

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: Use the NALP Directory of Legal Employers and Law Schools for comparison statistics.

Attrition Stats

Name	Gender	Lateral/ Entry Level	Minority	Office	Position	Practice Area	End Date	New Firm/ Location	Start Date	Tenure 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 2007 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 2007 class, 55% left within the first 3 years. From the NALP Foundation *"Update on Associate Attrition – 2011 Findings,"* 27% leave within 3 years.

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Fall Class 2007- Attrition

	How Many Departed?	Cumulative %	NALP Statistic
End of Year 1 (2008)	1	(1 left/11 total) 9%	2%
End of Year 2 (2009)	5	(6/11) 55%	15%
End of Year 3 (2010)	2	(8/11) 73%	27%
End of Year 4 (2011)	0	73%	47%
End of Year 5 (2012)	1	(9/11) 82%	66%

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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
2011	0%	22%	40%	29%	51%	20%	3%	8%	11%	3%	13%
2010	0%	23%	44%	52%	23%	25%	2%	5%	8%	5%	13%
2009	3%	13%	58%	43%	19%	38%	3%	3%	7%	2%	11%

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Calendar Year Departure Tracking

2012 Year to Date Attorney Arrivals/Departures

PARTNERS (125 total on 1/1/12)

Arrivals (6)

Benjamin Eggert (01/01)*
 Alan Hernandez (01/22)*
 James Slattery (02/12) (rehire)
 James Czaban (02/17)*
 Eric Weisblatt (03/14)*
 David Gross (03/16)*

Departures (6)

Arthur Cantrel (04/30) – Gray Plant Mooty (DC)
 Peter Feld (04/30) – Gray Plant Mooty (DC)
 Rodney Gover (06/30) – Retired
 Eileen Braner (08/01) – Nucor Corporation (DC)
 Brian Nannto (09/30) – US GAO (DC)
 Craig Berry (12/30) – Started Solo Practice (MD)

ASSOCIATES (104 total on 1/1/12)

Arrivals (15)

Brendan Carr (08/31) (rehire)
Claire Evans (09/14)
 Laura El-Sabaawi (09/28)
 Jeremiah Galus (09/28)
Peter Jenkins (09/28)
 Adrienne Johnson (09/28)
 Leland Jones (09/28)
 Erin Kepler (09/28)
 M. Ethan Lucarelli (09/28)
 Lauren McKelvey (09/28)
 Roger Miksad (09/28)
 Joseph Shin (09/28)
 Craig Smith (09/28)
 Tara Ward (09/28)
Matthew Dowd (10/13)

Departures (15)

Kevin Price (01/02) – Federal Election Commission (DC)
 Kalina Mintr (01/23) – IFC Legal Dept, World Bank Group (DC)
 Ann Brook (02/13) – Treasury Department (DC)
 James Daytime (02/27) – Pursuing Other Opportunities
 Nicholas Hammond (02/27) – The Miller Law Firm PLLC (KY)
 Jennifer Kopell (02/27) – Swidler & Berlin LLP
 Kirstin Might (02/27) – U.S. Department of Justice, Civil Div (DC)
 William Davidson (03/27) – University of Notre Dame (IN)
 David Reasoner (03/27) – U.S. Attorney's Office (DC)
 Adam Cleveland (04/17) – Fleischman and Harding LLP (DC)
 Christina Evers (05/07) – Independent Consultant (MD)
 James Hayes (06/18) – U.S. House Committee on Energy & Comm (DC)
 Andrew Milton (06/23) – Blank Rome LLP
 Justin Hamilton (06/26) – Clerkship, Judge Brown, US Ct of App DC
 Suzanne Rodriguez (07/02) – George Mason University (VA)

CONSULTANTS/CONTRACT ATTORNEYS/OTHER (24 total on 1/1/09)

Arrivals (4)

