

IOP Competency Standards for Paralegals

Advanced Level: May 2010



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Setting Competency Standards for Paralegals

ABOUT THESE STANDARDS

This document contains the IOP Advanced Level Competency Standards for Paralegals.

These Standards have been developed by the Institute of Paralegals with the assistance of numerous law firms, legal regulators, government departments and others.

This Advanced Level is relevant to paralegals who have reached senior positions in their careers. More junior paralegals should use the Introductory or Intermediate Level Standards.

For more information on these Paralegal and other IOP Competency Standards visit www.LegalStandards.org.

1. Who should use these Standards?

The IOP Paralegal Standards are designed for all paralegals, regardless of their job title, practice area or type of employer (solicitors' firm; paralegal law firm; local government; in-house legal department etc).

They are not jurisdiction specific, so can be used in any country/by anyone wanting to work to an international benchmark.

Purely for the sake of convenience, the wording used in this document assumes that you are a paralegal working in a solicitors' firm. However the Standards are still relevant to most paralegals doing compatible legal work in other kinds of organisation because they focus on the core skills, abilities and knowledge required of all paralegals, rather than on the expertise needed to work in a particular practice-area or for a particular type of employer.

The main purpose of the IOP Standards for Paralegals is to provide clear and consistent benchmarks to aid with the recruitment, training, appraisal and career development of paralegals. These Advanced Level Standards list the things that the profession expects from you as a competent paralegal at the Qualified Paralegal stage of your career

2. Am I recognised as a paralegal for the purposes of these Standards?

Outside of the Route to Qualification career path for professional paralegals offered by the Institute, there is no consistent use of job titles for paralegals. Numerous different job titles are used, and even when the same job title is used, the underlying job and its responsibility/authority may be completely different.

You can consider yourself to be a paralegal if you frequently do legal work (also known as practice law) which a lawyer would expect to be asked to do, be willing to do it, and in respect of which, he/she would normally charge a client.

The paralegal role hinges on your doing actual legal work (i.e. practising law), regardless of whether you do it on a paid or voluntary basis, and regardless of whether you charge for your services or not. We distinguish the paralegal role

from the secretarial role and the clerical/administrative role of legal assistants: both of which have their own sets of Standards.

3. Professional conduct obligations

These Standards incorporate the core professional conduct obligations imposed upon paralegals working for solicitors' firms and have been vetted with the kind assistance of the Solicitors Regulation Authority ("SRA").

The SRA professional conduct requirements are still relevant to you even if you do not work for a solicitor, because the SRA requirements are quite general and constitute best practice and, where appropriate, judicial expectation.

4. Possible additional standards

Please speak to your line/HR manager before using these Standards as there may be additional internal standards that your organisation also needs you to comply with.

5. Are you using the most up-to-date edition?

The paralegal role is changing rapidly. Therefore these Standards will be updated as required, so please ensure that you have the latest version. **This is the May 2010 edition.**

By visiting www.LegalStandards.org you can check whether this edition is the most recent version. Please also visit that web-site if you would like to subscribe to our automatic update notification service.

6. General

Please follow your organisation's guidance on how these standards are to be used.

When following these standards we have assumed that:

- You will know of any relevant internal procedures that your organisation has;
- You will interpret and apply these standards only to the extent of your job remit and authority, e.g. Client Relations, P3-CR2 on page 9 ("*Comply with any internal Know-Your-Client procedures*") applies only as far as those procedures are relevant to your job and responsibilities. It does not oblige you to take on responsibility for ensuring that all the procedures have been followed if that is someone else's job;
- You appreciate that you are expected to apply these standards courteously, promptly, professionally and competently.

Paralegals at Qualified Paralegal level of seniority are expected to demonstrate common sense and judgment, and to:

- Receive instructions and act upon them independently;
- Act autonomously in the management of your caseload, seeking advice when necessary

7. Blanks

You may see that some individual standards just say "[Blank]". This means that the relevant standard is in use in either the Introductory or Intermediate Levels, but is not relevant to you working on the Advanced Level. However we have left the individual standard in, to enable easy comparison between the three levels.

8. For more information on these standards or to give feedback

For more information please speak with your HR or line manager in the first instance. Otherwise please:

- Visit the Institute's legal standards web-site at www.LegalStandards.org

- Email standards@theiop.org
- Call (+44) (0)20 7099 9122

If you have any comments, feedback or suggestions for improving these standards we would love to hear from you – contact details as above.

