

*The costs of losing and replacing a lawyer necessarily vary from firm to firm. The size and geographic location of the firm, the practice areas and seniority of the lawyers, the level of compensation, and many other factors contribute to the variations. This Diagnostic is intended to help you estimate the cost of losing and replacing an associate in your firm.*

## **DEPARTURE COSTS**

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### *Lost investment in departing lawyer*

- Hiring expenses \_\_\_\_\_
- Bar review courses and bar dues \_\_\_\_\_
- Time written off \_\_\_\_\_
- Training and mentoring \_\_\_\_\_
- Client relationships \_\_\_\_\_

### *Costs of separation*

- Exit interviews \_\_\_\_\_
- Administrative processing time \_\_\_\_\_
- Benefit continuation \_\_\_\_\_
- Severance \_\_\_\_\_

### *Costs for others filling in vacancy*

- Fees, salaries for temps \_\_\_\_\_
- Time spent educating and helping replacements \_\_\_\_\_

### *Lost productivity*

- Loss/distress of clients \_\_\_\_\_
- Write-offs for work of temporary replacements \_\_\_\_\_
- Distraction, increased stress, declining morale among remaining associates \_\_\_\_\_

## Exit Interview Stats

Office	Principal	Of Counsel	Associate	Tech Spec/LTA	Staff Atty	Totals
Atlanta						
Austin						
Boston						
Dallas						
Delaware						
Houston						
Munich						
New York						
San Diego						
Silicon Valley						
Twin Cities						
Washington, DC						
<b>Totals</b>						

Source of Hire	
Attorney Referral	
Former Federal Circuit Clerk	
Search Firm Solicitation	
Summer Associate Program	
Write In	
Other	

Tenure at Firm	
Less than 1 year	
1 to 3 years	
3 to 5 years	
5 to 7 years	
7 to 10 years	
More than 10 years	

Departing Legal Staff by Practice Area						
	Principal	Of Counsel	Associate	Tech Spec	Staff Atty	Totals
Patent						
Litigation						
Patent and Litigation						
Trademark & Copyright						
Regulatory						
<b>Totals</b>						

Diversity Stats		
	Female	Male
Minority		
Majority		

(#) indicates involuntary departure

Technical Backgrounds of Departing Legal Staff*				
*Legal Staff with more than one technical degree have been counted one time for each degree				
Background	Principal	Associate	Counsel	Other
Non-Technical				
Biomedical Engineering				
Biology/Chemistry				
Chemical Engineering				
Civil Engineering				
Computer Science				
Electrical Engineering				
Industrial Engineering				
Mathematics				
Mechanical Engineering				
Pharmacology				
Physics				





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FISH & RICHARDSON

Associate/Technology Specialist Exit Interview

Name: \_\_\_\_\_ Position: \_\_\_\_\_ Office: \_\_\_\_\_

Class: \_\_\_\_\_ Law School: \_\_\_\_\_ Technical Background: \_\_\_\_\_

Practice Group: \_\_\_\_\_ Group Leader: \_\_\_\_\_ Mentor: \_\_\_\_\_

Source of Hire (check one):  Attorney Referral  Former Federal Circuit Clerk  Search Firm Solicitation  Summer Associate Program

Write-in  Other (please indicate): \_\_\_\_\_

Hire Date: \_\_\_\_\_ Rehire Date (if applicable): \_\_\_\_\_ Departure Date: \_\_\_\_\_

**I. Reason for Departure**

<p>1. What is your reason for leaving the firm?</p>	<p><input type="checkbox"/> New Firm (please indicate if known): _____</p> <p><input type="checkbox"/> In-house (please indicate if known): _____</p> <p><input type="checkbox"/> Clerkship (which court/judge): _____</p> <p><input type="checkbox"/> Leaving the practice of law. <input type="checkbox"/> Relocation <input type="checkbox"/> Retirement</p> <p><input type="checkbox"/> Involuntary Departure. Did not ask. <input type="checkbox"/> Other (Please indicate): _____</p> <hr/> <p>Additional comments:</p>
<p>2. If leaving for a new position, what are the top items that make this new position more attractive?</p>	

<p>3. How did you identify your new opportunity (networking/search firms)?</p> <p>If search firm, please indicate name of recruiter and agency.</p>	
<p>4. Before deciding to leave, did you investigate any options that would have enabled you to stay at the firm?</p>	
<p><b>II. Firm Satisfaction</b></p>	
<p>5. Tell me what you liked and disliked about your work and workload at Fish?</p>	<p>Likes:</p>
	<p>Dislikes:</p>
<p>6. How do you feel about our compensation system?</p>	
<p>7. Are there additional or increased benefits that you are to receive at your new employer?</p>	

8. Administrative Functions:

Please rate the following support areas based on your experience. Please feel free to give any specific feedback about individuals in the group or general comments. Please rate your overall experience by -  **Great Experience**    **Fine/No Complaints**    **Needs Improvement**    **No Experience**

