

CAREER SERVICES' STUDENT HANDBOOK

**The University of Tennessee
College of Law**



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Our Mission

We seek to contribute to the success of our students by serving as both their consultant and friend during their law school and alumni years. We strive to be consistently responsive to our internal and external customers and to be proactive in anticipating and in meeting their increasingly diverse and individual needs for information and assistance.

We are committed to the following organizational values:

- ~ Assisting students and alumni in all aspects of legal career development by offering instructional programs, services and resources to help them explore various legal jobs and careers.
- ~ Helping students and alumni acquire and enhance the skills and knowledge they need for successful job searches.
- ~ Developing employment opportunities for students and alumni by building relationships with various legal employers.

The College of Law's Support of a Non-discriminatory Environment

You should be aware of the official position of the College of Law in support of a nondiscriminatory environment in which students can learn about and pursue employment and career opportunities.

College of Law/Career Services' Statement of Nondiscrimination

The College of Law pursues the principle of providing its students and graduates with equal opportunity to obtain employment, without discrimination or segregation on the grounds of race, color, religion, national origin, sex, age, handicap or disability, sexual orientation, or veteran status.

Statement Regarding Non-discrimination in Employment and the United States Armed Forces

You may hear about the Solomon Amendment while you are enrolled in law school. Here is the College of Law's position statement on military recruitment.

The University of Tennessee College of Law is a charter member of the Association of American Law Schools. The Bylaws of the AALS provide that member schools "shall pursue a policy of providing students and graduates with equal opportunity to obtain employment, without discrimination or segregation on the grounds of race, color, religion, national origin, gender, age, handicap or disability, veteran status, or sexual orientation."

The AALS has a regulation that requires member schools to restrict the use of their facilities only to employers who furnish assurances that they are willing to provide employment without discrimination or segregation on any of the grounds enumerated above.

Because of the United States Armed Forces' employment policies which draw distinctions based on sexual orientation, the Armed Forces were unable to provide the required assurance of

nondiscrimination. Previously, an arrangement was worked out under which the military recruited and interviewed law students at the campus-wide Career Services office.

The U.S. Congress has now adopted legislation that bears directly on such arrangements. Under this legislation and Department of Defense implementing regulations, law schools that refuse to permit the Armed Forces to recruit at the law school itself risk losing all federal funds, including funds for Perkins loans and the Work-Study Program.

In response to that legislation, the AALS has issued new guidelines which allow member schools to permit the military to recruit at law schools on certain conditions, such as the school promulgating a statement like this one.

Henceforth, the Armed Services will be permitted to recruit at the University of Tennessee College of Law, and the law school has notified representatives of each branch of service.

The College of Law is striving and will continue to strive to create and maintain a hospitable and nondiscriminatory environment for all members of the law school community.

Information about the legislation and Department of Defense regulations is available from the College of Law Career Services Office. Anyone who has concerns about any aspect of the statement should contact the Dean.

The College of Law makes the following information available to students and prospective students:

- ~ The LSAC brochure *Out and In: Information for Lesbian, Gay, Bisexual, and Transgendered Law School Applicants* with primary application materials in the Office of Admissions and Financial Aid and provide copies.
- ~ General information about nondiscriminatory interviewing and hiring practices in our Career Services Resource Center for students (i.e., *To Be Out or Not* and *Fair and Effective Interviewing*).
- ~ A Resource Notebook of information about issues related to the Solomon Amendment is displayed in the Career Services Resource Center.

WHAT CAN YOU DO WITH A LAW DEGREE?



Traditional Legal Careers

Law Firms

Approximately 60 to 70 percent of each graduating class enters the practice of law with traditional firms, which vary greatly in size and in the types of law they practice. A large firm may have 200 attorneys (some with more than 500), who practice in virtually every area, while a smaller firm may specialize in only one area (a “boutique”). Others may have a general practice with several specialties.

With regard to the timing of law firm hiring, you should be aware of two main categories: those that hire early (typically bigger firms in bigger cities), and those that do not, meaning that they usually hire only when the need arises (typically smaller firms in smaller cities). Naturally, there is a certain amount of crossover in these categories, and CS staff will be happy to answer your questions and give you some insight about individual firms and/or geographic areas.

Firms that hire early through on-campus interviews, off-campus job fairs, and direct mail solicitation through Career Services frequently seek out students in the top half of their class and emphasize law review, moot court, or other experience. However, MANY of these employers do consider other indications of ability. Law firms that have formal, early recruiting programs hire 1Ls in the spring of their first year and 2Ls in the fall of their second year for summer associate programs. For 1Ls and 2Ls fortunate enough to pick up summer associate positions with large firms, you should be aware that the firm is definitely taking a long-term view of you as a potential entry-level associate.

