

# ATTORNEY SUPERVISOR

Schematic Code 11454 (30005012)

## I. DESCRIPTION OF WORK

Positions in this banded class supervise a section or unit of attorneys and support staff. Attorney Supervisors perform the full range of legal services for the State. The legal services that attorneys perform as advisors, writers, negotiators or advocates to State clients include: advising clients about their rights and obligations; negotiating on behalf of clients; reviewing and drafting legal documents, memoranda, opinions, legislation and administrative rules; and appearing before State and federal trial courts, appellate courts and administrative tribunals. Positions in this banded class provide opinions on North Carolina and federal law to public boards and officers who are not clients. Positions provide information to the public about North Carolina law. Must be licensed to practice law in North Carolina.

## II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Progression through the functional competencies and the assigned overall competency level (C, J, A) of the Attorney Supervisor is dependent on the complexity of the work section or unit supervised. The complexity of a supervisor's work section or unit is affected and determined by factors such as: the subject matter(s) of legal issues typically handled by the unit; the jurisprudential and precedential significance of the legal issues; the financial impact of the legal issues; the public policy concerns; the consequences of adverse results; the sophistication and number of forums for adjudication of matters; the sophistication and number of other parties; the number of claims and defenses typically involved in a matter; the complexity and nature of evidence used and the need for expert testimony or outside witnesses; the number of clients; the caseload volume; the number of attorneys and support staff managed; the number of subordinate supervisors; the amount of legislative drafting and legislative consultation involved; the amount of media attention typically focused on the unit or clients; the amount of public contact; and whether the unit routinely handles work at the trial level, appellate level, or both.

<b>Contributing</b>	<b>Journey</b>	<b>Advanced</b>
Positions at this level supervise a less complex work section or unit.	Positions at this level supervise a work section or unit of moderate complexity.	Positions at this level supervise a more complex work section or unit.

**III. COMPETENCIES**

Competency	Definition
<b>Knowledge - Professional</b>	Legal knowledge and the ability to expand that knowledge through research. Knowledge and understanding of the law and legal principles necessary to provide legal services to the State and understanding of developments and trends in areas of practice. Ability to identify and gather information from legal and related sources.
<b>Litigation</b>	Knowledge, skill, and ability necessary to effectively represent the State and clients in litigation in the trial courts and other administrative tribunals.
<b>Appellate Advocacy</b>	Knowledge, skill, and ability necessary to represent the State and clients efficiently and effectively in the appellate courts.
<b>Counseling and Advising</b>	Ability to provide independent legal advice and counsel. Knowledge of client programs, organization and culture.
<b>Communication</b>	Ability to convey oral and written information to individuals and groups effectively.
<b>Negotiation and Advocacy</b>	Skill and ability needed to effectively develop and present the client's interests in all matters.
<b>Planning and Organizing</b>	Ability to develop plans to accomplish work operations and objectives. Ability to arrange and assign work to use resources efficiently. At the advanced level, ability to conduct strategic planning to develop plans, organizational structures, and systems to fulfill legislative or mission driven organizational goals.
<b>Managing Work and Performance</b>	Ability to establish work rules and acceptable levels of quality and quantity of work. Ability to review work, measure performance of others, and facilitate individuals' competencies.
<b>Human Resources Management</b>	Ability to recruit, select, develop, counsel, discipline, and evaluate performance of employees. Ability to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures.
<b>Career Development</b>	Ability to plan and support the development of others using a competency based system. Ability to identify skills and abilities to fulfill current or future job or role responsibilities more effectively.
<b>Resource Management</b>	Ability to provide strategic oversight for resource management matters, including allocation of staff, assignment of case responsibilities, and tactical support. Ability to monitor case activities on an ongoing basis to ensure that clients are efficiently and effectively represented.
<b>Organizational Awareness and Commitment</b>	Understanding of and commitment to your organization's mission, how specific work units function and relate to other units, and the resources available to provide legal services to the State.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

**IV. COMPETENCY STATEMENTS BY LEVEL**

**Knowledge – Professional**

Legal knowledge and the ability to expand that knowledge through research. Knowledge and understanding of the law and legal principles necessary to provide legal services to the State and understanding of developments and trends in areas of practice. Ability to identify and gather information from legal and related sources.

