



## Chapter 1 Resource

### Additional Three Ps Questions

You can achieve a “let life happen” mindset by identifying your preferences in the following areas, the Three Ps: the **P**eople you want to work with, the types of **P**rojects you want to work on, and the **P**rofessional development opportunities you seek.

Below are additional questions you may want to ask to help you consider the importance you place on each and guide you in your selection process between attractive employers. Note that some of these questions would be unreasonable to ask in an interview so you may want to save those for a personal contact or someone who knows someone at the firm (e.g., the career services person at your law school or a current or former associate).

#### The People

- What are the profiles of the associates and the partners in the group? Consider age, gender, marital status, kids, where they live, political persuasion, hobbies, and sports team preferences.
- Is presence in the office important or is telecommuting sometimes acceptable as long as the work gets done?
- How would the partners and associates rank the importance of Three Ps?
- What is the firm’s (and perhaps even more importantly), the practice group’s turnover statistics for associates and partners in the past two years, five years, and ten years?
- Is the firm and practice group growing? What are their growth targets? What steps are they taking to reach their targets?

#### The Projects

- What types of clients does the firm have?
- What are their industries?
- What are their challenges?
- What is the process for assigning work projects?
- Are associates responsible for keeping their plates full, or is that someone else’s responsibility?

#### The Professional Development Opportunities

- How much interaction do senior partners or clients have with a junior associate, a mid-level associate, and a senior associate?
- What type of training exists both in terms of substantive skills and soft skills? Does the firm encourage participation in continuing education either through PLI programs or other?
- Does the firm have an active mentoring program, and if so, how does it work?
- Does the firm have a formal writing program? Does the firm bring in outside vendors to teach writing skills?
- Will the attorneys take my work product, rewrite it, and send it out, or work with me to make it better?
- How often are associates evaluated? By whom?
- How is each attorney’s performance measured? Are there metrics other than billable hours and collections?
- How is the firm managed? Where is the firm managed from?

- Does the firm have a strategic plan? If so, who contributes to the plan? Are there sufficient resources in place to support the plan?
- Is the firm in sync with recent trends in the market?
- What are the criteria and timing for making partner?
- Are there alternate career paths other than making partner?