Firms that hire only as growth requires or if there is turnover may advertise their clerking or entry-level attorney positions through career services offices or in newspapers, OR they may ask the departing clerk or attorney for a recommendation of someone they know who might be interested in taking their place. Academic performance usually is stressed less by firms that do not have formal, early recruiting programs; they place more emphasis on practical work experience gained through previous legal positions, as well as the ability to “hit the ground running.”

For those who are entrepreneurially-minded, the option of starting a solo practice should also be considered. “Hanging out your own shingle” offers the freedom of running your own practice your way, but also requires a lot of attention to the business side of things: hiring staff, setting up office space, and having the contacts and ability to draw clients to your practice.

Judicial Clerkships & Internships

Judicial clerkships, available at the federal, state and local levels, are full-time positions filled by law graduates, usually for one or two years immediately upon graduation. Judicial internships are available at all court levels to law students who volunteer for them during the school year and/or summer months.

Both clerkships and internships provide an excellent opportunity to obtain knowledge of the legal system, as well as the chance to hone critical research and writing skills that assist judges in the ultimate task of decision-making. Law firms and government agencies often seek the

experience obtained by judicial clerks, and many employers offer compensation for time spent in these positions before joining their practice. A good academic record is important, and excellent research and writing skills are required. Another important issue that judges try to assess is whether or not an applicant will be a good personality “fit” with permanent staff members.

Several judicial clerkship resources are available in Career Services, and CS staff compile annual lists of job opportunities for students at the federal and state court levels. A *Judicial Clerkship Handbook*, compiled by the law school’s clerkship advisor, is also available; students interested in these positions are encouraged to meet with the advisor during their first or second year. Generally, applications for federal and state court clerkships should be sent to individual judges EARLY in the fall semester of the THIRD year. Interviews with federal judges typically take place from September through November, while state judges interview from November to March of the third year.

Government Agencies

Government agencies at the federal, state, and local levels provide many employment opportunities for attorneys. In fact, the federal government is one of the largest employers of attorneys in the U.S. Because of its national scope, diverse areas of operation, and large number of departments and agencies, there are many choices of legal fields and geographic locations. And many agencies offer summer clerkship programs for first- and second-year students.

Government employers also fall into the two main timelines for clerk and attorney hiring: those that hire early (usually federal agencies with formal recruitment programs), and those that hire when there is a need due to new funding or turnover (usually state and local agencies). Again, there is crossover here, so ask CS staff if you are unsure. The best method, by far, for finding these types of positions is by surfing the web. Most federal government agencies now have their own sites with employment listings, many times with links to local or regional offices. Most state agencies also list job openings, typically through their personnel departments. Local agencies may also use on-listings, but usually have jobs posted on a bulletin board somewhere in a city or county building.

Application to these employers may be cumbersome. Some agencies will accept a cover letter and resume as the only application materials, while others require you to submit lengthy application packets. Most federal applications can be completed on one of the student computers in CS, while state applications can usually be downloaded from web sites.

The military also offers significant opportunities for law graduates. Judge Advocate General’s Corps positions are available in all branches of the armed services, with hiring taking place during the third year of law school. Unfortunately, most JAG Corps do not have paid positions for summer clerks and do not often accept volunteers.

Public Interest & Non-Profit Organizations

Public interest law can be defined as legal services rendered to groups or individuals not represented by private counsel. This includes such employers as legal aid offices, public defenders, social reform groups, and private law firms that emphasize pro bono work, among others. Though public interest law will not provide a high salary, serving the disadvantaged can provide great personal satisfaction.

Once again, this type of employer may hire early (for annually-funded fellowships or internships), but the majority of jobs are filled when there is a need due to new funding or turnover (legal services offices and non-profits). They rarely recruit through the on-campus interview process, but many do participate in large, off-campus job fairs. In fact, there is a job fair held in Washington, D.C., every year during the fall semester that brings together law students and public interest employers from across the country. Sponsored by Equal Justice Works, this event coincides with the organization's annual conference and gives students a chance to meet advocates working for all types of employers in this field.

Career Services houses a substantial number of resource materials about practicing law in the public interest and encourages students to join the Tennessee Association for Public Interest Law (TAPIL) or UT Pro Bono student groups.