<b>Contributing</b>	<b>Journey</b>	<b>Advanced</b>
<p>Satisfactory legal knowledge of practice area and procedural knowledge necessary to provide basic legal services to assigned client.</p> <p>Ability to identify legal issues, conduct legal research, and analyze the law.</p> <p>Ability to conduct factual research and gather and analyze information from related sources.</p>	<p>Comprehensive knowledge of the laws and principles governing one or more complex areas of practice. Ability to follow developments and trends in areas of practice.</p> <p>Ability to conduct legal research and analyze the legal issues in moderately complex issues.</p> <p>Ability to conduct factual research and gather and analyze information from related sources in moderately complex issues.</p>	<p>Highest level of legal knowledge applicable to providing a broad range of legal services to the State. Ability to serve as a professional resource to peers.</p> <p>Ability to conduct legal research and analyze the law in novel or complex issues.</p> <p>Ability to conduct factual research and gather and analyze information from related sources in novel or complex issues.</p>

Note: Progression through the functional competencies is based on demonstration of the legal skills and abilities needed to handle increasingly complex legal assignments and cases, and, in fact, the handling increasingly complex legal assignments and cases. The complexity of a legal assignment or case is affected and determined by factors such as: the legal issues involved, the existence of defined precedent, and the jurisprudential significance of those issues to the State; public policy concerns and the consequences of an adverse result; the sophistication and number of forums involved; the sophistication and number of parties involved; the number of claims and defenses involved; the complexity and nature of the facts and the need for expert testimony to resolve technical issues; the level of creativity and original thinking required in the analysis of the case; the extent of discovery and pretrial motions; the need for and complexity of a hearing and length of trial to resolve legal or factual issues; and whether the trial is a bench or jury trial.

**Litigation**

Knowledge, skill, and ability necessary to effectively represent the State and clients in litigation in the trial courts and other administrative tribunals.

Contributing	Journey	Advanced
<i>Strategic Case Planning and Management</i>		
Ability to analyze case and research, plan, develop, and execute an effective litigation strategy to achieve desired result.	Ability to analyze case and research, plan, develop, and execute an effective litigation strategy to achieve desired result in moderately complex cases.	Ability to analyze case and research, plan, develop, and execute an effective litigation strategy to achieve desired result in novel or complex cases.
<i>Initial/Responsive Pleadings</i>		
Ability to investigate and draft basic factual and legal claims and defenses.	Ability to investigate and draft moderately complex factual and legal claims and defenses.	Ability to investigate and draft complex factual and legal claims and defenses.
<i>Discovery</i>		
Ability to draft standard written discovery. Ability to review, analyze, and respond to requests. Skill in conducting depositions.	Ability to draft moderately complex discovery requests. Ability to review, analyze, and respond to discovery or discovery from multiple parties on moderately complex issues or facts. Skill in conducting depositions in moderately complex cases. Ability to conduct and respond to discovery of experts. Ability to conduct and respond to discovery in multiple jurisdictions.	Ability to draft novel or complex discovery requests in protracted or voluminous cases. Ability to review, analyze, and respond to voluminous discovery or discovery from multiple parties on very complex issues or facts. Skill in conducting depositions on novel issues or complex cases. Ability to conduct and respond to discovery of experts on novel or complex issues. Ability to conduct and respond to complex discovery in multiple jurisdictions.
<i>Motions/Orders</i>		
Knowledge and skill to prepare standard motions and responses. Ability to argue motions. Ability to draft orders.	Knowledge and skill to prepare the appropriate motions and responses involving moderately complex cases. Ability to argue motions in moderately complex cases. Ability to draft moderately complex orders.	Knowledge and skill to prepare the appropriate motions and responses in novel or complex issues. Ability to argue motions in novel or complex cases. Ability to draft novel or complex orders.

