

## The American Lawyer - Midlevel Associates Survey

This survey is anonymous - you don't have to include your name, and we will make every effort not to identify you by any revealing characteristic. Please note that your firm might purchase a survey report that itemizes and analyzes the statistics for the firm's offices; reports include comments made in response to open-ended questions. However, under no circumstances will a firm have access to individual surveys, nor will The American Lawyer include any details, other than the firm's name and city, that connect a respondent's comments to any other responses on the survey.

### Contact Information

**1. Please confirm the name of your firm.**

\_\_\_\_\_

**2. City in which you work.**

\_\_\_\_\_

**3. What is your associate status?**

- 3<sup>rd</sup> Year
- 4<sup>th</sup> Year
- 5<sup>th</sup> Year

### The Hours

**4. Do you work full time or part time?**

- Full time
- Part time

**5. How many hours did you bill [last year]?**

**6. What is your billing rate?**

**7. How many pro bono hours did you work [last year]?**

**8. How many hours do you expect to bill [this year]?**

**9. The firm gives credit for the following nonbillable activities: (Check all that apply)**

- Pro bono work
- Professional development
- Firm administration
- Client-related tasks you do not feel justified billing for
- Other

**10. Is there a billable-hours requirement at your firm?**

Yes                      No                      Yes, but not officially

**11. If yes, what is the billables requirement?**

Compensation and Base Salary

**12. What is your current annual base salary?**

**13. What was your bonus for [last year]?**

**14. Of the vacation time you are entitled to, approximately what percent do you actually take?**

**15. Has your firm imposed unpaid time off?**

Yes                      No

**16. Do you expect a pay cut in the next year?**

Yes                      No

**17. Have any of your benefits been reduced or canceled in the last year?**

Yes                      No

**18. Has your firm switched to merit-based pay for associates?**

Yes                      No

**19. Has your firm instituted a competency model where associates can progress based on acquired skills and experience instead of graduation year?**

Yes                      No

**20. Do you like this system?**

Yes                      No                      Not applicable

The Work

**21. The distribution of work is (1=very unfair; 5=very fair)**

5      4      3      2      1

**22. The quality of work assigned is (1=very low; 5=very high)**

5      4      3      2      1

**23. The amount of client contact I have is (1=very low; 5=very high)**

5      4      3      2      1

**24. The amount of feedback I get on my work is (1=very low; 5=very high)**

5      4      3      2      1

**25. The evaluations are (1=very unfair; 5=very fair)**

5      4      3      2      1

**26. The amount of responsibility I am given is (1=very low; 5=very high)**

5      4      3      2      1

**27. My workload is**

- Too light
- Manageable
- Too heavy

**28. A year ago my workload was**

- Lighter than it is today
- The same as it is today
- Heavier than it is today

**29. Prior to the recession, my firm was**

- Leanly staffed
- Appropriately staffed
- Overstaffed

**30. My firm is currently**

- Leanly staffed
- Appropriately staffed
- Overstaffed

**31. Have you been assigned work that is below your skill level because layoffs have created an absence of more junior associates?**

Yes                      No

**32. Have you been assigned to any projects that were not billed on an hourly basis?**

Yes                      No

**33. Was that work treated differently?**

Yes                      No

### Firm Culture

**34. Rate the level of collegiality among associates. (1=not collegial; 5=very collegial)**

5      4      3      2      1

**35. Rate the firm's dedication to diversity. (1=not dedicated; 5=very dedicated)**

5      4      3      2      1

**36. Rate the firm's family-friendliness. (1=not family-friendly; 5=very family-friendly)**

5      4      3      2      1

**37. Rate the morale among your fellow associates this year compared to last year. (1=much worse; 5=much better)**

5      4      3      2      1

**38. Has your firm's response to the recession caused associate morale to decrease?**

Yes                      No

**39. Has the recession reduced management's openness about finances and strategies?**

Yes                      No

**40. Has your firm laid off associates in the past year?**

Yes                      No

**41. Are you worried about being laid off?**

Yes                      No

**42. If there have been layoffs at your firm, how well did the firm handle them? (1=very badly; 5=very well)**

5      4      3      2      1      Does not apply

**43. If there have been layoffs at your firm, do you believe they were implemented in a fair and transparent manner?**

Yes                      No                      Does not apply

**44. If there have been layoffs at your firm, what do you think is the primary reason you were not laid off?**

- Because of my contact with an important partner.
- Because of the quality of my work.
- Because my practice area has remained busy.
- Other
- Does Not Apply

## Your Career

Use the following guide, where applicable, to answer the next set of questions: (1=strongly disagree; 5=strongly agree)

