



Feedback 2.0: Turning Summer Associate Evaluations Into Powerful Learning Tools

Thursday, April 10, 2014

Rebecca Calman, Lead Recruiter, Cleary Gottlieb Steen & Hamilton LLP

Donna Harris, Director of Legal Recruiting, Cleary Gottlieb Steen & Hamilton LLP

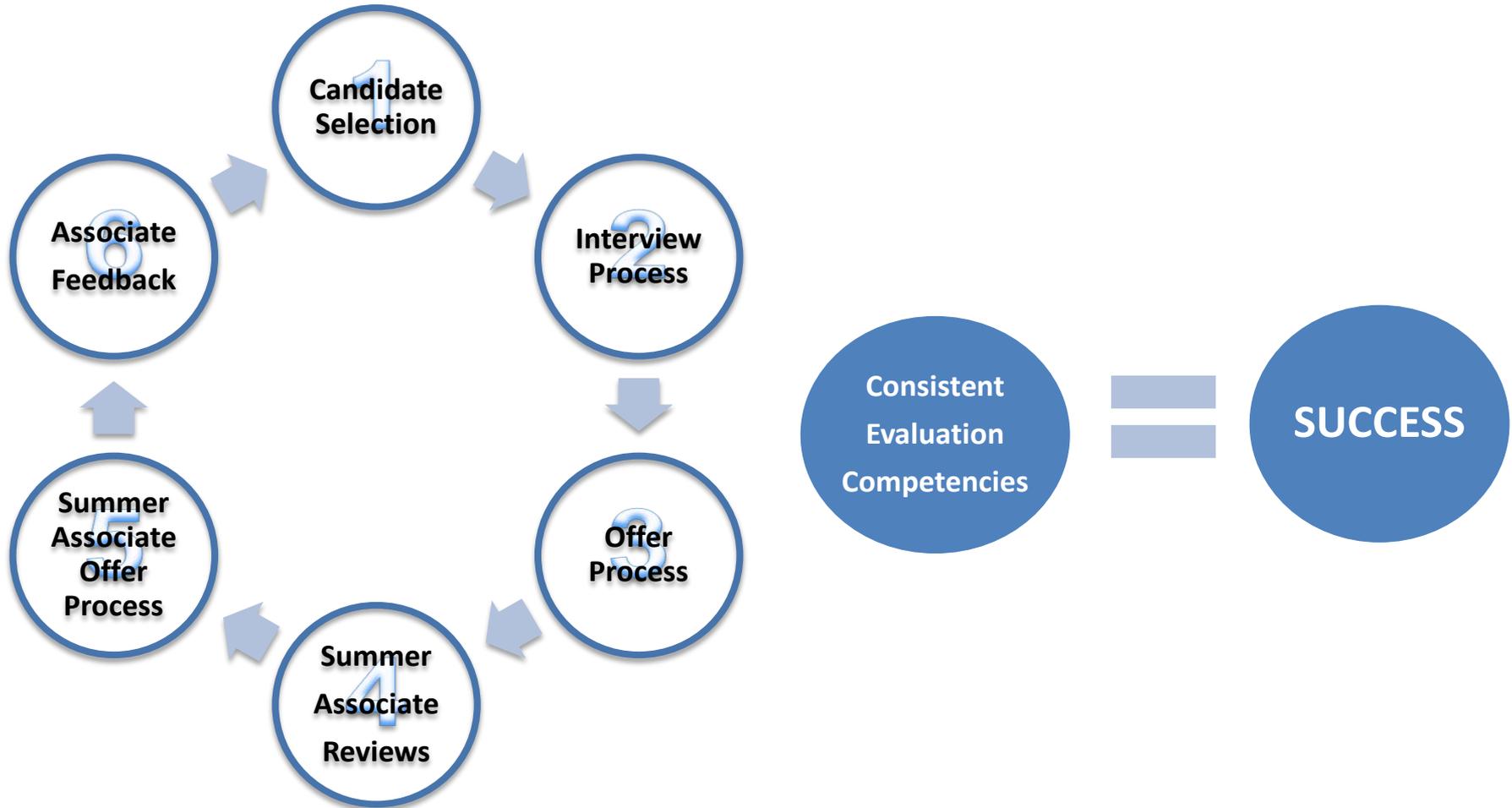
Karl Riehl, Manager, Legal Recruitment & Professional Development, Epstein Becker & Green, PC

Lynne Traverse, Manager of Lateral Recruiting, Bryan Cave LLP

Program Objectives

The goal of today's program is to provide participants with additional tools to enhance their summer associate evaluation process and explore summer associate feedback as a continuum.

An Associate's Feedback Life Cycle



What Does Feedback Look Like?

- How does the feedback process work?
 - at your firm
 - in your market
- Which factors affect your evaluation process?
 - size and length of summer program
 - location
 - practice
 - yield
 - culture

Evaluation Methodologies

- Which evaluation methodologies does your firm use?
- How does your summer associate methodology compare to your on-campus and callback evaluation methodologies?
- Assess your evaluation methodology on a regular basis to ensure that your process remains relevant and useful

Essential Competencies

Hard Skills

- Legal analysis
- Critical thinking
- Research ability
- Oral communication
- Written communication
- Client service orientation
- Detail orientation

Critical Skills

- Proactivity
- Work ethic
- Timeliness
- Judgment
- Commitment
- Collegiality
- Resourcefulness
- Motivation
- Resilience

The Nitty Gritty: Establishing an Effective Evaluation Process

- Create clear and concise evaluation forms
- Eliminate bias and level the playing field
- Administer pre-evaluation questionnaires
- Manage expectations and risk
- Develop a strategy for managing summer associates with performance issues

The Big Picture:

Establishing an Effective Evaluation Process

- Conduct summer associate exit interviews
- Analyze your assignment process
- Liaise with professional development
- Use numbers to tell your story

Building the Business Case

- Leverage lawyer time
- Collect more meaningful, substantive feedback
- Provide summer associates with a clearer path to success

Contact Information

Rebecca Calman
Lead Recruiter
Cleary Gottlieb Steen & Hamilton LLP
(212) 225-2952
rcalman@cgsh.com

Karl Riehl
Legal Recruitment and Professional
Development Manager
Epstein Becker & Green, PC
(212) 351-4925
kriehl@ebglaw.com

Donna Harris
Director of Legal Recruiting
Cleary Gottlieb Steen & Hamilton LLP
(212) 225-3170
dharris@cgsh.com

Lynne Traverse
Manager of Lateral Recruiting
Bryan Cave LLP
(602) 364-7400
lltraverse@bryancave.com