**Litigation, cont.**

Contributing	Journey	Advanced
<i>Trials</i>		
<p>Ability to formulate case strategy and arguments.</p> <p>Ability to prepare and organize witnesses and exhibits.</p> <p>Ability to prepare and organize and conduct witness examinations.</p> <p>Knowledge and skill to conduct trials, including delivering opening statements and closing remarks, jury selection and evidentiary objections, in cases involving limited issues and facts.</p>	<p>Ability to formulate case strategy and arguments in moderately complex cases.</p> <p>Ability to prepare and organize witnesses and exhibits in moderately complex cases.</p> <p>Ability to prepare and organize and conduct witness examinations in moderately complex cases.</p> <p>Knowledge and skill to conduct trials, including delivering opening statements and closing remarks, jury selection and evidentiary objections, in moderately complex cases.</p>	<p>Ability to formulate case strategy and arguments in novel or complex cases.</p> <p>Ability to prepare and organize witnesses and exhibits in novel or complex cases.</p> <p>Ability to prepare and organize and conduct witness examinations in novel or complex cases.</p> <p>Knowledge and skill to conduct trials, including delivering opening statements and closing remarks, jury selection and evidentiary objections, in novel or complex cases.</p>
<i>Appellate Awareness</i>		
<p>Ability to build and preserve record for further review.</p>	<p>Ability to build and preserve record for further review in moderately complex cases.</p>	<p>Ability to build and preserve record for further review in novel or complex cases.</p>

**Appellate Advocacy**

Knowledge, skill, and ability necessary to represent the State and clients efficiently and effectively in the appellate courts.

Contributing	Journey	Advanced
<p>Ability to identify legal issues, conduct legal research, and analyze the law.</p> <p>Ability to establish and present a legal position.</p> <p>Ability to analyze and anticipate areas of strength and weaknesses and ability to tailor presentation of legal position to address potential questions.</p> <p>Ability to prepare persuasive appellate briefs and other appellate documents.</p> <p>Ability to conduct appellate oral argument including the ability to listen, analyze, and respond to questions from the appellate courts.</p>	<p>Ability to conduct legal research and analyze the law in moderately complex cases.</p> <p>Ability to develop advanced legal positions in moderately complex cases in the face of sophisticated opposition or inquiry.</p> <p>Ability to analyze and anticipate areas of strengths and weaknesses and ability to tailor presentation of legal position to address potential questions in moderately complex cases.</p> <p>Ability to prepare persuasive appellate briefs and other appellate documents in cases involving moderately complex facts or legal issues.</p> <p>Ability to conduct appellate oral argument in cases involving moderately complex facts or legal issues including the ability to listen, analyze, and respond to questions from the appellate courts in moderately complex cases.</p>	<p>Ability to conduct legal research and analyze the law in novel or complex cases.</p> <p>Ability to develop advanced novel positions in most complex cases of significant interest to the State, in the face of sophisticated opposition or inquiry.</p> <p>Ability to analyze and anticipate areas of strengths and weaknesses and ability to tailor presentation of legal position to address potential questions in the most complex cases.</p> <p>Ability to prepare persuasive appellate briefs and other appellate documents in cases involving novel or complex facts or legal issues.</p> <p>Ability to conduct appellate oral argument in cases involving complex or novel facts or legal issues including the ability to listen, analyze, and respond to questions from the appellate courts in novel or complex cases.</p>

**Counseling and Advising**

Ability to provide independent legal advice and counsel. Knowledge of client programs, organization and culture.

Contributing	Journey	Advanced
<p>Understanding of client's programs and organizational structure.</p> <p>Ability to effectively respond to questions and inquiries involving well-established legal issues and effectively convey consequences of decisions.</p> <p>Ability to identify legal issues and counsel accordingly.</p> <p>Ability to draft informational letters and advisory letters.</p> <p>Ability to assist client in drafting and reviewing routine documents.</p> <p>Ability to draft technical amendments to existing statutes and rules without altering the fundamental legal framework of the client's program.</p> <p>Ability to develop or update and deliver training programs in established areas of law.</p>	<p>Broad understanding of client's programs, objectives and relationship to other work units within client agency.</p> <p>Ability to find creative solutions to questions and inquiries involving moderately complex legal issues with major ramifications.</p> <p>Ability to understand and anticipate legal issues with significant ramification and counsel accordingly.</p> <p>Ability to draft informational letters, advisory letters, and advisory opinions on moderately complex legal issues.</p> <p>Ability to assist client in drafting and reviewing moderately complex documents and ability to determine the legality of client policies and procedures.</p> <p>Ability to draft amendments to statutes and rules that may alter the legal framework of client programs.</p> <p>Ability to modify, develop, and deliver training programs for public, practitioners, or managers. Ability to set goals and use problem-solving and decision-making skills to assess progress toward client/agency goals.</p>	<p>Comprehensive understanding of multiple clients, multiple programs or agencies of the State.</p> <p>Ability to find creative solutions to questions and inquiries involving novel or complex legal issues with major ramifications for the State.</p> <p>Ability to understand and anticipate legal issues with major ramification and counsel accordingly.</p> <p>Ability to draft advisory letters and formal opinions on novel or complex legal issues.</p> <p>Ability to assist client in drafting and reviewing complex documents and ability to calculate short term and long term legal impact of documents upon State.</p> <p>Ability to draft statutes and amendments to statutes and rules which have a broad impact on client programs or create new programs.</p> <p>Ability to identify training needs on emerging issues and develop and deliver programs to public, practitioners, and policy makers.</p>

