



HOWREY^{LLP}

First Tier Program



**UNPARALLELED
TRAINING &
DEVELOPMENT**



In an industry that often resists change, Howrey is an innovator in responding to both the needs of our clients for highly qualified resources and for the proper initiation of young lawyers to the practice of the law. We transformed the summer associate experience with Howrey Bootcamp™. We identified a competency model to help our attorneys succeed. We implemented an extensive training curriculum to help our lawyers develop these competencies. And most recently, we replaced the traditional lockstep compensation and advancement model with a performance-based system that allows associates to excel beyond the boundaries of class year.

Howrey is now proud to announce the First Tier program, its latest innovative idea in the legal industry. This program is a response to the tension between billable hour demand and the desire of young lawyers to gain training necessary for their development. It satisfies client expectations that all lawyers working on their matters deliver value. The First Tier program—the next step in Howrey's professional development strategy—continues Howrey's commitment to sustainable career development by significantly increasing the opportunities for learning and skill enhancement. It reduces billable hour requirements and billing rates. And it places greater emphasis on:

- Extensive training in all aspects of advocacy and successful law practices
- Mentoring, including shadowing a trial team
- Ensuring associate progress and providing value to clients
- Exposure to clients through externships

This two-year program positions incoming associates for success through a comprehensive learning curriculum that focuses on training, investment and action learning, practical application and client interaction. Upon completing the program—one that includes assignment to trial teams, client secondments, opportunities for publication, and hands-on management of multiple smaller cases—Howrey associates will possess skills valued by our clients and essential to a successful legal career over the long term.



BUILDING THE CASE FOR THE CLIENT

- ▶ Legal Research and Analysis
- ▶ Factual Development and Investigation
- ▶ Mastery of Substantive and Procedural Law
- ▶ Creative Problem Solving

WORKING WITH OTHERS

- ▶ Project/Case Management
- ▶ Leadership
- ▶ Working Cooperatively and Effectively with Others
- ▶ Internal Communication and Support

ADVOCATING FOR THE CLIENT

- ▶ Written Advocacy
- ▶ Oral Advocacy
- ▶ Negotiation Skills
- ▶ Trial and Courtroom Skills

POSITIONING SELF & FIRM FOR SUCCESS

- ▶ Client Service and Communication
- ▶ Drive for Excellence
- ▶ Growing the Business
- ▶ Developing Self

TRAINING

Howrey is a leader in training and development. Our award-winning programs reflect a commitment to providing the best training in the legal industry. Howrey associates participate in a focused curriculum during their first two years at the firm—a curriculum that reflects the latest research in adult learning. Teaching techniques include case studies, interactive theater, learning by doing, action learning, and online learning. Our training curriculum is provided on the back cover.

INVESTMENT & ACTION LEARNING PROJECTS

The program also includes team assignments on projects with firm or practice area relevance. The projects range from several days to several weeks and result in a white paper or recommendations delivered to the project sponsors. This teamwork is accompanied by professional and peer coaching. Guidelines for these action teams include leveraging new perspectives, feedback-based development, and team process reflection.

PRACTICUM

Practicum opportunities allow associates to develop on the job skills through the handful of smaller cases provided by participating clients as well as *pro bono* and public interest cases supervised by partners. *Pro bono* cases might start with asylum cases and social security benefit cases with administrative hearings, and progress to cases providing courtroom appearances once associates become bar members. All of the practicum cases include learning goals tailored to a practice area and are integrated with writing coaching, peer coaching and other forms of feedback.

CLIENT INITIATION

At Howrey, we value our client relationships. So it's no surprise that client service is one of the four key areas in our First Tier program. Client initiation will include such things as “clerkship” assignments to a trial team to learn how to handle client matters; shadowing partners at depositions, mediations, or negotiations; or secondments, in which associates are placed with a client for a few months and assigned to in-house projects. All of these experiences are supervised to ensure that skill development is tailored to the level of the associate.

FEEDBACK

Timely, constructive feedback is critical to the learning process. As part of our commitment to training, associates in the First Tier program will receive regular project-based feedback, enabling them to continuously improve on their performance and formal reviews twice a year.

FIRST TIER TRAINING CURRICULUM

Introduction to the firm and your role

- Executive presence and professionalism
- Knowledge about firm procedures, resources, and the law firm as a business
- Business etiquette
- Ethics
- Exposure to various facets of firm
- Working with partners and internal clients
- Law firm economics

Understanding our practices

- Intellectual Property Fundamentals
- Antitrust Fundamentals
- Global Litigation Fundamentals

Set-up and organization of a case

- Using CaseMap, collaboration room, and other resources
- Case budgeting/forecasting
- Involving Howrey services

Legal research and analysis

- Best practices and techniques
- Analytical and conceptual thinking

Discovery basics

- eDiscovery
- Supervising document productions
- Discovery disputes/mock arguments
- Depositions

Pre-trial process

- Pretrial submissions
- Witness coordination and preparation
- Setting up war room

Effective team behaviors

- Elements of high-performance teams
- Learning from other disciplines/diversity of thought/lateral thinking
- Building your emotional intelligence on a case team

Communication and presentation skills

- Building communication effectiveness through vocal techniques, storytelling, and body language
- Motions to Dismiss
- Motions to Compel
- Protective Orders
- Preliminary Injunctions

Introduction to mediation and negotiation

Fundamentals of writing

- Summary judgment motions
- Legal memoranda
- Motions to dismiss
- Trial memos and motions
- Appellate briefs

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HOWREY^{LLP}

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