

NALP 2020 Survey of Law Firm Competency Expectations for Associate Development

This research project will explore competencies and developmental expectations for law firm associates and will identify commonalities and differences among the competencies emphasized by law firms. Additionally, this research will help law firms understand the varied ways in which competencies and developmental expectations are being used by law firms across the U.S. as part of their associate development and evaluation processes. Finally, the research will benefit law schools by indicating the extent to which common competencies across law firms align with typical law school learning outcomes and by informing law school career and professional development offices about the extent to which these competencies are considered in the hiring process.

The information you submit in this survey is completely confidential. No information that could be attributed to your organization will be published. Please submit only one response per law firm.

For purposes of this survey, "**competencies**" and "**developmental expectations**" mean those skills, abilities, and attributes that your firm has decided are desirable for your associates to possess and that your firm believes contribute to the successful performance of your associates.

*** 1. Does your firm have competencies or developmental expectations for your associates?**

- Yes
- No (*survey will skip to firm demographic items*)

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* **2. Are these competencies/developmental expectations formalized in writing?**

- Yes
- No

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3. How/when is the document describing the competencies/developmental expectations distributed to associates? *Select all that apply.*

The document describing the competencies/developmental expectations is:

- Not distributed to associates (**do not select any other response options**)
- Distributed to associates during onboarding
- Distributed to associates during the review process
- Available to associates on law firm intranet
- Other (please describe)

4. How/when is the document describing the competencies/developmental expectations shared with partners who are evaluating associates? *Select all that apply.*

The document describing the competencies/developmental expectations is:

- Not distributed to partners (**do not select any other response options**)
- Distributed to partners during the review process for associates
- Available to partners on law firm intranet
- Other (please describe)

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3. Even though your competencies/developmental expectations are not memorialized in writing, how/when are these competencies/developmental expectations communicated to associates? *Select all that apply.*

The competencies/developmental expectations are:

- Not communicated to associates (**do not select any other response options**)
- Communicated to associates during onboarding
- Communicated to associates during the review process
- Other (please describe)

4. Even though your competencies/developmental expectations are not memorialized in writing, how/when are these competencies/developmental expectations shared with partners who are evaluating associates? *Select all that apply.*

- Not communicated to partners (**do not select any other response options**)
- Communicated to partners during the review process
- Other (please describe)

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5. Which of the following sets of competencies/developmental expectations are included in your competency expectations?
Select all that apply.

Please note that in completing your responses to this question, **include only those things explicitly memorialized in the document describing your competencies/developmental expectations or explicitly articulated and communicated to associates as important competencies/developmental expectations.**

Technical Legal Skills/Knowledge

- Legal analysis
- Legal knowledge/Expertise
- Legal research
- Problem-solving

Relationship Skills

- Cultural competence
- Respect for others
- Emotional intelligence/Empathy
- Teamwork/Collaboration
- Leadership

Character Traits

- Honesty
- Integrity
- Trustworthiness
- Judgment/Common sense

Self-Development Traits

- Self-awareness
- Self-discipline
- Intellectual curiosity
- Well-being
- Self-direction

Work Ethic Traits

- Attention to detail
- Initiative
- Diligence
- Perseverance
- Responsibility/Reliability

Communication Skills

- Communicate clearly (sharing information)
- Listening (receiving information)
- Oral advocacy
- Written advocacy

Technological Skills

- Analyze data
- Social media expertise
- Facility with various programs (Microsoft Word, Excel, PowerPoint, etc.)
- Project management
- Business/Financial knowledge

Client Service Orientation

- Responsiveness to client
- Understand client business/circumstances
- Respect client autonomy
- Loyalty
- Confidentiality

Please list any other competencies/developmental expectations your firm has for its associates not listed above.

6. Does your firm use the competencies/developmental expectations that you selected from the list above in performance evaluations of your associates?

- Yes, we use all of the competencies/developmental expectations selected from the list above in performance evaluations.
- Yes, we use some, but not all, of the competencies/developmental expectations selected from the list above in performance evaluations.
- No.

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7. Does your firm have different competencies/developmental expectations for different experience levels of associates?

- No
- Yes (please explain)

8. Please indicate whether your firm connects progress in competencies/developmental expectations to any of the following: *Select all that apply.*

- Feedback on specific projects
- Performance evaluations
- Base salary
- Bonus
- Promotion to higher levels of associate
- Promotion to partner
- Training programs tied to competencies
- Other (please describe)

9. How often does your firm perform associate evaluations? *Select all that apply.*

- Once a year
- Twice a year
- Real-time, ongoing feedback
- Other (please describe)

10. Does your firm tie your competencies/developmental expectations to your hiring process and recruiting? *Select all that apply.*

- Yes, we use them for hiring summer associates or entry-level associates. No, we do not use them in our hiring process and recruiting. (Do not select any other response options.)
- Yes, we use them for hiring lateral associates. I don't know. (Do not select any other response options.)
- Yes, use them for hiring lateral partners.

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* **11. Please share the name of your firm in the box below so we can ensure that we only have one response per firm.**

12. Please include the name, title, and email address of the person completing the survey in case follow up is needed.

* Name

* Title

Email address

13. How many lawyers are in your law firm (firm-wide)?

- | | |
|------------------------------------|-------------------------------|
| <input type="radio"/> 100 or fewer | <input type="radio"/> 501-700 |
| <input type="radio"/> 101-250 | <input type="radio"/> 701+ |
| <input type="radio"/> 251-500 | |