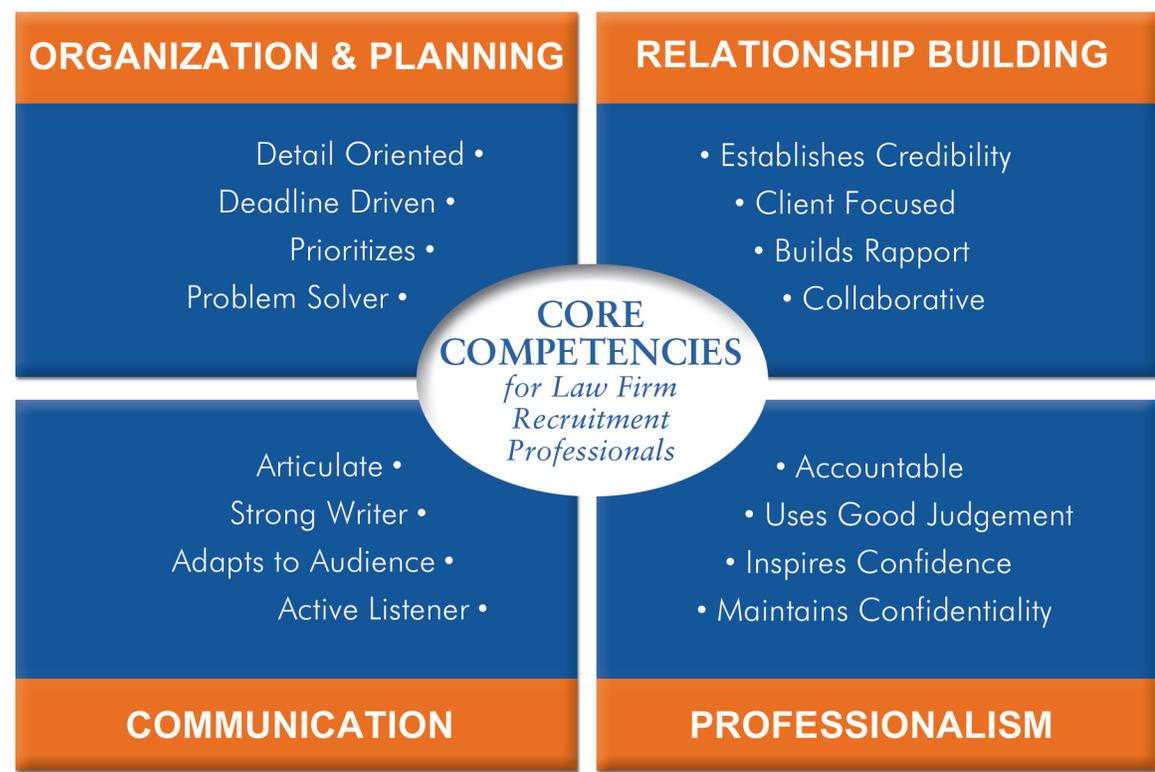




Our goal is to help you achieve your

# goals





## Core Competency Organization and Planning

### Assistant

- Ability to organize and prioritize numerous tasks and follow instructions.
- Excellent attention to detail.
- Establishes and maintains systems so that key information is easily accessible.
- High tolerance for a deadline-driven, demanding work environment.
- Solution oriented. Identifies resources and focuses on getting the job done.
- Keeps a cool head in a crisis; uses common sense to find a solution.
- Makes contingency plans in anticipation of unexpected situations.
- Flexible to adjusting hours, deadlines, and needs.

### Coordinator

- Prioritizes tasks by importance and deadline, understands which projects are urgent and shifts attention as situations change.
- Diligently attends to details in accomplishing tasks.
- Ability to work under pressure and juggle competing needs on a variety of projects, while meeting tight deadlines.
- Follows up appropriately and sees projects through to completion.
- Resourceful. Uses thorough understanding of desired results to achieve goals.
- Anticipates potential problems and prepares in advance to handle them.
- Demonstrated ability to plan events and maximize resources.

### Manager

- Strong project management skills including planning the most effective route, accurately estimating the time, and delegating responsibilities to achieve a desired result.
- Identifies, prioritizes and allocates resources in a manner that will support the firm's goals.
- Strong time management skills and proven abilities to initiate, manage, and deliver multiple complex projects.
- Ability to develop, track and manage budgets.
- Resilient. Recovers quickly from setbacks and finds alternative ways to reach goals or targets.