Scott Weaver (03/02)
 Hilda Legg (04/10)
 Fred Geldon (05/01)
 Douglas Walgren (05/01)

Departures (4)

Steven Zahn (02/15) – Contract Attorney
 James Bruce (03/31) – J.T. Bruce & Associates, PLLC
 Robert Morgan (07/08)
 Fred Geldon (08/31)

* Lateral Attorney
Italic – Entry-level associates coming directly from a clerkship
 Updated – 12/31/12

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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

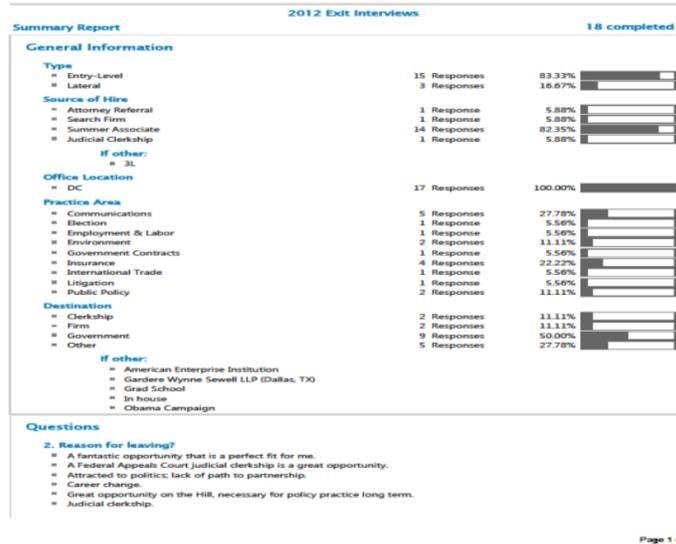
- Desire for enhanced training and development
- Desire for mentors or role models
- Desire to reduce billable hours and/or work part-time
- Desire to gain a more regular schedule
- Desire to work part-time
- Family or dependent responsibilities
- Better support for work-life balance

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



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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
 - Midlevel Associate Survey
 - AmLaw 100 and 200
 - The A-List
- The Best Lawyers in America (www.bestlawyers.com)
- Minority Law Journal Diversity Scorecard
- Vault
- Chambers Associate

Blogs:

- JD Journal (www.jdjournal.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 2011 (14.2% minority percentage)
 - 53/240 firms in 2012 (13.4% minority percentage)
- Midlevel Associate Survey:
 - 150/175 in 2011
 - 21/164 in 2012
- AmLaw 200:
 - Rank; Revenue: \$_____; PPP: \$_____ in 2011
 - Rank; Revenue: \$_____; PPP: \$_____ in 2012
- National Law Journal 250 (NLJ):
 - Rank in 2011 _____
 - Rank in 2012 _____
- 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	2010 Scores	2011 Scores	2012 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 (2Ls)

Summer Class Year	2Ls	% of Permanent Offers Extended	% of Acceptances	NALP Data <small>(2012 Perspectives on Law Student Recruiting)</small>
2012	18	88%	75% (12/16)	86%
2011	24	100%	63% (15/24)	85%
2010	20	95%	74% (14/19)	83%
2009	22	95%	86% (18/21)	85%
2008	32	74%	65% (15/23)	80%
2007	18	83%	85% (11/13)	77%
2006	31	93%	64% (18/28)	73%

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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)
2012	8/16	J. Jones and K. Myers	75	2	14	34	3	16	5	0	5	3/3
2011	8/20	M. Frank and K. Myers	60	5	11	35	3	15	4	1	6	2/2
2010	9/3	R. May and S. Jones	90	2	9	34	3	15	5	0	5	2/3
2009	9/28	J. Jones and K. Myers	92	2	14	36	3	14	5	0	4	2/3

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Compilation of Fall Stats from Different Viewpoint

	Interviewed on Campus	Callbacks Extended	Callback Rate	Accepted Callback	Callback Acceptance Rate	Offers Extended	Offer Rate	Offers Accepted	Acceptance Rate
Michigan									
2012	82	50	61%	30	60%	24	80%	8	33%
2011	100	38	38%	27	71%	21	78%	2	10%
2010	104	60	58%	49	82%	35	71%	6	17%
Penn									
2012	31	15	48%	7	47%	7	100%	4	43%
2011	40	14	35%	5	36%	5	100%	1	20%
2010	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/ CNLSL/OTHER	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 Zamaioa 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 Lani 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
TOTAL	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 GLEBT – 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 diversity?”

