

Sample Associate Evaluation Form

This form is intended to assist partners in the process of evaluating the performance of the firm's associate. For each associate attorney, partners will be asked to complete the evaluation form.

The criteria contained in the form are not intended to be exhaustive. Views should be expressed on any aspect of the associate's performance and development that are considered important. Your assessment should be based on your own recent experience during the past year.

Bear in mind that associates need and deserve to know what areas the partners consider or perceive there to be room for improvement in their performance or progress. It is unfair to the attorney not to candidly evaluate his or her performance. No one can improve their performance unless they know in what areas they are expected to improve.

The form asks you to rate the attorney in a number of different areas and to supply comments that back up your ratings. Please take the time to give meaningful written comments. Numerical ratings are of little assistance or credibility to attorneys without details backing them up.

For each category of the evaluation, there is an assessment scale ranging from 1 (lowest) to 5 (highest). The assessment key is as follows:

1. Indicates significant concerns requiring immediate attention.
2. Indicates some concern requiring an effort to improve over time.
3. Indicates acceptable progress being made.
4. Indicates good progress being made.
5. Indicates exceptional performance.
- N/A Indicates don't know or too early too assess.

ASSOCIATE EVALUATION FORM

NAME OF ATTORNEY: _____

YEARS OF PRACTICE: _____ YEARS WITH THE FIRM: _____

NAME OF EVALUATOR: _____

1. **PRACTICE ADMINISTRATION:** Does the person keep current and accurate time records? Are time entries for services accurate, sufficiently descriptive and otherwise satisfactory? Are billing responsibilities discharged properly?

Lo					Hi	N/A
1	2	3	4	5		<input type="checkbox"/>

Comments:

2. **DRAFTING ABILITY:** Are this person's letters, briefs, briefs, contracts, pleadings and memoranda consistently well written and well thought out? Is this individual careful to avoid errors (typographical, factual or legal) in documents he or she produces? Does the quality of the work product of this person consistently meet standards appropriate to the firm?

Lo					Hi	N/A
1	2	3	4	5		<input type="checkbox"/>

Comments:

3. **THOROUGHNESS:** Does this individual use appropriate care to ensure that legal and factual issues relevant to the matter being handled are properly explored? Is this person consistently well prepared for hearings, trials, depositions, etc.? Is he or she diligent in documenting significant communications?

Lo Hi N/A
1 2 3 4 5 ☐

Comments:

4. **ANALYTIC ABILITY:** Has this person demonstrated the ability to identify and properly analyze complex issues?

Lo Hi N/A
1 2 3 4 5 ☐

Comments:

5. **ADVOCACY SKILLS:** Is the person an effective advocate for clients' positions in negotiations or at trials or in hearings?

Lo Hi N/A
1 2 3 4 5 ☐

Comments:

6. **EFFICIENCY:** Does this person generally work efficiently? **Lo** **Hi** **N/A**
 In most cases, are the number of hours entered on file within the
 range of what you would expect? Do clients get "good value" for
 the services of this person? **1 2 3 4 5** ☐

Comments:

7. **ABILITY TO WORK INDEPENDENTLY:** Does this **Lo** **Hi** **N/A**
 person regularly handle complex and/or significant matters
 (having regard to his or her years of practice)? Has he or she
 demonstrated the ability to handle complicated matters
 competently with minimal supervision? Do you have confidence
 delegating responsibility for complex matters to this person? **1 2 3 4 5** ☐

Comments:

8. **PROFESSIONAL DEVELOPMENT:** Is this person **Lo** **Hi** **N/A**
 developing a degree of specialization or expertise in an important
 area of practice? Is this person gaining or has he or she already
 gained a high level of respect from clients, other lawyers, or the
 bench? Is this person knowledgeable of the law in his or her
 preferred areas of practice? Does the person make an effort to
 stay abreast of developments in the law (for instance, by attending
 or participating in seminars)? Is this person's area of practice too
 broadly or too narrowly defined? **1 2 3 4 5** ☐

Comments:

9. **CLIENT RELATIONS:** Does this individual maintain a good rapport with clients? Is he/she responsive to client needs? Do clients speak highly of this person? Do clients seek out this individual for new assignments? Does this person project effort and commitment when working on client affairs?

Lo					Hi	N/A
1	2	3	4	5		<input type="checkbox"/>

Comments:

10. **BUSINESS DEVELOPMENT:** Does the individual demonstrate a commitment to marketing and business development? Does this person make acceptable efforts to generate new business?

Lo					Hi	N/A
1	2	3	4	5		<input type="checkbox"/>

Comments:

11. **JUDGMENT/MATURITY:** Do you consider this individual to be making acceptable progress in developing judgment and maturity as a practitioner as regards both legal and ethical matters?

Lo					Hi	N/A
1	2	3	4	5		<input type="checkbox"/>

Comments:

12. **INITIATIVE:** Does this person show initiative in seeking out challenging or demanding assignments? Does this person routinely do more than is asked for? Does he or she put in the "extra" effort? Do you get the sense this person has a strong desire to learn, develop and refine his or her skills as a practitioner?

Lo					Hi	N/A
1	2	3	4	5	<input type="checkbox"/>	

Comments:

13. **RESPONSIVENESS:** Is this person consistent in turning over work in a timely manner? Does the person keep the client client and supervising lawyer adequately apprised of the progress of files?

Lo					Hi	N/A
1	2	3	4	5	<input type="checkbox"/>	

Comments:

14. **COMMITMENT:** Do you think this individual is dedicated to working hard? Does he or she have a strong work ethic? Does this person demonstrate a willingness to do what is necessary to ensure that the job is done properly and in a timely fashion?

Lo					Hi	N/A
1	2	3	4	5	<input type="checkbox"/>	

Comments:

15. **DEDICATION TO FIRM:** Has the person demonstrated a strong dedication to the well being of the firm? Does he or she willingly participate in firm affairs (practice meetings, marketing, management, social, etc.)? Is the person a team player? Does he or she maintain good relations with other attorneys? Does the person demonstrate a commitment to "promoting" the firm by participation in professional associations, seminars or community activities?

Lo Hi N/A
1 2 3 4 5 ☐

Comments:

16. **OFFICE RELATIONS:** Does this individual have a good rapport with the partner and personnel?

Lo Hi N/A
1 2 3 4 5 ☐

Comments: