



Photograph of El Morro fort by Luis A. Muñoz

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Knowledge is Power: Using Data to Raise Your Profile

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Data, Data, Data

Who?

What?

When?

Where?

How?



Why Bother with Data Collection?

- Strategic planning and decision making
- Increase visibility
- Increase efficiency and improve processes
- Compare/contrast with competition or national statistics
- Career progression
- Additional support
- Recognition
- Self Evaluation

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How to Keep Data: Office Stats and Firmwide Stats

Name	Gender	Lateral/ Entry-Level	Minority	School/Year	Office	Start Date	Practice Area	Comp. Level
GPA	Headhunter/ Referral	Fee Paid	Previous Firm	Home State	Significant Cities	Law Review	Bar	Judicial Clerkship

Examples of Useful Lists:

- Judicial Clerkship List
- Gender and Ethnicity
- Breakdown by Departments
- Breakdown by Level or J.D. Year
- Search Firm Fees

Helpful Hint: Keep hard copies of the NALP Directory of Legal Employers and Law Schools so that you can refer back to it for comparison statistics.

Attrition Stats

Name	Gender	Lateral/ Entry Level	Minority	Office	Position	Practice Area	Date Left Firm	New Firm/ Location	Start and End Date	Length of Time With Firm
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- Keep track of WHY
- Include gender and diversity
- Note a reduction in force as needed

Helpful Hint: When you do an Exit Interview, make a note of where the attorney is going and include this on your attrition document.

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Snapshot of Fall 2005 Class

Attorney Name (Tenure)	City	Where They Went	Why They Left
John Baker (1.75)	Los Angeles	Jackson DeMarco	Wanted smaller firm
Millie Borrelli (1.5)	Washington	Preston Gates	Unhappy at current firm
Joyce McCormack (2)	Atlanta	Kessler & Schwarz	Moved with partner
Sara Daugherty	Atlanta	Here	
Lilly Dawson	Los Angeles	Here	
Frank Floyd (4)	Atlanta	Parker Poe (SC)	Unhappy with current firm
Brooke Gilden (1)	Washington	Jud. Clerkship	
Danny Girard (1.5)	Washington	Preston Gates	Moved with team
David Glick (5)	Washington	Kirkpatrick & Lockhart	Wanted smaller firm
Karen Hall (2.75)	Washington	Unknown	
Meredith Johnson (4.5)	Washington	Schnader Harrison in Pittsburgh	Moved to Pennsylvania

Summary: 11 associates in the Fall 2005 class, 55% left within the first 3 years. From *Beyond the Bidding Wars, 2000*, 38.3% leave within 3 years. *NALP Foundation Update on Associate Attrition 2008, 2009* shows 49% leave within 3 years.

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Fall Class 2005- Attrition

	How Many Departed?	Cumulative %	NALP Statistic
End of Year 1 (2006)	1	(1 left/11 total) 9%	4%
End of Year 2 (2007)	5	(6/11) 55%	25%
End of Year 3 (2008)	2	(8/11) 73%	49%
End of Year 4 (2009)	0	73%	68%
End of Year 5 (2010)	1 (to date)	(9/11) 82%	N/A

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Where Do Associates Go?

Year	Left with Plans to Return	In-House	Another Firm	Size: 0-50 Attys	Size: 51-100 Attys	Size: 101-500 Attys	Solo	Judicial Clerk or Govt	Left Legal Prof or Retired	Relo	Unknown Other
2008	0%	22%	40%	29%	51%	20%	3%	8%	11%	3%	13%
2007	0%	23%	44%	52%	23%	25%	2%	5%	8%	5%	13%
2006	3%	13%	58%	43%	19%	38%	3%	3%	7%	2%	11%

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Calendar Year Departure Tracking

