



# Foundations for Hiring

## Tailored Foundations Survey

We collaborate to **adapt our survey** to the firm's needs. Our team administers the survey to firm employees to develop an **empirically based** understanding of what **qualities, skills, and abilities** are needed for success.

## Data Reporting and Review

Our analysts prepare a **report** to summarize the **results and key findings**. We will also **present and review the data** with firm representatives.

## Facilitated Workshops

Our team conducts a **series of workshops** with the firm's team to **refine success factor definitions** and brainstorm ways to **identify those success factors** in candidates.

## Bespoke Hiring Processes and Tools

Our team designs a set of **hiring tools**, including rubrics and scorecards, based on the survey data and workshops that allow for **consistent, objective assessment** of candidates. Our team provides **assistance in implementing** the tools.

## Ongoing Data Collection

Together, we create and implement a plan to **collect long-term data** on an ongoing basis to understand the **impacts of the Foundations-based hiring process** on the firm's **diversity and retention outcomes**.

**Cut through bias. Hire and retain the best lawyers.**



INSTITUTE *for the* ADVANCEMENT  
of the AMERICAN LEGAL SYSTEM



UNIVERSITY of  
DENVER



# Foundations for Hiring

## Tailored Foundations Survey

- Tailored to the firm's needs
- Respondents evaluate an array of qualities, skills, and abilities, indicating whether each is necessary immediately, must be acquired over time, advantageous but not necessary, or not relevant to success at the firm
- Broad participation from within the firm is critical to the reliability and validity of the data

## Data Reporting and Review

- Our analysts conduct statistical analysis on the survey data
- Analysis includes breakdown by key groups in the firm (e.g., department, role, etc.)
- Our team delivers a report that highlights key takeaways from the survey data
- We are available to present data to firm staff and to facilitate interpretation of the survey results
- The analysis provides the basis for the facilitated workshops conducted in the next phase

## Facilitated Workshops

- Our team conducts a series of 3-5 workshops with firm staff (exact number depends on need and firm availability)
- The first set of workshops focus on refining the definitions of the top skills, qualities, and abilities identified in the survey
- The second set of workshops help home in on effective ways to identify whether candidates possess those success factors
- Workshop participants have an opportunity to provide invaluable input that will impact the future of the firm

## Bespoke Hiring Processes and Tools

- Using the workshop outputs, our team designs a set of hiring processes and tools, including rubrics and scorecards, specific to the needs of the firm
- These processes and tools provide a way to consistently, objectively assess candidates on success factors
- In addition, these processes and tools create accountability for ensuring the firm hires based on the success factors that the firm values
- Our team is available to support implementation of the tools and processes

## Ongoing Data Collection

- Our analysts work with the firm to develop a plan for collecting outcomes data over the long term
- Confidentiality of individual and firm data is of the utmost importance in creating the data plan
- The data collected will help us evaluate the degree to which the hiring tools and processes are achieving their intended outcomes, what is working well, and what needs to be adjusted for improved outcomes

**Cut through bias. Hire and retain the best lawyers.**



INSTITUTE *for the* ADVANCEMENT  
*of the* AMERICAN LEGAL SYSTEM



UNIVERSITY *of*  
DENVER