Corporations

Most corporations with in-house legal counsel offices recruit attorneys for permanent positions who have had at least a couple of years of private law firm experience; however, some corporations do hire summer clerks and recent graduates. Depending on the size of the legal department, a corporate attorney may handle all legal matters, including litigation, or may serve as a liaison with outside counsel on certain matters.

Again, they may hire early (large corporations with many attorneys on staff and formal recruitment programs), or when there is a need (typically those with smaller staff). Corporations rarely recruit for in-house counsel positions through the on-campus process at law schools, but a few do participate in off-campus job fairs. CS has several resources that contain contact information for corporations; we also suggest that you check out the web sites of corporations that interest you.

Non-Traditional Careers

Business

A legal education is an asset to any business, particularly in the areas of management, human resources, and sales. Legal publishing companies, as well as computer companies selling legal research equipment, are also interested in hiring law graduates. The financial planning industry has also seen an increase in its need for attorneys, who advise clients on estate planning and tax matters, as well as pension and employee benefit plans.

Banking

Most large banks have trust departments. Since this work involves probate, personal trusts, pension and profit-sharing agreements, a law degree is especially useful. Banks also employ lawyers to work in the areas of public finance, tax-exempt securities and international finances.

Insurance

Many large insurance companies have in-house legal departments. Law graduates are hired in this capacity, but are also employed as estate planners and in sales and marketing departments to provide financial planning services to clients. Other law graduates begin insurance careers as claims adjusters.

Accounting

In addition to basic accounting and financial duties, accounting firms handle matters in foreign taxation, estate planning, merger and acquisition problems, corporate reorganizations, and personal and corporate tax matters. These firms generally look for lawyers with a background in accounting or finance.

Lobbying

Lobbyists work for corporations, state and local governments, political organizations, trade associations, unions, and other groups whose activities are affected by legislation. Attorneys are especially sought after because of their knowledge of laws and the legislative process.

Education

There are a variety of opportunities for law graduates in the academic area, not only law teaching and legal writing instruction, but also teaching law-related courses such as business law, political science, constitutional law, law and society, and paralegal courses. Administrative positions dealing with student affairs, career services, and alumni development are also available. Other possibilities are employment as university attorneys, affirmative action officers, employee relations officers, or judicial affairs/student conduct officers.

Advice From Alumni

Perhaps the best illustration of the versatility of a law degree can be found in *Lawyers of the Present*, a three-volume compilation of career narratives written by more than 100 UT College of Law alumni.

The first volume focuses on non-traditional or law-related careers; the second highlights more traditional career paths, such as law firm and in-house counsel positions; and the third profiles alumni in public service careers. Participants provide a first-person narrative describing their careers, as well as their career paths since law school graduation; how their law degree has helped them to achieve success; the satisfactions and frustrations of their work; and any advice for students who are considering following in their footsteps.

Below are selected quotes from all three editions of *Lawyers of the Present*.

Law Firms

“While in law school, I never would have anticipated that criminal [defense] law would become my field of practice. One of the greatest satisfactions I experience is to see a case I have worked on so hard come to a successful conclusion, thereby helping a fellow citizen accused of crime.” (Herbert S. Moncier, Class of 1970 - Law Offices of Herbert S. Moncier, Knoxville)

“As a [plaintiff’s] trial lawyer I can make a difference in my clients’ lives and in the world I will leave to my children and grandchildren. I can be a voice in the often complicated and obstacle-filled halls of justice for people who would not have access to the courts if they had to navigate them on their own.” (Donna Davis, Class of 1979 - The Davis Law Firm, Knoxville)

“The opportunities in the area of representing clients in the health care field continue to be great. [Our] lawyers represent health care clients in areas as diverse as acquisitions and mergers, Medicare reimbursements, labor relations, securities fraud, and tax litigation.” (George W. Bishop, III, Class of 1975 - Waller Lansden Dortch & Davis, Nashville)

“. . . my own practice is fairly specialized and consists primarily of representing lenders (and occasionally borrowers) in large commercial financial transactions – loans, leases, and other more exotic and complex structures, most in the multi-million dollar range. I enjoy learning about different industries, their products, processes and properties, which is the real world stuff underlying commercial financing transactions.” (Julie N. Jones, Class of 1977 - Bass, Berry & Sims, Nashville)

“Entertainment law is a very personal field. It requires a great deal of sensitivity, dedication and time to build relationships. It is extremely gratifying to know, however, that despite all obstacles, Katz, Smith & Cohen [now Greenberg Traurig] has grown to become the second or third largest entertainment law firm in the world.” (Joel Katz, Class of 1969 - Greenberg Traurig, Atlanta, GA)