2009 Year to Date Attorney Arrivals/Departures

PARTNERS (125 total on 1/1/09)	
Arrivals (6)	Departures (7)
Benjamin Edens (01/01)*	Arthur Jones (04/30) – Gray Plant Mooty (DC)
James Hernandez (01/22)*	Peter King (04/30) – Gray Plant Mooty (DC)
James Sloan (02/12) (rehire)	Andrew Ryan (05/08) – Retired
James Cistern (02/17)*	Rodney Gifford (06/30) – Retired
Eric Miller (03/14)*	Edison Huffatt (08/01) – Sabalco Corporation (DC)
David Garrison (03/16)*	Brian Nolan (09/30) – US GAO (DC)
	Craig Best (12/30) – Started Solo Practice (MD)
OF COUNSEL (22 total on 1/1/09)	
Arrivals (1)	Departures (1)
Adam West (05/19)*	Barbara Fernan (04/01) – Retired
SPECIAL COUNSEL (6 total on 1/1/09)	
Arrivals (0)	Departures (2)
	Jennifer Jones (09/01) to Consulting Counsel
	Seth Best (09/30) – OBE Karman (MD)
ASSOCIATES (104 total on 1/1/09)	
Arrivals (15)	Departures (15)
Brendan Chapman (08/31) (rehire)	Kevin Nicks (01/02) – Federal Election Commission (DC)
Claire Evans (09/14)	Kathina Hanley (01/23) – EFC Legal Dept, World Bank Group (DC)
Laura Saab (09/28)	Ann Walsh (02/13) – Treasury Department (DC)
Jeremiah Jones (09/28)	Nicholas Waschell (02/27) – The Miller Law Firm PLLC (KY)
Peter Jent (09/28)	William Zevon (03/27) – University of Notre Dame (IN)
Adrienne Jones (09/28)	David Felder (03/27) – US Attorney's Office (DC)
Leland Johnson (09/28)	Adam Halpern (04/17) – Fleishman and Harding LLP (DC)
Erin Kevin (09/28)	Christina Vega (05/07) – Independent Consultant (MD)
Mikah Lutz (09/28)	Sean Sweet (06/18) – U.S. House Committee on Energy & Comm (DC)
Lauren McBride (09/28)	Justin McVie (06/26) – Clerkship, Judge Brown, US Ct of App DC
Roger Kuzin (09/28)	Suzette O'Brien (07/02) – George Mason University (VA)
Steven Shin (09/28)	Heather Perry (07/17) – Abbott Laboratories (IL)
Craig Smith (09/28)	Charles Tyler (08/20) – Clerkship, Judge Williams, US Ct of
Tara Michaels (09/28)	Jennifer Petty (09/25) – Pursuing Other Opportunities
Matthew David (10/15)	Heidi Nash (10/09) – Clerkship, Judge Mayer, US Ct of Appeals Fed Circuit (DC)
CONSULTANTS/CONTRACT ATTORNEYS/OTHER (24 total on 1/1/09)	
Arrivals (6)	Departures (6)
Scott Dream (03/02)	Stevan Zak (02/15) – Contract Attorney
Hilda Lashar (04/10)	James George (03/31) – JG Adams & Associates, PLLC
Fred Rankin (05/01)	Robert Francis (07/08)
Douglas Wall (05/01)	Fred Rankin (08/31)
James Daly (06/22)	Jennifer Jones (09/30) – Fleet & Huber PLLC (VA)
Jennifer Jones (09/01) from Spec Counsel	Stevan Thomas (12/02)
* Lateral Attorney	
Italic – Entry-level associates coming directly from a clerkship	
Updated – 12/31/09	

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Exit Interview Questions

- Tell me about your new position.
- Reason for leaving?
- How would you describe the quality of work assignments (meaningful projects, interesting work)?
- How would you describe the quantity of work assignments (too much or too little)?
- How would you describe evaluations and feedback (both formal and informal)?

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Exit Interview Questions

- How would you describe supervision and mentoring (effective? how to improve?)
- Do you think your compensation was competitive?
- How would you describe the firm culture?
- What was the most beneficial training you received at the firm?
- What were some frustrations you experienced while at the firm?
- What did you enjoy most about the firm?

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Exit Interview Questions

For "Office Use Only" Questions:

- Was associate's departure unwanted, neutral or desired?

- Reason(s) for Departure

PERFORMANCE

- Work quality standards were not met
- Productivity standards were not met
- Attitude or "fit" concerns
- Economic downsizing of practice/firm

PRACTICE/CAREER INTERESTS

- Hired by firm client
- Accompanied other departing attorney(s)
- Pursuit of specific practice interests
- Pursuit of better partnership prospects
- Desire to work in smaller firm
- Desire to work in larger firm
- Desire to work in public interest job
- Career change to non-legal job
- Career change to other type of legal job
- Pursuit of personal business venture

FINANCIAL

- Better compensation/bonuses
- Better benefits

SUPPORT/BALANCE

- Desire for enhanced training and development
- Desire for mentors or role models
- Desire to reduce billable hours and/or work part-time
- Desire to gain a more regular schedule
- Desire to work part-time
- Family or dependent responsibilities
- Better support for work-life balance

OTHER

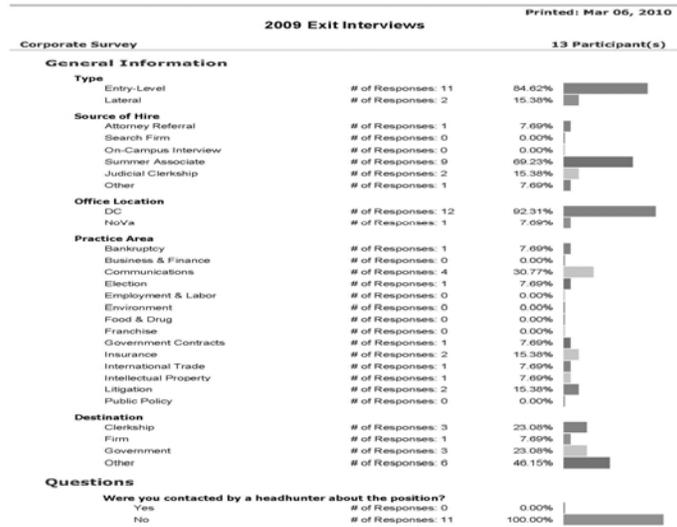
- Relocation of spouse/partner
- Desire for new geographic locale
- Desire to take break from work for a while
- Pursuit of education
- Unknown reason(s)

