, and a commitment to making Armstrong Watson a firm that our clients advocate and want to do business with.

Is demonstrated by:

- Energy and enthusiasm for Armstrong Watson, our brand, services, people and clients;
- A contribution to the role, team, office or overall firm that is over and above just day to day implementing in own role;
- Going the extra mile either in terms of quality standards, work volume or time spent when it is clearly important to the client or to colleagues to do so;
- Ownership and accountability for own performance and self development;
- A willingness to consider potential solutions and attempt to overcome a problem oneself, rather than just relying on others or 'passing the buck'.

Trust

This means: we can be relied upon as others have confidence in our ability and in our integrity.

Is demonstrated by:

- Appropriate ability in own role sufficient that others usually have confidence in the individuals' likelihood of delivering required performance and results;
- A willingness to build robust and long term relationships with colleagues and clients and an acknowledgement that trust is at the heart of all quality relationships;
- The keeping of promises, delivering what has been promised, on time and to the right

standards for colleagues and clients;

- Sound judgement that is applied to decision making in all parts of the role;
- Appropriate sensitivity when privy to confidential data/information or with people requiring help or support so as not to add unnecessary pressure or difficulty.

Humanity

This means: we actively demonstrate compassion, consideration and kindness to others

Is demonstrated by:

- Empathy and compassion, prioritising the persons' needs 'ahead of the task' when the situation appears to require it;
- Basic manners, so smiling, saying 'good morning', holding a door open, and appearing interested in how others are feeling;
- A willingness to invest time in getting to know others even if there is no direct/immediate benefit for self;
- A willingness to proactively volunteer ones' time where it would make someone' life easier;
- Sufficient self awareness of own behavioural 'defaults' and how these can impact on others both positively and negatively, and seeking to flex to suit others;
- Own behaviour being 'respectful' of others and ensures 'banter' and humour does not offend others regardless of own beliefs.

Honesty

This means: showing fairness, consistency, integrity; being truthful, sincere and frank.

Is demonstrated by:

- Respecting others' property and integrity, as well as adhering to legislative and legal guidelines in full and not ever 'breaking the rules';
- 'fairness' and consistency in all dealings with others, taking an objective view where possible and not allowing any prejudices or own beliefs to 'cloud' own judgement or behaviour in individual situations;
- A preparedness (where there is a need) to have 'difficult' conversations with clients or colleagues which may involve giving corrective observations or challenging them for the greater good;

Asking others for feedback, demonstrating understanding and attempting to make appropriate changes.

Job specific competencies

1. Maximising our people

This means: we provide the best working environment, training and career path for those who choose to be part of Armstrong Watson. Everyone within the business has an opportunity to grow and develop. Through good line management they are provided with support and clear direction. Recognition will be given for consistently demonstrating performance across our behavioural competencies. Everyone can expect to have a positive experience at Armstrong Watson which they will want to share with family, friends, clients and colleagues throughout their career.

Is demonstrated by:

Supervising People

- Defines and sets clear task direction for team members using SMART objectives;
- Undertakes regular job specific reviews to ensure that outcomes are achieved to standard vs tasks set;
- Expresses positive expectations of others and provides positive feedback where deserved;
- Provides simple corrective feedback where task completion or behaviours are not at the required level;
- Consistently works to develop own skills and behaviours and takes feedback from others positively;
- Monitors team member work progress and standards and uses own judgement to intervene/support or leave alone.

Managing & Developing People

- Provides appropriate support and challenge to best enable team member attitude and drive high performance;
- Tackles team and individual performance shortfalls/behavioural issues by having the courage to provide own observations and agree a plan to improve;
- Performs a competent formal employee appraisal in line with the firms policy ensuring each team member has a defined Personal Development Plan;
- Shows calmness & confidence in challenging situations to set the right example;
- Observes team member performance & behaviours and provides clear direction, demonstration or a coaching approach to ensure best task and personal development outcome;
- Uses delegation as a development opportunity where the level of risk allows.

2. Commercial, practical and efficient

This means: we know why we are here and what services our business provides. We understand our industry, the issues that may affect us and innovate ahead of our competitors. As part of our day to day role we take ownership and personal responsibility for our work performance, completing tasks on time, delivering outputs to the best of our ability. We are organised, ensuring work is carried out by the most suitable person and we get it right first time. In everything we do we take a commercial view, with the aim of maximising profit. We consider every communication and its effectiveness before delivering it. We appreciate the value all of this brings to clients, each other and to Armstrong Watson.

Is demonstrated by:

Planning

- Adheres to basic deadlines and 'time bound' requirements for working hours, task completion and attending meetings;
- Appears to have a basic plan in place at the start of each working day and is clear on what they are doing at any one time;
- Personal areas (e.g. desk) are usually tidy and appear organised;
- Demonstrates a level of attention to detail and accuracy in own work that is commensurate with required tasks;
- Prioritises team tasks and workload based on importance as well as urgency/deadlines;
- Ensures team members and resources are appropriately utilised both within and across tasks to maximise individual and team productivity.

Commercial awareness

- Can demonstrate knowledge of key business principles such as revenue, profit & % margin, etc;
- Is clear on how their own job role impacts on the profitability of Armstrong Watson;
- Manages own and team priorities so as to maximise overall value to the firm;
- Considers the commercial implications of own actions before making decisions;
- Is aware of the targeted and actual revenue performance for own team/office/SL at any one time.