9. Keep up-to-date with paralegal matters

The paralegal world is fast changing. To keep up-to-date with events that may affect your practice, employment or career then subscribe to receive the Institute’s free monthly e-journal, *The Paralegal*.

To subscribe, and to view recent past editions, please visit www.TheParalegal.org or to just subscribe, e-mail your name and address to newsletter@theiop.org. If you wish to subscribe on behalf of your colleagues, students or clients, that is fine too.

QUALIFYING AS A PARALEGAL

Turning a job into a career; an occupation into a profession

You become a paralegal by getting a job as a paralegal. You do not need any particular qualification and you do not need to be a member of the Institute of Paralegals. However, if you want to be a professional paralegal, i.e. a legal professional; if you want to have a career rather than a job; if you want to be part of a profession rather than just having an occupation; and if you want to be acknowledged as a professional legal practitioner, then you need to join the Institute and work towards Qualified Paralegal status.

This is because anyone can call themselves a paralegal, regardless of experience, training or ability. This means that the term ‘paralegal’ is hazy and does not command much respect from legal professionals, clients, the courts etc. The alternative is to become a recognised legal professional by following the Institute’s national career path with its Paralegal Code of Conduct, Continuing Professional Development requirements, IOP Competency Standards and recognised professional designations.

The Institute offers professional paralegal a recognised career path. It is a four-stage career path:

Affiliate: this grade of Institute membership is for aspiring paralegals who do not yet do legal work

Associate: this grade of Institute membership is for practising paralegals who have less than four years good practice experience. Effectively this is the apprenticeship/trainee stage

Certified Paralegal: this grade of Institute membership is for experienced practising paralegals. To achieve Certified Paralegal status you typically need a minimum of four years solid practice experience. People with certain legal qualifications need only two years’ experience and LPC graduates need only one years’ experience. Effectively this is confirmation of "flying hours". Certified Paralegal status makes you a full member of the Institute, allowing you to also use the letters M.Inst.Pa after your name.

Qualified Paralegal: this grade of Institute membership is for the top practising paralegals. To achieve Qualified Paralegal status you need to meet all of the criteria for Certified Paralegal status and have passed a Mandatory Course. This is necessary because Qualified Paralegal status tells legal professionals, clients and others that you are competent (by dint of having passed examinations). Qualified Paralegal status makes you a Fellow of the Institute, allowing you to also use the letters F.Inst.Pa after your name. You can apply to join today: visit www.theIOP.org.

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ADVOCACY

As you are at the Qualified Paralegal level of seniority, and dependent upon your practice area, you may be expected to have advocacy experience and advocacy responsibilities. Generally speaking, if your practice area involves litigation you will be expected to be able to:

- A. Develop a case presentation strategy and agree it with your client
- B. Take a proactive role in the preparation and conduct of hearings
- C. Understand the rules of evidence and procedure of relevant dispute resolution forums
- D. Speak and question effectively and persuasively

Specifically this is what the National Competency Standards for Paralegals (Advanced Level) require you to be able to do:

-
- P3-A1 Analyse a complex matter and assess the strengths and weaknesses of each party's case, including where appropriate, the opponent's evidence
 - P3-A2 Prepare a case summary and chronology for presentation to a court, tribunal or other forum
 - P3-A3 Develop a case presentation strategy
 - P3-A4 Identify, analyse and assess the specific communication skills and techniques of advocates
 - P3-A5 Prepare a case for trial
 - P3-A6 Demonstrate an understanding of the purpose, techniques and tactics of examination, cross-examination and re-examination to adduce, rebut and clarify evidence
 - P3-A7 Present a coherent submission based upon facts, general principles and legal authority in a structured, concise and persuasive manner
 - P3-A8 Demonstrate an understanding of the ethics, etiquette and conventions of advocacy
 - P3-A9 Conduct a hearing
 - P3-A10 Demonstrate an understanding of the impact of the European Convention for the Protection of Human Rights and Fundamental Freedoms and the Human Rights Act

P3-A11 Know your rights of audience

End

APPLICATION OF LEGAL EXPERTISE

As a paralegal at the Qualified Paralegal level of seniority, you are expected to have significant legal expertise in your practice area.