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Exit Interviews

Evaluation Results

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Gathering Intelligence: Viewpoint of an Insider

- Internal Surveys
 - Strategic Plan
 - New Hire Survey
 - PD Needs Assessment Survey
 - HR Culture Survey
 - Exit Interviews
 - Other Surveys



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Gathering Intelligence: Viewpoint of an Outsider

Surveys:

- American Lawyer (www.americanlawyer.com)
 - Summer Survey (www.americanlawyerse.com)
 - Midlevel Associate Survey
 - AmLaw 100 and 250
 - The A-List
- The Best Lawyers in America (www.bestlawyers.com)
- Minority Law Journal Diversity Scorecard

Blogs:

- JD Journal (www.idjournal.com)
- Above the Law (www.abovethelaw.com)
- Wall Street Journal (<http://blogs.wsj.com/law>)

Other:

- Client Feedback
- Vault (www.vault.com)

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Cheat Sheet for Firm

- Minority Law Journal Diversity Scorecard:
 - 56/209 firms in 2008 (14.2% minority percentage)
 - 53/240 firms in 2009 (13.4% minority percentage)
- Midlevel Associate Survey:
 - 150/175 in 2008
 - 21/164 in 2009
- AmLaw 100:
 - Rank; Revenue: \$ _____; PPP: \$ _____ in 2008
 - Rank; Revenue: \$ _____; PPP: \$ _____ in 2009
- National Law Journal 250 (NLJ):
 - Rank in 2008 _____
 - Rank in 2009 _____
- Best Lawyers in America; Chambers
- The A-List
 - Listed/Not Listed

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Midlevel Associate Survey

- How interesting the work is
- How satisfying the work is
- Benefits and compensation
- Associate relations
- Training and guidance
- Openness re: finances
- Communication re: partnership
- Realistic billable hours
- Likelihood of staying 2 years
- Overall rating as a place to work

About the work:

- Distribution of work
- Quality of work assigned
- Level of responsibility
- Amount of client contact
- Fairness of evaluations

What the firm's culture is like:

- Morale this year over last
- Collegiality
- Competitiveness
- Dedication to diversity
- Family-friendliness

The partners and firm management:

- Opportunities to work with partners
- Opportunities to socialize with partners

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Midlevel Associate Survey

Am Law Survey Question	2007 Scores	2008 Scores	2009 Scores
Firmwide Score	4.003 (Rank: 28)	▼3.538 (Rank 150)	▲4.091 (Rank 21)
Associate Relations	4.5 (4.23)	▼4.21 (4.23)	▲4.64 (4.26)
Training and Guidance	4.18 (3.56)	▼3.55 (3.61)	▲3.95 (3.64)
Quality of Work Assigned	4.54 (4.13)	▼3.91 (4.12)	▲4.23 (4.08)
Fairness of Evaluations	4.32 (3.92)	▼3.67 (3.95)	▲3.95 (3.97)
Communication re: Partnership	3.46 (2.93)	▼3.09 (2.99)	▲3.95 (3.05)

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Summer Associate Stats

- Summer Associate Offer Stats

Name	Gender	Minority	YR	Law School	Offer Status	Department	Pursuing Clerkship	Notes
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Summer Results (2L's and 3L's)

Summer Class Year	2L's and 3L's	% of Permanent Offers Extended	% of Acceptances	% Who Left Firm	NALP Stat
2009	18	88%	75% (12/16)	N/A	N/A
2008	24	100%	63% (15/24)	7% (1/15)	N/A
2007	20	95%	74% (14/19)	14% (2/14)	4%
2006	22*	95%	86% (18/21)	11%** (2/18)	25%
2005	32	74%***	65% (15/23)	53% (8/15)	49% (Year 3)
2004	18	83%****	85% (11/13)	55% (6/11)	68%
2003	31	93%	64% (18/28)	72% (13/18)	79% (Year 5)

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Fall Stats: Why Are They Important?

Question:

“Which schools should we reconsider?”

“Why don’t we get anyone from UVA?”

