# SAMPLE ADMINISTRATIVE FORM

## ASSOCIATE EVALUATION

Associate: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Bar Admission: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Review Period From: \_\_\_\_\_\_\_\_\_\_\_\_ to: \_\_\_\_\_\_\_\_\_\_\_\_ Join Firm: \_\_\_\_\_\_\_\_\_\_

Billable Hours: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Non-billable Hours: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Evaluating Partner/Shareholder: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Work Exposure to Associate (circle one):

This year: Heavy Medium Slight None

Past Year: Heavy Medium Slight None

Other Exposure (e.g., social or committees):

Explain: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Ratings to be Used

Scale: 3 - Superior Performance 2 - Average Performance

1 - Improvement Necessary NB - No Basis

Listed below are factors which can contribute to an associate's effectiveness. Indicate which response category best describes the associate's performance for each factor using the following scale:

Superior

Performance 3 Indicates superior performance that consistently exceeds average performance. If this category is used, there should be written support with specific comments and examples.

Average

Performance 2 Indicates performance that consistently meets the requirements of an associate. This category will be used to describe performance of high quality which meets and occasionally exceeds the high standards of the legal profession and the firm. Most associates' performance will be in this category on most factors.

Improvement

Necessary 1 Indicates performance that requires improvement for the associate to reach optimum performance in the position. Performance in this category is below that which is normally expected of an associate with this individual's level of experience in this position. If this category is used, it should be supported with specific examples and comments on how performance is to be improved.

No Basis NB Used when the partner/shareholder is unable to form a judgment on the associate's performance on this factor either because the factor does not apply or because of other special circumstances.

## Prior Year’s

**A**. **Quality of Work:** Rating Rating

(1) Does this lawyer provide quality legal work for clients? \_\_\_\_\_\_ \_\_\_\_\_\_

(2) What is the quality of his/her research work? \_\_\_\_\_\_ \_\_\_\_\_\_

(3) Describe this lawyer's writing skills. \_\_\_\_\_\_ \_\_\_\_\_\_

(4) Does this lawyer have sufficient knowledge of the law? \_\_\_\_\_\_ \_\_\_\_\_\_

(5) Describe this lawyer's litigation skills (if appropriate). \_\_\_\_\_\_ \_\_\_\_\_\_

(6) Describe this lawyer's negotiating skills. \_\_\_\_\_\_ \_\_\_\_\_\_

**B. Responsibilities and Communications:**

(7) Does this lawyer accept responsibility? \_\_\_\_\_\_ \_\_\_\_\_\_

(8) Does he/she keep partners informed? \_\_\_\_\_\_ \_\_\_\_\_\_

(9) Does he/she keep clients informed? \_\_\_\_\_\_ \_\_\_\_\_\_

(10) Does he/she complete assignments on time? \_\_\_\_\_\_ \_\_\_\_\_\_

(11) Describe this lawyer's verbal skills. \_\_\_\_\_\_ \_\_\_\_\_\_

**C. Judgment:** Rating Rating

(12) Within the limits of his/her experience, does this lawyer

act independently? \_\_\_\_\_\_ \_\_\_\_\_\_

(13) Does this lawyer consult with other lawyers when

appropriate to do so? \_\_\_\_\_\_ \_\_\_\_\_\_

**D. Effort:**

(14) Is this lawyer working at maximum capacity? \_\_\_\_\_\_ \_\_\_\_\_\_

(15) Does this lawyer work efficiently? \_\_\_\_\_\_ \_\_\_\_\_\_

**E. Business Development:**

(16) Does this lawyer make an effort to attract clients to the firm? \_\_\_\_\_\_ \_\_\_\_\_\_

**F. Client Relationships:**

(17) Does this lawyer work well with clients? \_\_\_\_\_\_ \_\_\_\_\_\_

**G. Attitude:**

(18) Is this lawyer personable, cooperative, easy to work with? \_\_\_\_\_\_ \_\_\_\_\_\_

(19) Does this lawyer contribute to the team approach? \_\_\_\_\_\_ \_\_\_\_\_\_

(20) Does this lawyer maintain smooth working relationships

among legal staff? \_\_\_\_\_\_ \_\_\_\_\_\_

(21) Does this lawyer maintain smooth working relationships

with non-legal staff? \_\_\_\_\_\_ \_\_\_\_\_\_

**H. General:**

(22) Does this lawyer command your respect and the respect

of the firm? \_\_\_\_\_\_ \_\_\_\_\_\_

TOTAL RATING\_\_\_\_\_\_ \_\_\_\_\_\_

What are this lawyer's particular strengths? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What are this lawyer's particular weaknesses? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_