\*If someone answers **Needs Improvement**, please ask for specifics

<p>Accounting</p>	<p><input type="checkbox"/> Great Experience      <input type="checkbox"/> Fine/No Complaints      <input type="checkbox"/> Needs Improvement      <input type="checkbox"/> No Experience</p> <p>Additional Comments:</p>
<p>Conflicts</p>	<p><input type="checkbox"/> Great Experience      <input type="checkbox"/> Fine/No Complaints      <input type="checkbox"/> Needs Improvement      <input type="checkbox"/> No Experience</p> <p>Additional Comments:</p>
<p>Human Resources</p>	<p><input type="checkbox"/> Great Experience      <input type="checkbox"/> Fine/No Complaints      <input type="checkbox"/> Needs Improvement      <input type="checkbox"/> No Experience</p> <p>Additional Comments:</p>
<p>Library</p>	<p><input type="checkbox"/> Great Experience      <input type="checkbox"/> Fine/No Complaints      <input type="checkbox"/> Needs Improvement      <input type="checkbox"/> No Experience</p> <p>Additional Comments:</p>
<p>Litigation Support/ Legal Assistant Support</p>	<p><input type="checkbox"/> Great Experience      <input type="checkbox"/> Fine/No Complaints      <input type="checkbox"/> Needs Improvement      <input type="checkbox"/> No Experience</p> <p>Additional Comments:</p>

Marketing	<input type="checkbox"/> Great Experience <input type="checkbox"/> Fine/No Complaints <input type="checkbox"/> Needs Improvement <input type="checkbox"/> No Experience Additional Comments:
Office Manager	<input type="checkbox"/> Great Experience <input type="checkbox"/> Fine/No Complaints <input type="checkbox"/> Needs Improvement <input type="checkbox"/> No Experience Additional Comments:
Office Services	<input type="checkbox"/> Great Experience <input type="checkbox"/> Fine/No Complaints <input type="checkbox"/> Needs Improvement <input type="checkbox"/> No Experience Additional Comments:
Patent and Trademark Prosecution Support/Practice Systems	<input type="checkbox"/> Great Experience <input type="checkbox"/> Fine/No Complaints <input type="checkbox"/> Needs Improvement <input type="checkbox"/> No Experience Additional Comments:
Professional Development	<input type="checkbox"/> Great Experience <input type="checkbox"/> Fine/No Complaints <input type="checkbox"/> Needs Improvement <input type="checkbox"/> No Experience Additional Comments:
Recruiting	<input type="checkbox"/> Great Experience <input type="checkbox"/> Fine/No Complaints <input type="checkbox"/> Needs Improvement <input type="checkbox"/> No Experience Additional Comments:

Secretarial Support	<input type="checkbox"/> Great Experience <input type="checkbox"/> Fine/No Complaints <input type="checkbox"/> Needs Improvement <input type="checkbox"/> No Experience Additional Comments:
Technology	<input type="checkbox"/> Great Experience <input type="checkbox"/> Fine/No Complaints <input type="checkbox"/> Needs Improvement <input type="checkbox"/> No Experience Additional Comments:

**III. Firm Development**

<p>9. What was the most beneficial/useful training you received? Was there any training that was particularly not useful? Do you have any suggestions for improving our training program(s)?</p> <p>Examples of training: Thursday Forum, Orientation, Bootcamps, NITA, Writing Seminar, One-on-One training.</p>	<p>Useful Training:</p> <hr/> <p>Not Useful Training:</p>
<p>10. How do you feel about the quality of attorney mentoring you received?</p>	
<p>11. How was your experience with your group leader? Any suggestions on how to improve this system?</p>	

12. Was there anyone, outside of your group leader, who was particularly helpful as you joined and advanced within the firm?	
13. How did you feel about the performance review process? What could make the performance review process better or more effective for you?	
14. How would you describe the Firm's commitment to diversity?	
15. How would you describe the Firm's commitment to Pro Bono?	
<b>IV. Firm Culture and Expectations</b>	
16. How would you describe Fish's culture?	
17. What did you enjoy most about Fish?	
18. Do you have any additional suggestions for Firm Management?	

V. Contact Information	
Work Contact:	
Employer: _____	Title: _____
Address: _____	City: _____ State: _____
Zip Code: _____ Telephone Number _____	Email: _____
Personal Contact:	
Address: _____	City: _____ State: _____
Zip Code: _____ Telephone Number _____	Email: _____
Fish has an F&R Alumni Program and would like to contact you with news about this initiative. If you would like to receive information regarding this program, which address do you prefer we use for our internal database?	
<input type="checkbox"/> Work Email	<input type="checkbox"/> Personal Email

VI. FOR RECRUITING USE ONLY:	
If departing for federal clerkship, notification of bonus payment discussed with employee.	<input type="checkbox"/> Yes <input type="checkbox"/> No
If employed less than 12 months, determine if salary advance, clerkship bonus, or relocation repayment is applicable. If yes, discuss with employee and payroll.	<input type="checkbox"/> Yes <input type="checkbox"/> No
If employed less than 12 months, determine if we paid a search firm or referral fee for this candidate. If yes, notify LRM.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Minority Status (check one):	
<input type="checkbox"/> African American/Black <input type="checkbox"/> American Indian/Alaskan Native <input type="checkbox"/> Asian <input type="checkbox"/> Caucasian/White <input type="checkbox"/> Hispanic/Latino <input type="checkbox"/> Native Hawaiian/Other Pacific Islander <input type="checkbox"/> Two or More Races <input type="checkbox"/> Did Not Disclose	
Average Tenure in Months (please list and check one):	
<input type="checkbox"/> Less than One Year <input type="checkbox"/> 1-3 Years <input type="checkbox"/> 3-5 Years <input type="checkbox"/> 5-7 Years <input type="checkbox"/> 7-10 Years <input type="checkbox"/> Greater than Ten Years	
Gender (check one):	<input type="checkbox"/> Female <input type="checkbox"/> Male

Conducted by: \_\_\_\_\_ Date: \_\_\_\_\_