University of Virginia

Year	Date	Interviewer Names	# of Resumes Dropped (2L)	# of Resumes Dropped (3L)	Diversity Drop	# of OCI	# of Diverse Candidates Seen	# of Callbacks	# of Callbacks Declined	# of Callbacks Cancelled	# of Reject	# of Offers (Declined/Accepted)
2009	9/20	J. Jones and K. Myers	203	2	14	34	3	16	5	0	5	3/3
2008	9/12	M. Frank and K. Myers	220	5	11	35	3	15	4	1	6	2/2
2007	9/3	R. May and S. Jones	201	2	9	34	3	15	5	0	5	2/3
2006	9/28	J. Jones and K. Myers	213	2	14	36	3	14	5	0	4	2/3

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Compilation of Fall Stats for Different Viewpoint

	Interviewed on Campus	Callbacks Extended	Callback Rate	Accepted Callback	Callback Acceptance Rate	Offers Extended	Offer Rate	Offers Accepted	Acceptance Rate
Michigan									
2009	82	50	61%	30	60%	24	80%	8	33%
2008	100	38	38%	27	71%	21	78%	2	10%
2007	104	60	58%	49	82%	35	71%	6	17%
Penn									
2009	31	15	48%	7	47%	7	100%	4	43%
2008	40	14	35%	5	36%	5	100%	1	20%
2007	38	10	26%	6	60%	4	67%	0	0%

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Diversity Statistics

CONFIDENTIAL – Diversity Information
(Current as of 03/01/2010)

		PARTNER	OF COUNSEL	ASSOCIATES	SPEC COUNSEL/ CNBL/TOTHR	TOTAL	2010 NEW ASSOCIATES	2010 SUMMER ASSOCIATES
Hispanic or Latino	Male	2 Alan Smith Henry Cruz	1 Kevin Meridia	2 Simon Baker Al Wise	1 Joseph Vega	6	0	0
	Female	1 Mary Smith	0	2 Joan Zamalloa Amanda Stevens	0	3	0	0
Black or African American	Male	2 Will Cooper Brendon James	1 Steven Brown	1 Ted Smith	0	4	1 Blake Whitfield	1 James Holt
	Female	1 Doree Keating	0	1 Denise Key	0	2	0	0
Native Hawaiian or Other Pacific Islander	Male	0	0	0	0	0	0	0
	Female	0	0	0	0	0	0	0
Asian	Male	2 Eric Lin Steve Case	0	3 Derrick Ha Brian Smith Joe Shin	1 John Tang	6	2 Nick Miller Ted Lee	0
	Female	1 Karen Duffield	0	4 Vicky Khan Laura Saab Sandra Stevens Lam Massey	0	5	2 May Smith Leslie Lee	1 Samantha Nicks
American Indian or Alaska Native	Male	0	0	0	0	0	0	0
	Female	0	0	0	0	0	0	0
White	Male	96	16	49	18	179	4	5
	Female	24	4	33	9	70	2	6
TOTAL	Male	102	18	55	20	195	7	6
	Female	27	4	40	9	80	4	7
TOTAL	Both	129	22	95	29	275	11	13

Non-US Citizen Attorney – Russell James (Associate)
Persons with Disability – Matt Howard (Associate)
Openly GLBT – Mark Chimes (Partner), Bill Anderson (Partner), Peter King (Partner), Tom Smith (Special Counsel), Nathan Simmons (Associate), Stacy Monday (Consultant)

Scenario 1

Question: “How are we doing with gender diversity?”

Date	Number of Women Partners	Number of Total Partners	Number of Total Attorneys	% of Women Partners	% Minority Women Partners	Number of Associates Male/Female (total)	% of Women Associates	% of Minority Women Associates	% of Women Attorneys
1/1/2010	24	82	250	29%	2%	92/76 (168)	45%	17%	40%
1/1/2009	21	77	225	27%	3%	81/67 (148)	45%	11%	39%
1/1/2008	20	75	200	27%	2%	75/50 (125)	40%	9%	35%

- 2009 NALP statistics show that based on 1,514 offices/firms collectively representing over 124,000 lawyers, women represented 19.21% of partners, and minorities accounted for 6.05% of partners. Minority women partners were 1.88%. Among associates, 45.66% were women and 19.67% were minorities. (Cite: www.nalp.org)

2009 National Stats from NALP (www.nalp.org)

% Minority Women Partners	1.88% of partners
% Women Partners	17.9%
% Minority Partners	6.05%
% Women Summer Associates	46.62%
% Minority Summer Associates	24.04%
Median number of schools visited	6
Average size of 2009 SA program	12
% of 2009 SA's receiving offers	69.3%
% of 2L interviews resulting in offer	35.4%
Acceptance rate of SA offers	84.5%

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Scenario 2

Your Hiring Partner asks:

- “Why do law students select our firm over others?”
- “Why do they go to other firms?”
- “Who is our competition?”

