


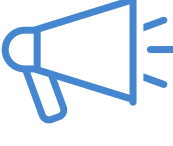





# LAW FIRM ASSOCIATE CONTRIBUTIONS: BY THE HOURS



CONTRIBUTION	COMMENT	EXPERIENCE YEARS			
		1-4	5-8	9-13	14 +
		Hours	Hours	Hours	Hours
 Scheduled Hours	Total hours needed to grow or maintain role in firm	2,200	2,300	2,400	2,400
 Billable	Needed to meet client demand (will vary by firm and practice type)	2,000	2,000	1,865	1,800
 Administrative	Time accounting, billing, and non billable overhead time (less than .5 hour per day)	100	125	180	200
 Skill Development	CLE and formal training (in addition to case specific training time written off)	25	25	30	30
 Marketing and Related	Direct marketing activities and inbound marketing support	30	50	100	180
 Bar, Professional, Civic	May also be a supplement to marketing and individual brand building	25	50	150	150
 Pro Bono	Professional responsibility depending on firm policy. Some firms count toward billable goals.	15	15	15	0
 Recruiting	Interviewing, On Campus, Clerk Programs, etc.	5	10	10	10
 Training Others	Practice area and skill specific training	0	25	50	30
<b>TOTAL NON BILLABLE</b>	Total Non Billable Investment	200	300	535	600
<b>TOTAL HOURS CONTRIBUTED</b>	Should equal Scheduled Hours	2,200	2,300	2,400	2,400