

CORE COMPETENCIES

EVALUATION CRITERIA	Level 1	Level 2	Level 3	Level 4
Written Communication	- Writes clearly and concisely. - Produces work that is well-organized, grammatically correct and appropriately formatted.	- Produces written work that requires few substantive modifications. - Organizes complex topics so that they are easily understandable for the intended audience.	- Takes primary responsibility for drafting and conforming most written work. - Produces written work that requires minimal revision by supervising attorney. - Effectively incorporates work prepared by others.	- Produces written work in client ready form. - Efficiently edits the written work of others.
Oral Communication	- Expresses self clearly, persuasively and confidently on straightforward matters. - Listens well.	- Confidently and persuasively communicates with a range of audiences. - Leads discussions with senior attorneys.	Effectively communicates regarding complex matters with a range of audiences, both within and outside the firm.	- Effectively leads discussions with a range of audiences. - Consistently takes primary responsibility for external communications. - Communicates effectively despite disparate negotiating styles.
Research and Analysis	- Thoroughly and methodically researches issues. - Grasps complex factual and legal issues. - Appropriately applies legal principles, and considers issues thoroughly.	- Effectively addresses complex research issues. - Identifies issues and starts developing strategies to resolve them. - Offers challenges and differing viewpoints.	- Contributes to the development and implementation of all aspects of legal strategies. - Demonstrates creative problem solving skills. - Develops approaches that add value for clients.	- Takes primary responsibility for developing and implementing legal strategy. - Thinks proactively to identify and avoid or solve problems.
Professional Judgment	- Effectively prioritizes tasks and issues. - Asks good questions. - Keeps all appropriate parties properly informed.	Distinguishes issues requiring input from others from issues that can be addressed independently.	Demonstrates ability to prioritize issues in light of client's objectives.	Provides effective, comprehensive advice to clients consistent with their objectives.

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Efficiency and Responsiveness	• Completes assignments on time. • Responds in a timely fashion. • Uses time efficiently.	• Produces detailed and accurate work product on time. • Works well under pressure.		• Provides efficiencies for clients while maintaining high quality of legal work.
Client Service	• Gains trust of senior attorneys and demonstrates understanding of their priorities and concerns.	• Learns about client's business, organization and legal objectives.	• Understands client's business and strategic objectives. • Brings relevant information to the client's attention.	• Guides client or senior partner through issues, and when necessary can counsel client or senior partner to alter contemplated course of action.
Business Development	• Provides support for business development initiatives. • Begins to develop a network of contacts. • Develops a general understanding of the firm and specific practice groups. • Develops familiarity with industries and clients served by practice group.	• Begins to engage in activities such as writing articles, speaking, or getting involved in industry, civic or professional groups. • Maintains and grows a network of contacts. • Develops an internal network within the firm. • Demonstrates a solid understanding of the firm's different practice areas.	• Begins to develop a strategic plan for business development and begins to implement it. • Seeks out opportunities to enhance business development skills. • Identifies business development opportunities and communicates with senior attorneys regarding pursuing them, and takes initiative to assist in those efforts.	• Actively engages in effective business development activities. • Contributes significantly to cross-practice matters. • An active participant in pitches.
Leadership and Teamwork	• Works effectively with others. • Treats others with respect. • Works to build strong relationships with senior associates and partners. • Is receptive to constructive criticism and feedback.	• Supervises paralegals and other professionals as appropriate. • Provides appropriate status reports and case updates to other team members including managing attorney, and to clients.	• Effectively delegates to and supervises less experienced associates and paralegals. • Provides appropriate constructive feedback to more junior associates and staff.	• Effectively leads team of junior associates, paralegals and support staff to complete complex projects. • Is receptive to feedback regarding leadership style.

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Professional Development and Firm Citizenship	• Demonstrates a strong commitment to the firm and its success.¹ • Demonstrates a commitment to diversity.² • Demonstrates a commitment to his/her own professional development.³ • Develops base of knowledge and experiences, and keeps up to date with the law.	• Demonstrates a strong commitment to the firm and its success.¹ • Demonstrates a commitment to diversity.² • Stays abreast of important legislation, cases, regulatory releases etc. and/or otherwise assists practice group in practice development.	• Demonstrates a strong commitment to the firm and its success.¹ • Demonstrates a commitment to diversity.² • Takes on a more active role in professional/trade groups and trade activities.	• Demonstrates a strong commitment to the firm and its success by displaying an ownership/entrepreneurial attitude. • Demonstrates a commitment to diversity.² • Demonstrates an understanding of client service economics.

¹ The expectation of an associate's contributions with respect to this competency increases with the progression of levels. For Level 1, this competency can be demonstrated by basic participation in such activities as assisting with or preparing a topical article, speech or seminar materials, attending firm-wide programs and events, attending summer events and getting acquainted with summer associates. For Level 2, this competency can be demonstrated by actively participating in such activities as conducting in-office or lunch interviews with law students and lateral candidates, and providing appropriate feedback, and serving as an informal mentor to junior associates. For Level 3, this competency can be demonstrated by contribution to firm committees, and mentorship efforts and/or other firm governance initiatives.

² Commitment to diversity can be demonstrated with such activities as attending firm sponsored diversity events, mentoring a diverse student, mentoring a diverse associate, and attending diversity educational programs.

³ Commitment to professional development can be demonstrated with such activities as participating in a bar association, participating in firm sponsored civic/community/charitable events or similar activities.