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Sample End of Season Questionnaire

Please rank the following factors in order of their relative importance to you in deciding which offer(s) to accept for the summer. 1=most important, 5=least important

A.	Prestige of firm	1 2 3 4 5
B.	Salary and Benefits Program	1 2 3 4 5
C.	Quality of Life and other intangibles	1 2 3 4 5
D.	Call-back interview experience	1 2 3 4 5
E.	Post-Interview follow up	1 2 3 4 5
F.	Associate hours requirement	1 2 3 4 5
G.	Firm atmosphere	1 2 3 4 5

- How many offers did you have to decide between? Were the firms similar to each other or different (i.e., size, location, type of practice)? Where did you decide to go for the summer? In what city?
- Which factors had the greatest impact on your final decision to accept or decline our offer?
- What resources did you use to get information about our firm? Which was the most helpful?

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Scenario 3

Partner asks:

- “What has our hiring success been at my alma mater?”

Hiring Partner asks:

- “What schools should we eliminate this fall?”

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Sample OCI Statistics

University of Virginia

Year	Number Seen on Campus	Number of Callbacks	Callbacks Accepted	Offers Made	% of Offers from Callbacks	Offers Accepted	% of Offers Accepted
2009	38	17	15	11	73%	4	36%
2008	38	15	11	9	81%	2	22%
2007	38	15	10	8	80%	2	25%

In addition to your stats., looking at law student demographics in the NDLS can help you determine:

- What percentage of students end up in which region of the country
- What percentage of student body is diverse
- Size of 2L class

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Scenario 4

Question: "What were our results for this recruitment season?"

Recruitment Season Recap

DC Office 2009 Summer Program

- 58 2Ls
- 10 returns from other programs
- 8 possible 1Ls
- 66 total summer associates
- 20 schools represented among 58 2Ls:
 - American - 2
 - Berkeley - 2
 - Catholic - 1
 - Columbia - 4
 - Duke - 3
 - Georgetown - 9
 - GWU - 7
 - Harvard - 5
 - Iowa - 2
 - Maryland - 2
 - Michigan - 3
 - NYU - 5
 - Stanford - 2
 - UVA - 8
 - Vanderbilt - 1
 - W&L - 1
 - Yale - 1

10 returning students are from 8 schools:

- American - 1
- Boston College - 1
- Catholic - 1
- Georgetown - 2
- GWU - 2
- Howard - 1
- Texas - 1
- William & Mary - 1

OCI Stats:

- 830 students seen on campus
- 350 callback invites (330 OCI + 20 write ins)
- 290 interviewed at firm (270 OCI + 19 write ins)
- 150 offers made (52% of those who interviewed at firm)
- 58 offers accepted (39% of those who received offers)

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Scenario 5

“How many offers can we make this summer?”

“Do we need 3Ls or judicial clerks?”

	2009 SAs	2010 FAs	2010 SAs	2011 FAs*
DC	16	15	13	5
NY	65	45	30	7
Chicago	3	1	2	1
LA	8	4	4	0
Miami	2	4	2	0

*It is important to track returning judicial clerks, deferred associates, and any other offers outstanding in headcount planning.

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Scenario 6

“What is a good way to share information with management?”

- Lateral Status Reports
- Search Firm Fees
- Diversity Activities Report
- End of Year Report



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2009 Year End Report Sample

Dept.	New Hires (Lateral)	Incoming Fall 2010 Class	Attrition (All Attorney)
Corporate	4	2	8
Env. & Reg.	1	0	2
Govt. Contracts	9	2	3
IP	7	1	4
Litigation	22	11	13
PP&I	13	0	11
RE & Fin.	11	3	8
Total	67	19	49
Minority	6	1	7
Male/Female	42/25	11/8	33/16

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Hiring/Attrition Report 2009 Fourth Quarter (Year-to-Date)

Corporate Department

New Hires

Office	Name	Position	Start Date	Team	School	J.D. Year	Comp. Class	Source
ATL	Luis Franks	Special - Contract Partner	2/7/09	Harris	Georgia	1979	N/A	HH - Search Firm B \$83,000
ATL	Angie Dickenson	Assoc.	3/21/09	Harris	Emory	2001	4	HH - Search Firm C \$28,875
DC	Glenn Robinson	Assoc.	4/20/09	Harris	Howard	2002	3	HH - Search Firm D \$36,250
DN	Ray Burns	Partner	2/1/09	Harris	Denver	1969	Draw	HH - Search Firm A (no fee)
DN	John Bates	Partner	2/1/09	Harris	Denver	1993	Draw	HH - Search Firm A (no fee)

Attrition

Office	Name	Position	End Date	Team	School	J.D. Year	Years with Firm	New Employment
ATL	Luis Barrero	Special - Contract Partner	3/31/09	Peters	Georgia	1975	2.5	Turner
ATL	Brett Dickenson	Assoc.	9/21/09	Harris	Emory	1998	7.5	Home Depot

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Scenario 7

“What is the firm’s associate attrition rate for 2009?”
Compare it to previous years’ and national data.