**Communication**

Ability to convey oral and written information to individuals and groups effectively.

<b>Contributing</b>	<b>Journey</b>	<b>Advanced</b>
<p>Ability to express basic legal concepts and related facts in a clear, concise, and organized manner.</p> <p>Ability to write clear, concise and organized legal documents, letters, and memoranda addressing basic legal concepts and facts.</p>	<p>Ability to express moderately complex legal concepts and related facts in a clear, concise, and organized manner. Ability to modify delivery, language, or content to account for the characteristics and needs of the audience.</p> <p>Ability to write clear, concise, and organized legal documents, letters, and memoranda addressing moderately complex legal concepts and facts.</p>	<p>Ability to express novel or complex legal concepts and related facts in a clear, concise, and organized manner. Ability to modify delivery, language, or content to account for the characteristics and needs of the audience. Ability to respond to probing and critical inquiries.</p> <p>Ability to write clear, concise, and organized legal documents, letters, and memoranda addressing novel or complex legal concepts and facts.</p>

**Negotiation and Advocacy**

Skill and ability needed to effectively develop and present the client's interests in all matters.

Contributing	Journey	Advanced
<p>Ability to analyze case or assignment and research, plan, develop, and execute effective strategy to achieve desired result.</p> <p>Ability to establish and present a legal position.</p> <p>Ability to analyze and anticipate strengths and weaknesses and ability to tailor presentation of legal position to address potential questions.</p> <p>Ability to participate in alternative dispute resolutions and draft settlement agreements.</p> <p>Ability to negotiate enforceable agreements in legal matters.</p> <p>Ability to listen, analyze, and respond to questions, concerns, and legal arguments of all interested parties.</p>	<p>Ability to analyze case or assignment and research, plan, develop, and execute effective strategy to achieve desired result in moderately complex legal matters.</p> <p>Ability to develop advanced legal positions in moderately complex legal matters in the face of sophisticated opposition or inquiry</p> <p>Ability to analyze and anticipate strengths and weaknesses and ability to tailor presentation of legal position to address potential questions in moderately complex legal matters.</p> <p>Ability to participate in alternative dispute resolutions, develop creative solutions, and draft settlement agreements in moderately complex legal matters.</p> <p>Ability to negotiate enforceable agreements in moderately complex legal matters.</p> <p>Ability to listen, analyze, and respond to questions and concerns of all interested parties in moderately complex legal matters.</p>	<p>Ability to analyze case or assignment and research, plan, develop, and execute effective strategy to achieve desired result in novel or complex legal matters.</p> <p>Ability to develop advanced novel positions in the most complex legal matters of significant interest to the State, in the face of sophisticated opposition or inquiry.</p> <p>Ability to analyze and anticipate strengths and weaknesses and ability to tailor presentation of legal position to address potential questions in the most complex legal matters.</p> <p>Ability to participate in alternative dispute resolutions, develop creative solutions, and draft settlement agreements in the most complex legal matters.</p> <p>Ability to negotiate enforceable agreements in novel or complex legal matters.</p> <p>Ability to listen, analyze, and respond to questions and concerns of all interested parties in novel or complex legal matters.</p>

**Planning and Organizing**

Ability to develop plans to accomplish work operations and objectives. Ability to arrange and assign work to use resources efficiently. At the advanced level, ability to conduct strategic planning to develop plans, organizational structures, and systems to fulfill legislative or mission driven organizational goals.