“Balancing the need to be accessible to clients, to research the law, prepare pleadings, develop trial strategy, interview new clients, and have time for a private life is a daily juggling act. Yet I am convinced there is no profession that allows such opportunities to learn not only interesting and varied subject matter, but also human nature and condition.” (Mildred A. Cunningham, Class of 1976 - Solo Practitioner, Knoxville)

“Anyone who decides to join (or found) a private law firm - regardless of the size - will be an entrepreneur involved in an enterprise that must generate income through developing and maintaining a suitable volume of business and that must be operated soundly and efficiently to best serve the partners, employees, and clients.” (Philip C. Baxa, Class of 1983 - Mays & Valentine, Richmond, VA)

“I began my practice handling insurance defense suits and lots of subrogation cases in General Sessions Court. Over the course of time, I have come to handle increasingly complex litigation including professional liability actions, drug and medical device suits, antitrust actions, and unusual products liability cases. This is particularly rewarding because it affords a constant intellectual challenge.” (Jimmie Miller, Class of 1981 - Hunter, Smith & Davis, Kingsport, TN)

“. . . ultimately I accepted the lowest-paying associate position offered by the smallest of firms I had interviewed with. My reason for making this choice was that with this firm I would have daily appearances in the courts and immediate trial responsibility.” (Robert M. Friedman, Class of 1975 - Friedman, Sissman & Heaton, Memphis)

“Having entered law school to become a professional sports agent I am surprised to find myself still in private practice ten years after graduation. I founded Davidson & Associates in 1993. . . . Our practice is limited to general business law and commercial transactions; we emphasize asset-backed finance, including equipment leasing, and banking and financial services.” (Teresa D. Davidson, Class of 1984 - Davidson & Associates, Phoenix, AZ)

“He [former Dean Col. Harold Warner], as much as anyone else, convinced me that a young man of mediocre academic achievement and no ready-made office or client base could succeed at the practice of law with patience, determination, and hard work.” (Robert R. Campbell, Class of 1956 - Hodges, Doughty & Carson, Knoxville)

"I hung out my shingle in 1978. . . I didn't make much money that first year, and I handled anything that walked through the door. One case at a time I have established a successful practice." (Mary A. Parker, Class of 1977 - Parker & Crofford, Nashville)

"I urge students to attend all the CLE [Continuing Legal Education] they can. I think my time is well spent if I have one moment when, with a sinking feeling in the pit of my stomach, I realize that I had never before thought about what the speaker just said, and that I am going to have to do something about it as soon as I get back to the office." (Stanley C. Simon, Class of 1948 - Winn, Beaudry & Winn, Dallas, TX)

"Workers still suffer from racist, ageist, and gender oppression, from sexual harassment and retaliation from speaking out. . . Unions still struggle with pay inequity and unjust discipline, with broken agreements and bad faith bargaining, and sometimes they still win. And there's still plenty of work for lawyers." (Helen DeHaven, Class of 1980 - Solo Practitioner, Ellijay, GA)

Corporations

"To interpret the law is not enough. You must go farther and give legal advice in a way that is meaningful to the managers of the business. To do so, you must understand the applicable law, plus the interrelationship between the diverse disciplines and technologies that comprise the business. It is the perfect challenge for the lawyer with a Renaissance mind." (G. Keith Nedrow, Class of 1976 - General Medical Corporation, Richmond, VA)

"A typical day may involve coordinating with outside counsel on a defense matter; responding to telephone calls from branches regarding accounts, powers of attorney, or safe deposit boxes; responding to customers' inquiries; and meeting with and advising loan officers on structuring loan transactions or perhaps assisting in loan documentation." (Barbara Muhlbeier, Class of 1983 - In-House Counsel, First American National Bank, Knoxville)

". . .by far my greatest pleasure is that not only am I surrounded by talented individuals, each bringing their own expertise to problem solving, but unlike many of my brethren in private practice who are often consulted as damage control, as in-house counsel, I am involved in many projects at their inception." (Nicholas W. Hetman, Class of 1977 - Texas Gas Transmission Corporation, Owensboro, KY)

". . .[try to] gain experience either as an associate with a law firm that has a large corporate client base or gain litigation or some other special skill that a corporation might have need for and then apply for a job." (Hiram G. Tipton, Class of 1967 - Eastman Chemicals, Kingsport, TN)