# of Associates	2009	2008	2007	2006	2005
A – Jan. 1	200	205	195	203	211
B – Dec. 31	205	185	203	211	200
Total A+B	405	390	398	414	411
C - Average	203	195	199	207	206
D - # of Assoc. Departures	25	20	18	20	17
D divided by C = Retention Rate	12.3%	10.3%	9%	9.6%	8.3%

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Associate Attrition

Overview of 2008 Associate Departures by Tenure with Firm					
	% Departing within 1 year of hiring year	% Departing within 2 years of hiring year	% Departing within 3 years of hiring year	% Departing within 4 years of hiring year	% Departing within 5 years of hiring year
All Departing Associates	4 %	25 %	49 %	68 %	79 %
Entry-Level Departing Associates	2 %	17 %	39 %	60 %	72 %
Lateral Departing Associates	5 %	33 %	58 %	75 %	85 %
Departing Associates Who Had Been Summer Associates with Firm	3 %	17 %	38 %	59 %	72 %
Departing Associates Who Had <i>Not</i> Been Summer Associates with Firm	4 %	30 %	56 %	74 %	83 %
Departing Male Associates	4 %	25 %	50 %	68 %	78 %
Departing Female Associates	3 %	25 %	48 %	67 %	79 %
Departing Non-Minority Associates	4 %	23 %	47 %	66 %	76 %
Departing Racial/Ethnic Minority Associates	4 %	28 %	52 %	75 %	85 %

Note: Associates for whom year hired was not reported are excluded from this table. Also excluded are associates who could not be identified by the given demographic characteristics.

Source: NALP Foundation Update on Associate Attrition 2008, 2009.

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Attrition from “unmet performance expectations” (Work Quality and Productivity)

(as reported by law firms)

	<i>All Entry-level Associates</i>	<i>Entry-level Minority Associates</i>	<i>Entry-level Non-minority Associates</i>
2003	20%	30%	18%
2007	16%	22%	14%
2008	27%	36%	24%
	<i>All Lateral Associates</i>	<i>Lateral Minority Associates</i>	<i>Lateral Non-minority Associates</i>
2003	21%	26%	21%
2007	32%	37%	30%
2008	36%	40%	34%

Source: NALP Foundation Update on Associate Attrition 2008, 2009.

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Firm Downsizing (as reported by law firms)

<u>2007</u>	<u>2008</u>	<u>2009</u>
1%	4%	↑??

Source: NALP Foundation Update on Associate Attrition 2008, 2009.

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Top 5 Reasons for Associate Departures (as reported by law firms)

	<u>2008</u>	<u>2007</u>
Work quality standards were not met	19%	14%
Pursuit of specific practice interests	15%	13%
Productivity standards not met	12%	10%
Career change to other type of legal job	12%	13%
Desire for new geographic locale	10%	14%

Source: NALP Foundation Update on Associate Attrition 2008, 2009.

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Associate Departures by Selected Demographics and Law Firm Size						
Demographic (Percent of total departures who were:	Departures from All Firms	Departures from Firm ABC, LLP	Departures by Firm Size			
			100 or fewer	101-250	251-500	More than 500
Males	56 %	67 %	53 %	56 %	57 %	55 %
Females	44 %	33 %	47 %	44 %	43 %	45 %
Non-minorities	79 %	67 %	82 %	82 %	78 %	78 %
Minorities	21 %	33 %	18 %	18 %	22 %	22 %
Entry-level hires	57 %	22 %	57 %	55 %	57 %	57 %
Lateral hires	43 %	78 %	43 %	45 %	43 %	43 %
Summer associates	44 %	11 %	39 %	43 %	44 %	44 %

Attrition Rate of Male and Female Associates			
	Overall	Males	Females
	All Firms	Mean: 19% Median: 19% Range: 0% - 43%	Mean: 19% Median: 17% Range: 0% - 50%
Firm ABC, LLP	18 %	19 %	16 %
Firms of:			
100 or fewer attorneys	Mean: 17% Median: 17% Range: 0% - 43% (n=30)	Mean: 17% Median: 19% Range: 0% - 43% (n=29)	Mean: 18% Median: 20% Range: 0% - 50% (n=29)
101-250 attorneys	Mean: 18% Median: 20% Range: 6% - 35% (n=37)	Mean: 18% Median: 16% Range: 3% - 50% (n=37)	Mean: 19% Median: 20% Range: 4% - 38% (n=37)
251-500 attorneys	Mean: 20% Median: 19% Range: 10% - 37% (n=24)	Mean: 20% Median: 18% Range: 6% - 42% (n=22)	Mean: 20% Median: 19% Range: 10% - 35% (n=22)
More than 500 attorneys	Mean: 20% Median: 19% Range: 13% - 27% (n=15)	Mean: 20% Median: 18% Range: 12% - 27% (n=15)	Mean: 20% Median: 20% Range: 13% - 27% (n=15)

Source: NALP Foundation Update on Associate Attrition 2008, 2009.