This is what the National Competency Standards for Paralegals (Advanced Level) require you to be able to do:

P3-AL1 Know the law and procedure in your practice area as appropriate for your level of seniority

P3-AL2 Apply your legal expertise to the matters you handle

P3-AL3 Develop your knowledge of relevant law and procedure

P3-AL4 Understand when it is appropriate to seek assistance on a matter

P3-AL5 [Blank]

End

BUSINESS AWARENESS

As paralegals at the Qualified Paralegal grade interact with clients, you are expected to have a good understanding of the commercial nature (if any) of your organisation.

This is what the National Competency Standards for Paralegals at the Advanced Level require you to be able to do:

- P3-BA1 Understand the structure of your organisation and how it derives its income/funding
- P3-BA2 Understand the structure of your department/team
- P3-BA3 Where relevant to the matter, understand the business/other activity of your clients and the environment in which they operate sufficiently to allow you to anticipate their likely needs and problems
- P3-BA4 Identify ways to do your work appropriately so that costs are minimised and income maximised
- P3-BA5 Understand in detail how your organisation charges for the work you do
- P3-BA6 Understand how your clients obtain their income/receive funding
- P3-BA7 Discuss with your clients whether there are other matters that your organisation can assist them with
- P3-BA8 Identify any opportunities to cross refer clients to other parts of your organisation, and discuss it with colleagues
- P3-BA9 Tell the appropriate colleague if you identify any genuine opportunity for your organisation to acquire a new client. If it is a potential new client for your department present a proposal to your line manager on how to proceed

End

CLIENT RELATIONS

At the Qualified Paralegal level of seniority, good client relations are primarily about three things:

- A. The way you treat your clients and the attitude you display when dealing with them;
- B. Your application of your organisation's policies on dealing with potential and existing clients;
- C. As a legal practitioner having contact with clients, acting in an appropriate and professional manner and taking personal responsibility for client care in your dealings with your clients.

This is what the National Competency Standards for Paralegals at the Advanced Level require you to be able to do:

-
- | | |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| P3-CR1 | Get background information about the client, their business (where relevant) and the issue they are consulting you on |
| P3-CR2 | Comply with any internal Know-Your-Client procedures |
| P3-CR3 | Comply with any internal guidelines and professional conduct obligations relating to new clients |
| P3-CR4 | Identify your client's expectations and manage them |
| P3-CR5 | Keep your client updated as the matter progresses, and comply with professional conduct obligations, particularly with respect to costs if relevant |
| P3-CR6 | Ensure that colleagues are kept up-to-date where necessary as the matter progresses |
| P3-CR7 | Act in a professional and courteous manner when dealing with clients, potential clients and third parties and always project a positive image of your organisation |
| P3-CR8 | Work in accordance with internal policies and procedures relating to client relations |
| P3-CR9 | Seek client feedback and receive it in a professional manner. Respond to it as appropriate |
| P3-CR10 | Know your organisation's complaints procedure and discuss with your line manager any situations where it might need to be invoked |
| P3-CR11 | React to your clients in a professional manner that takes into account the situation and context |

P3-CR12 Update your organisation's client database as necessary

P3-CR13 Acknowledge enquiries from potential clients courteously and professionally and pass them on without delay to the appropriate person

P3-CR14 Promote clients' confidence and trust through an organised, focussed and professional approach to your relationship with them

End

COMMUNICATION

The ability to communicate clearly, concisely and accurately is one of the most important skills a Qualified Paralegal needs. The need for this ability increases as the matters handled become more complex.

This is what the National Competency Standards for Paralegals at the Advanced Level require you to be able to do:

- P3-C1 Identify the outcome you wish to achieve from a proposed communication
- P3-C2 Communicate in a logical, clear, succinct and, where appropriate, persuasive manner
- P3-C3 Tailor your style of communication having regard to the circumstances and the recipient
- P3-C4 Demonstrate sensitivity to clients' and other recipients' diversity and to any vulnerability or disadvantage, and make appropriate adaptations to the style and content of your communications
- P3-C5 Use plain English in all communications and adhere to your organisation's house-style
- P3-C6 Adopt a courteous and professional tone in all your communications
- P3-C7 Know what information needs to be transmitted to, and obtained from, clients and third parties and when
- P3-C8 Address all factual, legal and other issues as necessary
- P3-C9 Make a contemporaneous file note of all oral communications where appropriate
- P3-C10 Comply with your organisation's policies on the sending and filing of e-mails
- P3-C11 Take responsibility for the reliability of your communications, highlighting caveats and reservations where appropriate
- P3-C12 Where appropriate, monitor communications by team members reporting to you and coach them as necessary

