

Foundational Components



Cultural Assessment

Goal:

Everyone should understand the culture of the firm today & the plan is for making it better.

Objective:

Ensuring that the firm's culture is a benefit to the recruiting and retention process.



Consideration of Economic Factors and Profitability

Goal:

Everyone should understand the drivers of profitability & have the ability to improve their results.

Evaluating the factors that affect profitability and address any inconsistencies in pay and performance that could lead to turnover.



Assessment of Performance Evaluation Systems

Goal:

Everyone should understand how they are doing & have the information they need to progress.

To ensure that the firm has the necessary evaluation tools and processes to reduce the likelihood of losing successful lawyers because of inadequate performance measurement systems.



Objectives

Process Steps

- 1 Recruiting & retention approach
- 2 Communication & feedback
- 3 Comprehension of the firm's core values, mission, and vision
- 4 The employee experience
- 5 New employee orientation, onboarding, & integration processes
- 6 Attorney development
- 7 Performance management
- 8 Transition planning & long term outlook
- 9 Compensation & incentives
- 10 Non-monetary and traditional employee benefits

Process Steps

- 1 Evaluating historical timekeeper profitability
- 2 Comparative compensation analysis by demographic*
- 3 Comparative profitability analysis by demographic**

*bar date, tenure, job title

** bar date, tenure, job title, supervising partner, and client quality

Deliverables:

Detailed **timekeeper** profitability analysis

Comparative **compensation** analysis by demographic

Comparison of **profitability** and turnover

Action plans for **improving profitability**

Deliverables:

Identification of cultural **strengths & weaknesses**

Recommended **improvement steps**

Process Steps

- 1 Create/revise model criteria
- 2 Review the existing evaluation process, forms, reports, & communication methods
- 3 Complete summary evaluations using model criteria of all attorneys
- 4 Retroactively rate attorneys who left the firm in the prior five years
- 5 Analyze evaluation results (individual & demographic trends)

Deliverables:

An improved **performance** evaluation system

Individual attorney **assessments** using model criteria - ahead of or behind expectations

Insights regarding **attorney** turnover

Updated model **associate criteria**