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Scenario 8

We are paying a lot of money for our summer program and recruiting efforts.

“What is our return on our investment in a new hire?”

“What does all this cost us?”



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What Does Recruiting Cost?

Entry Level

Out of Pocket

Attorney Time

- Interviews
 - Preliminary:
 - Callback:
- Fall Recruiting (2L and 3L):
- Spring Recruiting (1L):
- Summer Program:
- Summer Salary:
- Stipends and Bonuses:

Total Entry Level Cost:

Cost per Entry Level:

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Scenario 9

Department Chair asks:

“It has been 6 months since we started looking for a lateral associate, why haven’t you found anyone?”

Prepare a summary of:

- Job postings (website, alumni boards, legal ad, search firm)
- Number of candidates’ resumes received and source
- Number of interviews scheduled
- Status of those candidates
- Improvements to process

*Don’t forget to include dates, especially department review of resume

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Scenario 10

- How can I justify my job at the firm?
- How can I demonstrate to firm management that I am fabulous?
- How can I justify a new position in my department?

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Annual Self-Evaluation (or Annual Report)

- **Recruiting**
 - The 2009 summer associate class consisted of 20 summer associates from 14 top law schools.
 - Conducted on campus interviews at 10 law schools and met with students at 4 job fairs across the country.
 - Processed a total of 622 2L applications and hired a 2010 summer associate class of 13.
 - Hired 15 new associates, 4 of which came from judicial clerkships.
 - Hired 6 lateral partners and 1 lateral of counsel.
 - Hired 2 United States Supreme Court clerks.
 - Scheduled over 700 candidate interviews.
 - Created a standard fee agreement for all search firms which protects the firm's interests and minimizes risk.
 - Organized interview training for over 40 attorneys in preparation for the 2009 fall interview season.
 - The American Lawyer Summer Associate Survey ranked Wiley Rein #53 in the country. In 2008 we were ranked #145.

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Annual Self-Evaluation (or Annual Report)

- **Professional Development**
 - In 2009, we coordinated 53 training programs for attorneys throughout the firm including practice area training sessions.
 - Instituted supervision and management skills training for associates.
 - Developed new Corporate 101 training program
 - Processed 89 CLE accreditation applications for 16 client programs.
 - Coordinated annual evaluations for 79 associates. A total of 677 evaluations were completed by 171 partners and other supervisors with a completion rate of 100%.
 - Utilized existing evaluation software to automate the associate evaluation summary process for partners on the Associate Evaluation Committee.
 - Oversaw 36 associates who served as mentors and 41 partners who participated as Professional Development Partner mentors.
 - Conducted an audit of our attorneys' state bar licenses, to ensure they are compliant with their state bar rules as well as the firm's standards.
 - Continually updated department policies and related information in response to the changing economy regarding associate staffing, compensation, incoming new associates, deferrals, and public interest fellowships.

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Training/CLE Spreadsheet

Chron	Sect	Program Name	Date	Speakers	Time	Delivery Method	Target Audience	CLE credits (50/60)
67	TARGET	Building Good Relationships: Working with Support Staff	October 22, 2009	Rachel Alexander, Parker Lavin	12:00-1:00pm	Live (10E CC)	Associates, 1st Years	n/a
68	TARGET	Women's Leadership Series: Power of Projecting Confidence and Credibility	October 22, 2009	Pamela Jett	1:00-2:15pm	Live Progressive Business Audio Conference (9E Large)	Women Attorneys	n/a
69	TARGET	Insurance 101: Overview of Insurance Practice	October 23, 2009	Kara Morel, Charlie Lemley, Cara Duffield	12:00-1:00pm	Live (5E CC)	Associates, 1st Years	n/a
70	CLIENT	AECOM General Counsel's Conference	November 4, 2009	Bill Roberts, Jack Shane, Rob Burton, Karen Manos	5:00-6:00pm	Live (Mayflower Hotel, Washington, DC)	Clients	1.0/1.0
71	TARGET	Insurance 101: Other Professional Liability Insurance	November 5, 2009	Leslie Platt, Marc Rindner, Gary Seligman	12:00-1:00pm	Live (5E CC)	Associates, 1st Years	1.0/1.0
72	TARGET	Insurance 101: General Liability Insurance	November 10, 2009	Laura Foggan, Ken Ryan	12:00-1:30pm	Live (5E CC)	Associates, 1st Years	1.8/1.5
73	ALL LATTY	Bankruptcy 201	November 11, 2009	Alexander Laughlin, Rebecca Satta	12:00-1:30pm	Live (Main CC)	All Attorneys	1.8/1.5
74	TARGET	Insurance 101: Coverage Analyses 101	November 18, 2009	Rick Simpson	12:00-1:00pm	Live (5 Large)	Associates, 1st Years	
75	TARGET	Insurance 101: Hubs & Bolts for Insurance Associates	November 19, 2009	Parker Lavin, Mary Catherine Martin, Mike Gridley	12:00-1:00pm	Live (4 Large)	Associates, 1st Years	
76	ALL LATTY	The Road Warrior: Working Remotely	December 2, 2009	Gennette Zimmer	12:00-1:00pm	Live (10E CC)	All Attorneys	n/a
77	CLIENT	Current Developments in New York Insurance Law	December 14, 2009	Ken Ryan, Charlie Lemley, Rick Simpson, David Topol	2:00-3:30pm	Live (Navigators Pro, New York)	Clients	1.8/1.5