End

INTERVIEWING AND ADVISING

At the Qualified Paralegal level of seniority when interviewing and advising you are expected to:

- A. Achieve your instructions and the expected outcomes
- B. Manage your client's needs and expectations
- C. Interview and advise competently
- D. Record interviews and advice given and initiate follow up action as necessary

This is what the National Competency Standards for Paralegals at the Advanced Level require you to be able to do:

- P3-IA1 Identify the purpose, context and required outcome of the interview/advice session
- P3-IA2 Identify all legal, factual and conduct issues arising
- P3-IA3 Identify all the documentation and information you need to prepare properly
- P3-IA4 Plan and manage the interview/advice session and its environment
- P3-IA5 Use effective listening and questioning techniques
- P3-IA6 If appropriate identify the needs, concerns and goals of the interviewee/advisee and tailor your approach accordingly
- P3-IA7 Identify, agree and record any necessary caveats (e.g. session is without prejudice) at the outset of the session
- P3-IA8 Identify and expand upon important information and issues
- P3-IA9 If appropriate, identify, explain and discuss possible courses of action and the implications with the interviewee/advisee
- P3-IA10 Treat the interviewee/advisee with courtesy and respect
- P3-IA11 Record the interview/advice session in accordance with your organisation's guidelines

P3-IA12 Be able to conclude the session appropriately: giving advice, instructions and details re next steps where Required

End

MANAGING OTHERS

At the Qualified Paralegal level of seniority you are expected to be able to manage/supervise others.

This is what the National Competency Standards for Paralegals at the Advanced Level require you to be able to do:

- P3-MO1 Actively manage your team
- P3-MO2 Manage your team's workload
- P3-MO3 Set objectives for your team and update as necessary
- P3-MO4 Manage your team's activities so as to meet billing and other targets
- P3-MO5 Manage your team's activities is to meet any relevant Lexcel/other quality mark requirements
- P3-MO6 Give regular feedback on performance to individuals and the team as a whole
- P3-MO7 Support team members to achieve objectives, and give recognition when met
- P3-MO8 Resolve problems effectively
- P3-MO9 Identify any skills gaps in your team and discuss with your line manager
- P3-MO10 Provide training, coaching guidance where required
- P3-MO11 Periodically review your team's performance and, where appropriate, suggest changes
- P3-MO12 Be aware of and apply the HR policies relevant to you as a manager
- P3-MO13 Be aware of, and ensure compliance with, any professional conduct obligations relevant to you as a manager
- P3-MO14 Identify situations when you need to seek guidance on HR, people management or regulatory issues
- P3-MO15 Help foster within a team and atmosphere of continuous learning, development and improvement

NEGOTIATING

At the Qualified Paralegal level of seniority you are expected to be able to conduct negotiations.

This is what the National Competency Standards for Paralegals at the Advanced Level require you to be able to do:

- P3-N1 Identify the purpose, context and required outcome of the negotiation
- P3-N2 Understand the main legal, factual and conduct issues arising
- P3-N3 Identify all documentation and information you need to prepare properly
- P3-N4 Demonstrate the ability to plan and manage the negotiation and its environment
- P3-N5 Be able to exploit the strengths and weaknesses of the matter from each party's perspective
- P3-N6 Be able to exploit the legal strengths and weaknesses of the matter from each party's prospective
- P3-N7 Demonstrate an ability to devise successful negotiation strategy and tactics
- P3-N8 Be able to document the negotiations and any resolution and discuss it with your client in the way that he/she understands
- P3-N9 Analyse the outcome manager and identify appropriate next steps
- P3-N10 Treat other parties in the negotiation with courtesy and respect

End

PRACTICAL LEGAL RESEARCH

Being able to undertake effective legal research is an important paralegal skill, especially at the Qualified Paralegal level.

This is what the National Competency Standards for Paralegals at the Advanced Level require you to be able to do:

- P3-PL1 Know where and how to access information about your practice area
- P3-PL2 Know the required outcome before commencing
- P3-PL3 Establish if there is a deadline, and meet it
- P3-PL4 Compile research findings citing sources, conclusions and caveats and present in a format most suitable for the intended recipient
- P3-PL5 Where appropriate save or record research so your colleagues can benefit from it
- P3-PL6 Identify if time spent on research is chargeable and, if so how much and upon what basis
- P3-PL7 Advise more junior colleagues on where and how best to research in your practice area

End

PROFESSIONAL CONDUCT

As a paralegal at the Qualified Paralegal level you are a respected legal practitioner and are expected to act in compliance with any obligations imposed by law, regulatory bodies, the Institute (if a member) and your organisation.