	PARTNERS			ASSOCIATES			TOTAL LAWYERS			SUMMER ASSOCIATES		
	% Women	% Minority	% Minority Women	% Women	% Minority	% Minority Women	% Women	% Minority	% Minority Women	% Women	% Minority	% Minority Women
2009	19.2%	6.1%	1.9%	45.7%	19.7%	11.0%	32.9%	12.6%	6.3%	46.6%	24.0%	12.9%
2010	19.4%	6.2%	1.9%	45.4%	19.5%	10.9%	32.7%	12.4%	6.2%	47.4%	26.9%	14.9%
2011	19.5%	6.6%	2.0%	45.4%	19.9%	10.9%	32.6%	12.7%	6.2%	47.7%	27.1%	15.2%
2012	19.9%	6.7%	2.2%	45.1%	20.3%	11.1%	32.7%	12.9%	6.3%	46.3%	29.6%	16.3%

2012 NALP statistics show that based on 1,209 offices/firms collectively representing 53,725 lawyers, women represented 19.9% of partners, and minorities accounted for 6.7% of partners. Minority women partners were 2.2% of all partners. Among associates, 45.1% were women and 20.3% were minorities. From: <http://www.nalp.org/minoritieswomen>

National Statistics from NALP (www.nalp.org/research)

	2009	2012
% Minority Women Partners	1.9% of partners	2.2% of partners
% Women Partners	17.9%	19.9%
% Minority Partners	6.1%	6.7%
% Women Summer Associates	46.6%	46.3%
% Minority Summer Associates	24.0%	29.6%
Median number of schools visited	6	6
Average size of summer program	12	9
% of summer associates receiving offers	69.3%	90.2%
% of 2L interviews resulting in offer	35.4%	44.2%
Acceptance rate of SA offers	84.5%	38.2%

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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
2012	38	8	6	4	67%	1	25%
2011	30	9	3	3	71%	0	0%
2010	28	5	5	4	80%	2	50%

In addition to your statistics, 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 2012 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?”

	2011 SAs	2012 FAs	2012 SAs	2013 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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2012 Year End Report Sample

Dept.	New Hires (Lateral)	Incoming Fall 2012 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

Hiring/Attrition Report 2012 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	2/7/12	Harris	Georgia	1979	N/A	HH – Search Firm B \$83,000
ATL	Angie Dickenson	Assoc.	3/21/12	Harris	Emory	2001	4	HH – Search Firm C \$28,875
DC	Glenn Robinson	Assoc.	4/20/12	Harris	Howard	2002	3	HH – Search Firm D \$36,250
DN	Ray Burns	Partner	6/1/12	Harris	Denver	1979	Draw	HH – Search Firm A (no fee)
DN	John Bates	Partner	10/1/12	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	3/31/12	Peters	Georgia	1975	2.5	Turner
ATL	Brett Dickenson	Assoc.	9/21/12	Harris	Emory	1998	7.5	Home Depot

Scenario 7

“What is the firm’s associate attrition rate for 2012?”
Compare it to previous years’ and national data.

# of Associates	2012	2011	2010	2009	2008
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%
NALP Foundation Data	TBD	18%	18%	17%	16%

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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			
All Firms	Overall	Males	Females
	Mean: 19% Median: 19% Range: 0% - 43%	Mean: 19% Median: 17% Range: 0% - 50%	Mean: 19% Median: 20% 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 Attrition Report by Firm

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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?