Show increase in client CLE programs as justification for staffing or designing strict CLE policies (e.g. the firm only applies in Virginia for CLE credit).

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Diversity Annual Report

Wiley Rein LLP is committed to a professional workforce that reflects the rich cultural and ethnic diversity of our client base. We believe our clients are enriched by working with a diverse group of attorneys who, through their different perspectives and experiences, allow us to think more creatively and to produce innovative solutions to legal and business problems.

Diversity Recruitment and Retention

Wiley Rein has an active Diversity Committee comprised of 13 partners, 12 associates and other attorneys from across its many practice areas. The Committee's mandate is to enhance the firm's efforts in recruiting and retaining minority and women attorneys through various avenues, including mentoring, targeted outreach, support groups and individualized training. Wiley Rein is committed to developing all attorneys at the firm through its Professional Development program, which includes a structured career development program, substantive training programs and associate life initiatives. Three women, including a minority partner, currently serve as members of the firm's Management Committee -- the Committee responsible for admission of new partners, partner compensation, strategic direction and major firm decisions. Our minority attorneys currently serve as chair/co-chair of the firm's Diversity, Ethics and Opinion Letters, Recruiting and Technology Services committees. Women serve as chair/co-chair of the firm's Associate, Associate Evaluation, Diversity, Employee Relations, Firm Functions and Recruiting Committees.

Diversity Training

Wiley Rein conducts an annual speaker series designed to promote and enhance our diversity initiatives. In 2008, Judge Gerald Bruce Lee of the United States District Court for the Eastern District Court of Virginia spoke to our attorneys about the "Rocker-Docker" and his perspectives from the bench. Judge Lee also discussed one of his interests, the Just the Beginning Foundation -- a not-for-profit organization of judges and lawyers in the legal profession that are dedicated to increasing the levels of diversity in the legal profession.

In addition, our attorneys participate in a variety of diversity-related training programs. Recent examples include a "Promoting Diversity in the Legal Profession" teleconference, a Business Development Roundtable for Women Associates, and a presentation on "Women of Color in the Legal Profession: Why It Means Success for Everyone."

FCBA Foundation Scholarship

Wiley Rein is proud to participate in the Federal Communications Bar Association Foundation Scholarship Program, which awards scholarships to graduating seniors from District of Columbia high schools. Awards are given to high school students to further their educational career.

Honors and Recognition

- Selected as one of the "Top 100 Law Firms for Diversity" and "Top 100 Law Firms for Women" by *Multi-Cultural Law Magazine*.
- Managing Partner Richard E. Wiley was selected as the keynote speaker for the 2nd Annual Mid-Atlantic Pre-Law Conference organized by Howard University's John H. Johnson School of Communications Student Council.
- Partner Kathleen A. Kirby was awarded the annual Bob Downey Citation for exceptional service by the Radio-Television News Directors Association (RTNDA) and the Radio-Television News Directors Association Foundation.
- Partner Laura A. Foggan co-founded the Insurance Law Forum of the Women's Bar Association of the District of Columbia.
- Of Counsel Keith S. Watson was honored with a service award from the Volunteers for Economic Growth Alliance (VEGA) for his longstanding commitment to pro bono work in South Africa.
- Associate Elbert Lin serves as Treasurer of the D.C. Chapter of the Asian Pacific American Bar Association.

Events and Activities

Wiley Rein participated in over 45 outreach events this year. The firm actively supports a range of Bar activities and recruiting events as part of our outreach efforts. Our attorneys devote hundreds of hours annually attending, speaking and networking. The following is a sampling of the programs in which we were involved in 2008.

2008 Diversity Report

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KNOWLEDGE IS POWER!

“An investment in knowledge always pays the best interest.”

Benjamin Franklin

“Begin with the end in mind.”

Stephen Covey