This is what the National Competency Standards for Paralegals at the Advanced Level require you to be able to do:

- P3-PC1 You must provide a good standard of client care and work, exercising competence, skill and diligence
- P3-PC2 Conduct yourself so that clients are able to place their trust in you
- P3-PC3 Keep the affairs of your organisation's clients and former clients confidential
- P3-PC4 Keep your organisation's business confidential
- P3-PC5 Demonstrate that you can ensure that there are no conflicts of interest when taking instructions
- P3-PC6 Act at all times in a non-discriminatory manner and comply with your organisation's equality and diversity policies
- P3-PC7 Understand your organisation's anti-money-laundering policies to the extent that they apply to your work
- P3-PC8 Know the limits of your authority and seek guidance when uncertain
- P3-PC9 Act in a professional manner at all times

End

SELF AWARENESS AND DEVELOPMENT

As a senior legal practitioner at the Qualified Paralegal level, you will be expected to play an active role in discussing with your organisation your job, the skills you need for it, and how you can best develop those skills and your career.

This is what the National Competency Standards for Paralegals at the Advanced Level require you to be able to do:

- P3-SA1 Evaluate the strengths and weaknesses of your professional skills and knowledge
- P3-SA2 Be aware of changes to internal procedures and relevant compliance and regulatory obligations
- P3-SA3 Reflect on experiences and mistakes so as to improve your future performance
- P3-SA4 Periodically ask for constructive feedback about your performance. Consider issues identified and have a follow-up discussion with your line manager about how to improve your performance
- P3-SA5 Identify the training and development you need to do your job more effectively and to further develop your career. Plan and where possible effect those improvements
- P3-SA6 Keep a record of your progress and achievements in meeting these standards
- P3-SA7 Be aware of the limits of your ability and seek guidance when asked to work beyond them
- P3-SA8 Contribute positively to any appraisal program you are involved in

End

WORKING WITH OTHERS

As a senior practitioner at Qualified Paralegal level, you need the ability not just to work well with your colleagues, but also to influence them positively. You are under an obligation to work and interact with colleagues in a professional and courteous manner and to remember that junior colleagues may often look to you to guidance as to how to behave.

This is what the National Competency Standards for Paralegals at the Advanced Level require you to be able to do:

-
- P3-WO1 Treat colleagues with respect and professionalism
 - P3-WO2 Appreciate your own role and responsibilities and recognise those of others
 - P3-WO3 Demonstrate a commitment to your job and your organisation
 - P3-WO4 Co-operate with, support and share information with colleagues to further your organisation's objectives
 - P3-WO5 Read staff communications issued by your organisation and support new initiatives
 - P3-WO6 Promote good team relations
 - P3-WO7 Identify situations where the support of colleagues is needed and discuss with them
 - P3-WO8 Demonstrate awareness of the impact of your behaviour and actions on colleagues
 - P3-WO9 Where appropriate provide guidance to junior colleagues about acceptable behaviour and team working

End

WORKLOAD MANAGEMENT

In a work environment that is often hectic, frequently pressured and always changing, the ability to be well-organised and to manage your workload is essential – and expected of paralegals at Qualified Paralegal level.

This is what the National Competency Standards for Paralegals at the Advanced Level require you to be able to do:

-
- P3-WM1 Provide a good standard of work, exercising competence, skill and diligence
 - P3-WM2 Plan and prioritise your work through use of a diary, 'to-do' list and effective time management techniques
 - P3-WM3 Set realistic timescales, re-prioritising other work as necessary
 - P3-WM4 Liaise regularly with your line manager about your workload and availability
 - P3-WM5 Meet deadlines or give a warning to the client as soon as reasonably possible that a deadline is causing difficulty and identify an alternative delivery date
 - P3-WM6 Give clear deadlines to third party service providers and monitor their compliance
 - P3-WM7 Record work done as necessary for compliance, billing and file management purposes
 - P3-WM8 Know the workload that you can safely handle and notify your line manager when you feel that this is being exceeded
 - P3-WM9 Delegate work effectively where possible
 - P3-WM10 Manage your workload to best ensure that matters are resolved in a timely manner
 - P3-WM11 Where relevant, regularly review and manage workloads within your team

End

WRITING AND DRAFTING

As a senior paralegal at the Qualified Paralegal level, you should have developed skills in the preparation and drafting of correspondence and a range of documents.

