

tral role in summer intern programs, most recruitment administrators are primarily responsible for drafting and maintaining the recruiting budget.

Table 3. What is your role in the process of making offers to summer associates?

	Type A	Type B	Type C	Total
Opinion solicited, no formal vote	62 %	64 %	15 %	56 %
Vote	28	8	1	14
Other*	4	4	1	3

*Responses included preparing evaluations, handling exit interviews, or having the unanimous decision.

What are recruitment staff paid? The NALP data on current annual salaries for recruitment administrators, excluding bonuses, overtime, and other benefits, appear in Table 4 below. Compensation levels are, of course, affected by the size of employer, region, and years of experience. However, interestingly, recruitment administrators' salaries do not increase as precipitously with the size of the firm as do other administrative titles.

It appears that the average recruitment administrator at a firm with over 200 lawyers makes

Table 4. What is your current annual salary, excluding bonuses, overtime, and other benefits?

	Type A	Type B	Type C	Total
\$15,000 or below	0%	0%	1%	0%
\$15,001 to \$20,000	0	2	7	2
\$20,001 to \$25,000	1	7	28	9
\$25,001 to \$30,000	3	15	34	14
\$30,001 to \$35,000	12	22	14	18
\$35,001 to \$40,000	19	24	12	20
\$40,001 to \$45,000	20	13	1	13
\$45,001 to \$50,000	14	6	0	7
\$50,001 to \$55,000	12	5	0	6
\$55,001 to \$60,000	6	2	0	3
Over \$60,000	11	3	0	5
No response	2	1	2	1

\$7,000 to \$9,000 more per year than a recruitment administrator at a firm with 74 or fewer lawyers. In this position, midsize firms are clearly likely to have more administrative compensation costs to allocate over a fewer number of lawyers than are their larger competitors.

For a complete copy of this survey, contact: National Association of Law Placement, Suite 450, 1666 Connecticut Ave., Washington, D.C. 20009; 202-667-1666. □

HOW TO CONVEY QUALITY IN YOUR ROUTINE LEGAL WORK TO CLIENTS

Every firm tries to provide quality legal services but, in the client's mind, the results are in large part indistinguishable. With the exception of personal friendships between clients and attorneys or high-profile transactional work, most clients still view routine legal services as a commodity.

It's not easy to distinguish your firm in terms of quality. The only way to do so is through a nearly militant focus on detail. To help firms, LOMAR has regularly published checklists of the factors that, when added together, make a firm exceptional. An excellent resource of this type has just been prepared by Sally Schmidt, one of the best known law firm marketing consultants.

"To help firms understand the scope of the commitment necessary to produce excellent client serv-

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HOW TO CONVEY QUALITY IN YOUR ROUTINE LEGAL WORK TO CLIENTS

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ice," Schmidt says, "I have outlined the client service checklist below. How many of these programs are in place in your law firm?"

Lawyer recruiting criteria or questions that evaluate candidates on client-service qualities.

Staff hiring criteria or questions that evaluate candidates on client-service qualities.

New lawyer orientations which include client-service issues.

New staff orientations which include client-service issues.

Ongoing program of lawyer client-service training.

Ongoing program of staff client-service training.

Recognition or incentive programs for excellent client service by attorneys or staff.

Attorney compensation criteria which include client-service issues.

Firm partnership criteria which include client-service issues.

Staff evaluation and compensation systems which consider client-service issues.

Ongoing client audit or survey program to assess client satisfaction and gather feedback on the firm's performance.

Former client "exit interview" program to determine reasons clients leave the firm.

Regular client communication vehicles to bring important information to the attention of clients.

Regular status meetings to discuss work in progress, the relationship, or new needs.

Internal systems to track and analyze clients' performance data.

Client mailing list, capable of being sorted by areas of interest.

Cross-selling programs to introduce clients to the range of services available in the firm.

Automated conflict-check system.

Formalized "responsible attorneys" or "client teams" with responsibility for client satisfaction.

Programs to recognize or thank clients for using the firm.

Programs or procedures to thank clients who refer business.

Attorney review of other lawyers' work product or files.

Vehicles for staying in touch with clients, such as holiday cards, notecards, or announcements.

Regular client entertainment programs.

Written firm mission statement or statement of values which emphasizes client service.

Attorney/staff "suggestion box" or other method of collecting ideas to improve the firm's services.

Systems or procedures for proofing client documents.

Spell checks and grammar checks in word processing systems.

Docket systems to ensure that client and court deadlines are met.

Written guidelines, policies, or procedures which reinforce or clarify client-service issues.

Regular client educational programs or workshops, to train and/or orient client personnel.

Opportunities for clients to address the firm on their needs, desires, or businesses.

Informational materials for clients, such as videotapes, brochures, or checklists.

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HOW TO CONVEY QUALITY IN YOUR ROUTINE LEGAL WORK TO CLIENTS

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- ___ Regular, detailed, and understandable invoices.
- ___ Billing-attorney review of invoices for appropriate format, content, and language.
- ___ Procedures for responding quickly to client concerns or complaints.
- ___ State-of-the-art technology for processing, storing, and disseminating client documents.
- ___ Policies and ongoing training on client confidentiality issues.
- ___ Visits to client facilities or meetings at client offices.
- ___ Adequate number of telephone and fax lines to process incoming calls.
- ___ Direct dial numbers for attorneys.
- ___ Client engagement letters, to clarify expectations and the scope of the work.

Contact Schmidt at 1601 East Highway 13, Suite 106, Burnsville, MN 55337; 612-895-5797. □

WHAT ARE THE BEST E-MAIL OPTIONS NOW?

Among the many areas of automation in today's law firms, E-mail has strong advocates--and detractors. On the plus side is the easy message-delivery and communications vehicle it provides for firms that already have workstations on most professionals' desks.

On the negative side, firms that haven't made investments in local area networks (LANs) will find E-mail doesn't significantly improve their ability to communicate internally. And for partners, associates, and staff outside of the firm, E-mail is more difficult to access than voice mail.

What software vendors offer law firms the best options? The E-mail market has now matured to the point that two clear leaders have emerged: cc:Mail and Microsoft Mail. The cc:Mail system is a family of more than 20 products that provide high-end LAN-based multi-media electronic mail capabilities to users of all four of the leading personal computer operating systems (Macintosh, MS-DOS, OS/2, and Windows). A division of Lotus (2141 Landings Dr., Mountain View, CA 94043; 415-961-8800), cc:Mail provides connectivity with mini- and mainframe-based electronic mail systems, a gateway to other E-mail services, and the ability to make facsimile transmissions.

The other leader, Microsoft Mail (Microsoft Corp., One Microsoft Way, Redmond, WA 98052-6390; 206-882-8080), supports all key desktop systems, including MS-DOS and PC-DOS operating systems, the Windows environment, and remote DOS systems. Formerly Network Courier, Microsoft Mail's architecture allows firms to create centralized mail hubs that can route messages across a large wide-area network.

Approximately 60% of the LAN E-mail software market is controlled by these two companies, but excellent products are also available from 3Com, Sitka, Banyan, AT&T, and others. All of these systems are outstanding in