### Chief/Director

- Develops strategies and implementation plans for all areas of recruiting.
- Demonstrates a strong record of initiating new ideas and processes which have improved recruiting results.
- Proven understanding of the firm's economics, including the ability to strategically link this to the development, execution management of a budget.
- Ensures team members have the skills and resources to get things done. Provides coaching, training and opportunities for growth to improve their value to the firm.
- Requests and utilizes data to identify trends and make strategic recommendations.



# Core Competency Communication

## Assistant

- Ability to work effectively with lawyers, candidates and other law firm professionals.
- Has well-developed writing and editing skills.
- Speaks clearly and confidently.
- Listens to others without interrupting.
- Takes direction well, asks clarifying questions when necessary and can interpret and carry out written instructions.
- Has a professional demeanor and is sensitive to and aware of tone.

## Coordinator

- Presents information clearly, concisely and logically. Focuses on key points.
- Ability to apply common sense understanding to carry out instructions furnished in written and/or oral form.
- Ability to convey complex information through oral communication.
- Keeps manager/director abreast of upcoming projects and deadlines.
- When writing, chooses the most effective and meaningful way to express ideas and information.
- Keeps the audience in mind when constructing all written and oral communications.

## Manager

- Adept at providing information to persuade others and get results.
- Captures and holds others' attention. Uses language, inflection, pauses and body language for effective impact.
- Gives clear instructions and provides evidence for projects.
- Able to convey pertinent information and direct team members toward desired outcomes.
- Presents recruiting results and program highlights to firm leadership and others.

## Chief/Director

- Ability to effectively convey the recruitment vision and direction to the partners, firm management and team members.
- Demonstrated ability to present complex ideas in written and oral form to partners, staff, outside recruiting agents, law schools, students, and the general public.
- Uses active listening skills to thoroughly understand hiring needs.
- Is able to both inform and inspire members of the recruiting team.
- Effectively articulates performance evaluations to team members.



## Core Competency Relationship Building

### Assistant

- Establishes effective working relationships throughout the firm.
- Approaches others in a tactful manner.
- Treats others with respect and consideration regardless of their status or position.
- Gains credibility by following through and maintaining confidentiality.
- Uses good judgment in establishing relationships with candidates, peers and others.

### Coordinator

- Proactively seeks opportunities to meet with and understand the needs of attorneys and law schools.
- Projects professional image. Represents the firm well.
- Builds rapport with candidates and summer associates. Puts them at ease and makes them feel welcomed and comfortable at the firm.
- Maintains meaningful contact with attorneys, law schools and candidates.

### Manager

- Excels in forging strong working relationships with internal and external clients, including law school and law firm personnel.
- Represents the firm well; can promote unique qualities of the firm to potential candidates.
- Superior interpersonal skills; comfortable engaging with professionals throughout the firm as well as external constituents.
- Invests in maintaining and growing existing relationships with law schools, candidates, and search firms.

### Chief/Director

- Builds trust and rapport with firm management and gains the respect of partners.
- Proven ability to positively impact relationships between the firm and their "target" schools and recruiting agencies to ensure the best results.
- Establishes strong working relationships with practice group leaders.
- Identifies the sources for experienced talent and can effectively convey both the firm's selling points and hiring needs.
- Creates collaborative relationships with other department heads.
- Develops and fosters mutually respectful, professional relationships with and between members of the recruiting team.



# Core Competency Professionalism

## Assistant

- Self-starter: looks for better ways to perform routine aspects of job.
- Respects and maintains confidentiality.
- Stays focused on tasks despite distractions and interruptions.
- Appears mature and poised and inspires confidence.
- Makes good decisions with the information available.
- Takes ownership of work and accepts responsibility for mistakes.

## Coordinator

- Uses good judgment in all decision making.
- Takes ownership and is self motivated to follow through.
- Exercises confidentiality.
- Has a professional demeanor, and gains the respect of those he/she works with.
- Possesses self-confidence, maturity and drive.
- Is accountable and admits and fixes mistakes when they occur.

## Manager

- Models good judgment and decision making.
- Generates a high degree of respect.
- Demonstrates patience and diplomacy even in difficult situations.
- Highly professional in appearance and demeanor.
- Is accountable for all work personally produced and produced by members of the recruiting team.

## Chief/Director

- Sets and exemplifies the department's standards for confidentiality and expected workplace behavior.
- Stays level-headed and provides valuable insight during high stress situations.
- Strong image and presence that engenders confidence from internal and external constituents.
- Ability to tactfully deliver negative information while remaining a respected and trusted colleague.
- Is fully accountable for all programs and products coming out of the recruitment department, especially when things go wrong.