**45. It's nearly impossible to become an equity partner at this firm.**

5      4      3      2      1

**46. Becoming a partner is important to you.**

5      4      3      2      1

**47. You have opportunities to work with partners.**

5      4      3      2      1

**48. If you could cut your billable hours requirement by 25 percent per year, you would happily give up 25 percent of your salary.**

5      4      3      2      1

**49. You would recommend this firm to a friend as a place to work.**

5      4      3      2      1

**50. Do you consider yourself to be on the partnership track?**

Yes                      No

**51. Does your firm have multiple associate tiers including a non-partnership associate tier?**

Yes                      No

**52. Do you have a mentor at your firm?**

Yes                      No

**53. If you had to do it again, you would come to work at this firm.**

Yes                      No

**54. You are actively looking for another job right now.**

Yes                      No

**55. Has the economy and dire job prospects forced you to remain in your current job longer than you originally anticipated?**

Yes                      No

**56. What do you expect to be doing in five years?**

- Equity partner at this firm
- Nonequity partner at this firm
- Senior associate/of counsel at this firm
- Partner at another firm
- Senior associate/of counsel at another firm
- Corporate counsel
- Investment banker
- Venture capitalist
- Public service lawyer
- Working in government
- Teaching
- Working part time as a lawyer
- Not practicing law
- I honestly don't know
- Other

**57. If you leave the firm, what will be your primary reason?**

- Better work/life balance
- Better training opportunities
- Didn't make partnership
- Geographic change
- Not enough work
- More money
- Career change
- Public service
- Other

**58. What is your loan balance from law school?**

Technology

Rate the following using this scale: (1=poor; 5=excellent)

**59. Firm-provided technology**

5      4      3      2      1

**60. Firm-provided training in the use of technology**

5      4      3      2      1

**61. The firm's technology support**

5      4      3      2      1

**62. How effectively the firm uses technology on behalf of clients (reusing work product, sharing information, lowering legal fees, etc.)**

5      4      3      2      1

**63. Have you used social networking tools for job-related purposes?**

Yes                      No

### Your Firm – A Summary

Rate your firm's qualities using the following scale: (1=lowest score; 5=highest score)

**64. The interest level of your work**

5      4      3      2      1

**65. The satisfaction level of your work**

5      4      3      2      1

**66. The compensation and benefits arrangements offered by your firm**

5      4      3      2      1

**67. Associates' relations with other associates**

5      4      3      2      1

**68. Partners' relations with associates**

5      4      3      2      1

**69. The training and guidance offered by your firm**

5      4      3      2      1

**70. Management openness about finances and strategies**

5      4      3      2      1

**71. How clearly your firm communicates what it takes to make partner**

5      4      3      2      1

**72. Your firm's policy in regard to billable hours**

5      4      3      2      1

**73. Your firm's attitude toward pro bono work**

5      4      3      2      1

**74. The likelihood that you will be at this firm two years from now**

5      4      3      2      1

**75. Taking all things into consideration, how would you rate this firm as a place to work?**

5      4      3      2      1

Demographics

**76. What is your gender?**

- Male
- Female

**77. What is your ethnicity?**

- Black/African American
- Asian
- White
- Hispanic
- Native American
- Other

**78. Additional demographic information (Please check all that apply.)**

- Gay/Lesbian
- Disabled
- Married/Significant other
- Have children
- Not a U.S. citizen

**79. Where did you go to law school? Note that the schools are preceded by the state they are in.**

**80. Rate your law school education on how well it prepared you for law firm practice. (1=not well; 5=very well)**

5      4      3      2      1

**81. Which of the following best describes your primary practice area?**

- Bankruptcy
- Corporate/transactions
- Employee benefits & ERISA
- Environmental
- Health care
- Insurance
- Intellectual property
- Labor and employment
- Litigation
- Real estate
- Tax
- Telecommunications
- Other

**82. Have you been transferred into another practice area in the past year due to changes in the economic climate?**

- Yes
- No
- Yes, but for reasons other than the economic climate.

### Final Questions

**83. If you could tell the managing partner of your firm just one thing, it would be. (25 words or less)**

**84. How has the recession changed your firm (more outsourcing, new technologies to increase productivity, etc.)?**

**85. How do you see the future of large firms?**

**86. Where do you get information about law firm news? Do you find any sources particularly useful and why?**

**87. How would you like to see us expand our coverage? What, if anything, did you feel was missing from this survey?**

**88. Please indicate how much pressure your firm exerted on you to give positive responses to this survey. (1=very strongly; 5=none at all)**

5      4      3      2      1

If you are interested in possibly being interviewed, please include your contact information. Your identity will be kept confidential unless you give us permission to reveal your name.

**89. Name:**

**90. Phone:**

**91. E-mail:**