"Preparation for my current position involved several positions over the years, each of which helped me acquire one or more skills I now use regularly. My work is gratifying because I am, as I defend the company, in reality defending individuals who are simply trying their best to do their own jobs, so that providing effective counsel requires not just substantive skills, but also good teaching and psychological skills." (Carol Sue Barnett, Class of 1977 - MTA Metro-North Railroad, New York, NY)

"For students interested in corporate law, I suggest courses that include oral advocacy. This is a skill that is essential for corporate practice in boards of directors meetings and in oral presentations to officials who will select the winning contractor. An explanatory writing style is also essential for this type of practice. One must be a thorough researcher, an insightful distiller, and a clear communicator." (Phillip M. Kannan, Class of 1974 - M4 Environmental, Inc., Oak Ridge, TN)

“My advice to law students is that writing skills, speaking skills and possessing an extensive grasp of procedural and substantive law will serve them well professionally. There is no substitute for thorough and extensive preparation when I go about dealing with the daily diversity of often complex issues and cases confronting a lawyer for a major American university.” (Odel Horton, Jr., Class of 1986 - Assistant General Counsel, University of Tennessee, Memphis)

Government

“ . .do what you think will both satisfy you and furnish some real service to your fellow man. No matter what path you choose, the skills you acquire in law school will serve you well.” (Hon. Victor Ashe, III, Class of 1974 - former Mayor, City of Knoxville)

“I hope that many future UT law graduates will devote a significant portion of their careers to public service, as the public sector is where I believe many people will find the greatest reward.” (James E. Hall, Class of 1967 - former Chairman, National Transportation Safety Board, Washington, DC)

“A close friend of mine chose the path of a public defender, and I chose to become an FBI agent. I believe that we are both making great contributions to the just enforcement of criminal laws from two different directions.” (Kelly Bryson, Class of 1991 - Special Agent, FBI, New Orleans, LA)

“ . .the thing that is most satisfying about being an attorney for USDA is my sense that I am, in fact, performing a public service. When I win, I have not just earned my salary, but I have helped stop the distribution of meat adulterated by rats; or I have helped to prevent the spread of Karnal bunt, which could destroy the international market for American wheat; or I have helped to prevent the theft of pets for use in medical research.” (James D. Holt, Class of 1990 - Attorney Advisor, U.S. Department of Agriculture, Washington, DC)

Judges

“And I believe that attorneys have a particular obligation to use their training to participate in government, whether in the court system or on the school board, the zoning board or city council... You have a duty to use what you have been given and to make where you live a better place.” (Justice E. Riley Anderson, Class of 1957 - Tennessee Supreme Court, Knoxville)

“As a judge, my greatest satisfaction is being able to make a positive difference in the lives of the people who appear before me. My greatest frustration as a judge is not being able to make a positive difference the lives of ALL the people who appear before me.” (Hon. Brenda Waggoner, Class of 1978 - Knox County General Sessions Court, Knoxville)

“The most rewarding part of the job has been my review of foster care cases. By handling this review process, I have been able to help enforce a state and national policy of permanent placement for all children in state care in order to keep them from remaining in limbo throughout their childhoods.” (Hon. Claudia Swafford Haltom, Class of 1980 - referee, Shelby County Juvenile Court, Memphis)

Military

“To the law student who may. . .find this type of military practice appealing, I offer my most sincere encouragement. If you truly believe in service before self and you are willing to make the necessary commitment, you may very well find your niche, too.” (Lt. Col. Wayne E. Dillingham, Class of 1983 - Deputy Staff Judge Advocate, US Air Force, Tampa, FL)

Public Interest

“A great perk that accompanies a career in public interest law is the foxhole camaraderie that grows out of doing hard but important work with a community of friends who share the same values.” (Gordon Bonnyman, Class of 1972 - Tennessee Justice Center, Inc., Nashville)

“Initially, it may seem impossible to find a way to work for justice for the poor AND get paid, but it seemed impossible to me three years and 200 clients ago, and it once seemed impossible to colleagues who have spent long careers providing legal services for the poor.” (Michele Johnson, Class of 1994 - Tennessee Justice Center, Inc., and former NAPIL Equal Justice Fellow, Nashville)

“. . .what you can expect is to have perhaps the most fascinating, fun, challenging, and meaningful experience of your professional life. You will make our legal system work like it is supposed to. You will make justice real.” (Margaret Held, Class of 1995 - Solo practitioner and former NAPIL Equal Justice Fellow, Knoxville)