You should be able to formulate and present a coherent piece of writing based upon facts, general principles and legal authority, in a structured, concise and where appropriate, persuasive manner.

This is what the National Competency Standards for Paralegals at the Advanced Level require you to be able to do:

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- | | |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| P3-WD1 | You know which letters, forms and documents are commonly used in your practice area and have an understanding of why and when they are required |
| P3-WD2 | You can draft the letters and documents commonly used by paralegals at your level of seniority in your practice area |
| P3-WD3 | You can identify the need for and purpose of the documents you draft |
| P3-WD4 | Be able to use precedents and look to add to your organisation's precedent bank where appropriate |
| P3-WD5 | Be able to draft documents in a form and structure appropriate to the parties, circumstances, good practice and law |
| P3-WD6 | Be able to write in plain grammatical English, in a style appropriate to the circumstances and recipient |
| P3-WD7 | Know the documents in your practice area that require stamping, registration etc to be valid. Know how to do this |
| P3-WD8 | Be able to critically review and respond to letters, forms and documents received from clients and third parties |
| P3-WD9 | Comply with any internal guidelines relating on writing/drafting style/format |
| P3-WD10 | Assist more junior colleagues |

End

NOTES
(NOT PART OF THE STANDARDS)

A. Assistance in creating these standards

The following organisations are either (a) on/were on the main IOP Competency Standards Working Party that helped finalise these standards, or (b) requested a watching brief. Their assistance is much appreciated:

1. Berrymans Lace Mawer	37. Legal Services Board
2. Birmingham City University Law School	38. Legal Services Commission
3. Blackburn College	39. Legal Services Ombudsman
4. Bond Pearce LLP	40. Manches LLP
5. Buckles Solicitors LLP	41. Mayo Wynne Baxter LLP
6. Charles Russell	42. Mills Reeve
7. Central College Glasgow	43. Ministry of Defence
8. Cobbetts	44. Ministry of Justice
9. Compliance Recruitment Solutions	45. Morgan Cole
10. Council for Administration	46. Munday's LLP
11. Crown Prosecution Service	47. Nick Peterken, solicitors
12. Dawsons	48. Norton Rose
13. Denton Wilde Sapte	49. New York City Paralegal Association
14. Dickinson Dees LLP	50. Pinsent Masons
15. Edwards Angell & Palmer Dodge LLP	51. Platinum Training Solutions
16. Eversheds	52. Police National Legal Database
17. Farrer & Co.	53. Potter Farrelly & Associates
18. Field Fisher Waterhouse LLP	54. Reed Smith
19. Finers Stephens Innocent LLP	55. Resolution
20. Fox Williams LLP	56. Shakespeare Putsman LLP
21. Gide Loyrette Nouel	57. S J Berwin LLP
22. Halliwells	58. Scottish Paralegal Association
23. Harvey Ingram LLP	59. University of Lincoln Law School
24. HBJ Gateley Wareing LLP	60. Shearman & Sterling
25. Herbert Smith LLP	61. Shepherd Evans
26. HR in Law	62. Simmons & Simmons
27. Jacobs Solicitors	63. Skills for Justice
28. Keoghs LLP	64. Solicitors Regulatory Authority
29. Land Registry	65. Taylor & Emmet
30. Law Society of England & Wales	66. Taylor Vinters
31. Law Society of Scotland	67. Thompsons
32. Law South	68. Thomson Snell & Passmore
33. LawNet	69. TLT solicitors
34. Legal & Contract Services Limited	70. University of Lincoln
35. Legal Education & Training Group	71. University of Westminster
36. Legal Secretaries of DC	72. Weightmans
	73. Wragge & Co.

B. Updating these standards

These Standards are reviewed and updated as necessary to ensure that they reflect current practice. If your organisation wishes to become a member of the IOP Competency Standards Working Party, or to have a watching brief, please contact us.

C. Contacting the Institute

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D. Copyright

The standards are copyrighted. They can be copied and used without the prior permission of the copyright owner, the Institute of Paralegals, provided that (a) the Institute's copyright is acknowledged in a reasonably prominent way, (b) they are not offered in whole or part as an element of a paid service or product.

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End