<u>Entry Level</u>	<u>Out of Pocket</u>	<u>Attorney Time</u>
<ul style="list-style-type: none">• Interviews<ul style="list-style-type: none">– 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**
- Coordinated the 2012 summer associate program which consisted of 14 summer associates (including our first 1L), all from 10 top law schools.
- Jumped from 105th out of 108 participating firms, to 8th out of 111 firms in the 2012 *American Lawyer* Summer Associate Survey.
- Conducted on campus interviews at 10 law schools and met with students at 5 job fairs across the country.
- Processed a total of 651 2L applications and hired a 2013 summer associate class of 18, including 2 IP-focused summer associates.
- Hired 17 new associates, including 2 from Judicial Clerkships and 4 lateral associates.
- Hired 2 lateral partners, 2 new of counsel, and 1 consultant.
- Scheduled over 1,200 candidate interviews.
- Developed new marketing strategy, wileyreinconnect.com, to recruit top students and grow the Firm's profile with students.

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Annual Self-Evaluation (or Annual Report)

- **Professional Development**
- Coordinated 78 training programs for attorneys throughout the Firm including practice area training sessions.
- Worked closely with the newly created Partner/Of Counsel PD Committee to deliver training for junior partners and of counsel.
- Continued to develop new training programs based on in-house demand including: information security and evidentiary basics programs.
- Processed 125 CLE accreditation applications and 9 Insurance CE accreditation applications for 28 client programs.
- Coordinated annual evaluations for 73 associates. A total of 926 evaluations were completed by 185 partners and other supervisors.
- Oversaw 46 associates, of counsel, and partners who served as associate mentors, and 44 partners who participated as Professional Development Partner mentors.
- Became an accredited provider of New York CLE.
- Completed applications for the Firm to be an accredited provider of Insurance CE in 9 jurisdictions based on requests from the Firm's insurance clients.

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Training/CLE Spreadsheet

Chron	Sect	Program Name	Date	Speakers	Time	Delivery Method	Target Audience	CLE credits (50/60)
1	TARGET	Communications 101: Practice Overview	January 8, 2013	In-House (Dick Wiley)	3:00pm-5:00pm	Live (Main CC)	Associates; 1st years	1.5/1.5
2	TARGET	Communications 101: Telecommunications Regulation	January 14, 2013	In-House (Bennett Ross, Tom Navin)	12:00pm-1:30pm	Live (SE CC)	Associates; 1st years	n/a
3	TARGET	Insurance 101: General Liability Insurance	January 15, 2013	In-House (Laura Foggan, Ken Ryan)	12:00pm-1:30pm	Live (4 Large)	1st years; Insurance Associates	1.5/1.5
4	TARGET	Insurance 101: Coverage Analyses 101	January 17, 2013	In-House (Mary Borja)	12:00pm-1:30pm	Live (5 Glass)	1st years; Insurance Associates	1.5/1.5
5	TARGET	Communications 101: Wireless 101	January 22, 2013	In-House (Eric DeSilva, Scott Delacourt, Tom Dombrovsky)	12:00pm-1:30pm	Live (SE CC)	Communications Associates; Associates; 1st years	1.5/1.5
6	TARGET	Finnegan Webinar: Prior Art, Obviousness, and the Doctrine of Equivalents	January 22, 2013	External (Tina Hulse, Kara Stoll, E. Robert Yoches)	1:00pm-2:00pm	Live (TBD)	Patent Associates	n/a

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



2012 Annual Report

Diversity at Wiley Rein



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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

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Knowledge is Power: Using Data to Raise Your Profile

- **Kay Nash**, Chief Professional Development and Attorney Recruiting Officer, Wiley Rein LLP
- **Jennifer Queen**, Chief Recruiting and Development Officer, McKenna Long & Aldridge LLP

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