“To me there is no higher calling than to speak up for those who cannot speak for themselves and to defend the rights of the poor and needy.” (Robert J. Bowman, Class of 1991 - Camden Regional Legal Services, Inc., Camden, NJ)

“Despite the frustrations, the subject matter is rich, challenging and dynamic. The satisfaction in representing the poor and needy is unequalled. If I ever have trouble sleeping at night, I can visualize the faces of the people I have helped and sleep in peace.” (Beth S. Bates, Class of 1982 - West Tennessee Legal Services, Jackson)

“The practice of law is about service to clients and the public. At NCPLS, we spend every day of our professional lives advocating the interests of powerless clients in unsympathetic courts against influential and powerful agencies of the state government.” (Michael Hamden, Class of 1983 - North Carolina Prisoner Legal Services, Inc., Raleigh, NC)

“Don’t allow yourself to be squeezed into anybody’s mold of what an aspiring young lawyer is supposed to do. Just remember what brought you to law school and don’t be satisfied until you’re living out that dream. Life’s too short, and you’re too smart to settle for less.” (Oliver Thomas, Class of 1983 - former litigation director, Knoxville Legal Aid Society, Knoxville)

Pro Bono

“I believe that my experience demonstrates that an attorney does not have to work for a Legal Services Corporation program or a public interest law firm in order to have a positive impact. I believe, as I did as an idealistic law student, that attorneys can use the legal system to effectuate positive social change.” (John W. Chandler, Class of 1978 - Burch, Porter & Johnson, Memphis)

Some [clients] taught me by their example what it is to survive and carry on with humor and dignity after personal or family catastrophe. Others found ways of letting me know that while the justice system is important, and while access to lawyers can make a huge difference, clients' lives and hopes and loves and challenges are much bigger than their lawsuits." (Frances L. Ansley, Class of 1979 - Professor, UT College of Law, Knoxville)

"I believe you can mix a regular practice with pro bono work. I think I had as busy a trial practice as any lawyer in Knoxville, but I made sure I still took on those cases. [Working for free]. . . goes with the territory - in this instance, our common license." (Don Paine, Class of 1963 - Paine, Tarwater, Bickers & Tillman and adjunct professor, UT College of Law, Knoxville)

Entrepreneurs

"Success in the entertainment business is not just in the making of the deal, but in the relationships that result. You have to develop, cultivate and respect the people in this and any business." (Art Stolnitz, Class of 1952 - former Executive Vice President for Business and Financial Affairs, Warner Bros. Television, Burbank, CA)

"Immediately after graduation I worked for a small, general practice law firm in my home state of New Jersey. After a year and a half, an insurance agent friend of mine suggested joining forces to create a financial services firm catering to health care professionals. Today, MedNET Financial provides and arranges such broad-based services as practice financing, malpractice insurance, mutual funds, practice appraisals, personal and business insurance, and mortgages." (Michael De Parto, Class of 1982 - Partner, MedNET Financial Inc., Watchung, NJ)

"I credit much of my success to the UT College of Law. The contacts and relationships developed there have given me a networking asset that I have called upon frequently." (James Lee Clayton, Class of 1964 - Founder, Clayton Homes, Inc., Knoxville)

"I have found that one of the most valuable services I provide my clients is to help them understand what their rights and responsibilities are. . . With my books [*Make It Legal* and *Making It In the Music Business: What To Do Until the Lawyer Gets There*] and in my practice I try to do my part to diminish the litigation explosion by the effective means of eliminating the necessity for lawsuits." (Lee Wilson, Class of 1983 - Writer, Publisher and Practitioner, Nashville)

"UT's law professors taught me to use the language efficiently and effectively. The law degree represents the best possible education for a career in communications, period." (John Ward, Class of 1953 - former "Voice of the Vols" and founder of Award Productions, Inc., Knoxville)

"As far as advice for those of you wanting to do something other than practice law, I'll repeat what my father told me, 'Get a law degree, then do anything you want to do.'" (Whitney Johns Martin, Class of 1981 - CEO, Capital Across America, Inc., Irving, TX)

Academics

"My advice to those considering an alternative to traditional law practice is to seize the moment and seek to meet the unique challenge that sparks your interest. The satisfaction you realize will offer rewards well beyond those that may (or may not) be realized in a traditional practice." (Dr. Timothy Rogers, Class of 1980 - Vice Chancellor, University of Tennessee, Knoxville)