Contributing	Journey	Advanced
Ability to plan and implement the delivery and improvement of services, staffing, and resources. Ability to actively provide oversight to unit.	Ability to plan and implement the delivery and improvement of services, staffing, and resources, some of which may include larger staff, multiple programs or moderately complex or significant legal matters.	Ability to direct higher-level planning, organizing and staffing for complex unit(s). May require the ability to coordinate through subordinates. Ability to contribute to strategic planning.

**Managing Work and Performance**

Ability to establish work rules and acceptable levels of quality and quantity of work. Ability to review work, measure performance of others, and facilitate individuals' competencies.

Contributing	Journey	Advanced
Ability to foster environment that promotes open communication among supervisors, coworkers, and clients.	Ability to utilize experience and judgment to plan and accomplish goals. Ability to measure accomplishments against objectives.	Ability to define strategies and contribute to the unit's mission.

**Human Resources Management**

Ability to recruit, select, develop, counsel, discipline, and evaluate performance of employees. Ability to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures.

Contributing	Journey	Advanced
<p>Ability to manage and direct the work of attorneys.</p> <p>Knowledge of staff availability, skills, and resources to make work assignments.</p> <p>Ability to establish employee work expectations and review performance based on the work plan.</p> <p>Ability to establish good interpersonal relationships through respect, value, and inclusiveness in managing work expectations.</p> <p>Ability to understand and apply Human Resources policies and procedures.</p>	<p>Ability to review staff allocation levels to ensure appropriate staffing of legal issues and cases.</p> <p>Ability to adhere to State and departmental recruitment and selection procedures.</p> <p>Understanding of Career Development Programs and ability to facilitate career development of staff.</p> <p>Ability to understand and comply with performance management policies and procedures.</p> <p>Ability to understand and appropriately apply State and departmental disciplinary policies and procedures.</p>	<p>Ability to participate in the strategic planning process with regard to workforce development issues and trends.</p> <p>Ability to identify knowledge and skills needed of the work unit. Ability to actively promote the retention of skills or future recruitment needs of the unit or section.</p> <p>Understanding of clients' needs and ability to make staffing decisions in order to match these needs and the necessary employee skills to allow for a collaborative working relationship.</p>

**Career Development**

Ability to plan and support the development of others using a competency based system. Ability to identify skills and abilities to fulfill current or future job or role responsibilities more effectively.

Contributing	Journey	Advanced
<p>Ability to assess employee skills and conduct performance management reviews. Ability to coach and mentor. Ability to facilitate the career path of employees within unit.</p>	<p>Ability to coach and facilitate the enhancement of employee skills as appropriate to the needs of unit(s). Ability to manage resources effectively to provide for employee training and growth.</p>	<p>Expertise in mentoring, coaching, and managing total skill set of unit. Skill in actively seeking resources and opportunities for employee training and growth.</p>

**Resource Management**

Ability to provide strategic oversight for resource management matters, including allocation of staff, assignment of case responsibilities, and tactical support. Ability to monitor case activities on an ongoing basis to ensure that clients are efficiently and effectively represented.

Contributing	Journey	Advanced
Ability to manage caseloads. Ability to manage resources and personnel and direct implementation efforts to completion.	Ability to manage in situations involving larger staff, multiple programs, or moderately complex or significant legal matters. Ability to demonstrate initiative in solving unexpected problems associated with these cases.	Ability to oversee and manage in situations involving larger staff, multiple programs, or complex, novel or significant legal matters.

**Organizational Awareness and Commitment**

Understanding of and commitment to your organization's mission, how specific work units function and relate to other units, and the resources available to provide legal services to the State.

Contributing	Journey	Advanced
Basic understanding of role of the work unit and services provided to the client. Basic understanding of resources within the work unit. Basic understanding of agency policies and procedures.	Broad understanding of the role of the division and services provided to the clients. Broad understanding of resources within the division. Broad understanding of agency policies and procedures.	Comprehensive understanding of the role of the agency and services provided to the clients and State. Comprehensive understanding of resources within the agency and other State agencies. Comprehensive understanding of agency and State policies and procedures.

**V. MINIMUM TRAINING & EXPERIENCE**

Licensed to practice law in the State of North Carolina.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.