Teaching is a privilege, and the students are a delight. Not only do I love my job and my life, but my exposure to academia has given me complete confidence in the quality of the legal education I received. . .” (Melinda Branscombe, Class of 1980 - Professor, Seattle University School of Law, Seattle, WA)

“Even though legal jobs are tight, I remind my students that every aspect of our lives is governed by the law, therefore they should not limit their job searches to practicing law. I also tell them that it is up to each of them to determine what their strengths are and to concentrate their job searches on positions in which they can utilize their skills.” (Chloe T. Reid, Class of 1988 - Assistant Dean of Students, Whittier College of Law, Los Angeles, CA)

“To be able to practice the legal profession in a non-adversarial environment and to help students learn about their legal rights and duties is for me the best of all worlds.” (Dr. Cheryl Massingale, Class of 1985 - Associate Professor, UT College of Business Administration, Knoxville)

Medical

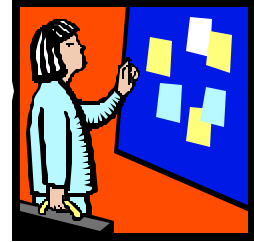
“I have found that the practice of medicine and the practice of law are quite similar in many ways . . .both professions require the ability to communicate effectively, analyze a problem for another person based on certain physical facts, explore possible causes, formulate a solution, and use one’s intellectual and physical skills to implement the plan.” (Dr. Terry Vaisvilas, Class of 1978 - Anesthesiologist, Oak Park Hospital, Oak Park, IL)

“I would encourage law students with Lincoln’s advice: identify client/patient/people needs that are not met well in today’s world, dream a bit, be persistent, and work hard.” (Dr. Bruce White, Class of 1976 - Director, St. Thomas Clinical Ethics Center, Nashville)

THE JOB SEARCH

Two Important Notes

- 1) According to the policies of the National Association for Law Placement (NALP), of which the UT College of Law is a member school, interaction between 1Ls and legal employers is restricted until **December 1** of a student's first year.
- 2) Except in cases of financial necessity, both faculty and administration discourage students from accepting volunteer or paid positions during the first year of law school. ABA policy states that students can work a maximum of 20 hours per week during a school semester.



Evaluating Your Goals & Interests

While career development must not be a cornerstone of the legal education process, establishing a career plan should be viewed as a major concern throughout law school. Failure to develop career objectives or to understand the need to develop your own marketability can make finding the right employment difficult.

The first step in your job search should be a self-evaluation to help you determine personal and career goals, as well as a realistic appraisal of your strengths, interests and abilities. Defining your personal goals should include such broad questions as “What do I want out of my life?” and “What are my values?” Consider how work best fits into your personal lifestyle, how much time you want to allocate to family and friends, and the kinds of leisure activities you want to pursue.

A variety of positions are available to lawyers in different specialties working for many different types of employers. Seek out information about these options by using CS resources, talking to CS staff, law school professors, and attorneys that you know, and attending career opportunities workshops. You should also carefully consider geographic areas - do you prefer a metropolitan area or would you prefer to practice in a small town?

Finally, take an objective look at your abilities and skills, your strengths and weaknesses. Consider how you can best use your present skills, as well as those you would like to develop. Do you communicate well orally or does your strength lie in the written word? Are you organized, punctual, persistent, responsible? How have you used your talents in past work, volunteer, and extracurricular experience? How can you turn weaknesses into strengths?

The CS resource library contains many helpful books to use in your self-assessment, such as:

- *Full Disclosure: Do You Really Want To Be A Lawyer?*
- *JD Preferred: 400+ Things You Can Do With a Law Degree*
- *My First Year As A Lawyer: Real-World Stories from America's Lawyers*
- *What Can You Do With A Law Degree?*

Advisor Kay Brown is experienced in administering the Self-Directed Search assessment, a quick and easy instrument that can help you tailor your interests to specific types of legal (or

non-legal) employers. If you would like to try some on-line assessments, visit the following web site: <http://www.geocities.com/Athens/Acropolis/6491/assess.html>. This page is provided by the National Employment Counseling Association and contains links to hundreds of career-related assessments.

Law students may also use the self-assessment instruments in the University's campus-wide Career Services office, including the Strong Interest Inventory (SII) and the Myers-Briggs Type Indicator (MBTI). The SII is a 317-item inventory that matches your interests with the interests of people who have been in career fields at least three years and are happy with their work. The MBTI is a personality inventory that is very compatible with the SII in assessing personality strengths while determining career options. Both take about 30 minutes to complete, and a qualified career counselor will interpret the results. (Contact Career Services at 974-5435 for more information or to schedule an appointment.)

After you consider available opportunities and assess your goals and abilities, you must determine the types of positions for which you are qualified and evaluate yourself in terms of the available market. You are now ready to make some plans and develop an effective job seeking strategy.

Job Search Timetable

Legal clerkships following the first year of law school have been on the decline in recent years, especially with some of the larger firms; fortunately, obtaining a clerkship at this particular time is NOT mandatory for a successful career. What is VITAL during the first year, however, is to begin laying the groundwork for future career-building efforts. This includes giving serious consideration to the topics discussed previously – your preferences for type of work desired (law firm, government agency, public interest organization, etc.), practice specialties (civil law, criminal, corporate, administrative, litigation, transactional, etc.), and geographic location upon graduation (Southeast, West Coast, foreign, etc.).

The more important clerkship usually occurs in the summer after the second year of law school, as many employers use it to evaluate candidates for permanent jobs and extend offers soon after the summer ends. Interviews for these clerkships begin in the days immediately before classes start in August and continue throughout the school year. During the summer months students should update their resumes, gain knowledge and experience with good interviewing techniques, and have an idea of the practice areas and geographic locations that most interest them.

General Job Search Timeline for 1Ls

November

Begin the job search process, if you're ready! At this point, you should begin to gather information about employers that interest you by using AS MANY RESOURCES as possible, including print, on-line, and most importantly PEOPLE.

Compose a legal resume, especially if you plan to contact employers during the holiday break. Samples are available in our office and in the "Interviewing" section of this *Handbook*. And don't forget about cover letters, samples of which are also available in our office and on-line. CS staff will be happy to look over your application materials; drop off copies for us to review or e-mail them as attachments.

Workshops

* Getting To Know You for First-Year Students – CS Director Karen Britton and Advisor Kay Brown will meet with you individually to discuss your legal practice and geographic interests, as well as provide advice on getting your job search started.

* Open House / Using Resources – Advisor Kay Brown will give you a tour of the Career Services office and demonstrate how to use many of the most commonly used print and on-line resources for legal job searches.

December

On December 1, you may begin making contact with legal employers and applying for jobs. Mail your resumes and cover letters by early December to the largest employers that interest you (law firms with more than 25 attorneys, corporations with large in-house counsel offices, and federal government internship programs), as well as to other employers who are located in the cities where you will be spending time during the holiday break. Consider scheduling a practice interview with CS Director Karen Britton before exams are over if you hope to meet with legal employers during the break; CS staff can set one up for you.

Start checking the job listings we receive, on the bulletin boards in our office and on-line through our web site (user name: govols - password: jobs). You'll begin to learn about job descriptions and qualifications for various positions, as well as the many types of legal employers with whom you can apply.

Consider scheduling informational interviews with specific attorneys whose practices interest you; UT College of Law alumni are especially good contacts for informational purposes! This will help you start building a network of attorneys you can contact for advice, build your confidence in talking with people that you may not know but want to get to know, AND increase your interviewing skills. NOTE: Remember that informational interviews are NOT actual job interviews; they should be set up ONLY to gather information. We have several resources that describe informational interviewing and the best ways to approach employers to obtain one.

January

If you have not already done so, **prepare your resume!** Application deadlines will take place this month for on-campus interviews off-campus job fairs, job listings through CS, and other programs that you may learn of through employers' web sites. Official class ranks for fall semester will not be available until mid-January; if you would like to include an estimated rank on your resume, CS staff can help you calculate it.

If you wish to be included in the College's password-protected, on-line database of students, *Lawyers of the Future*, the first draft of your biographical sketch will be due. This database is advertised to employers and alumni nationwide, and faculty, staff and other law students use it to get to know each other. Biographies include law school and undergraduate honors and activities, prior work experience, and areas of legal practice interest.

Workshops

* Getting To Know You for First-Year Students

* Open House / Using Resources

* Landing the Summer Clerkship: A Law Firm's Perspective – Presented by the Recruiting Administrators of Nashville, this panel discussion will give you an idea of what legal employers evaluate during the interview process.

* Getting Started with eAttorney – Learn how to use this on-line service to research employers and submit your resume for on-campus interviews.

On-Campus Interview Registration

* Students will begin to register through eAttorney for on-campus interviews that will begin in mid-February.

Off-Campus Job Fair Registration

* Nashville Bar Association Damali Booker 1L Minority Clerkship Program – Register in mid-January; the job fair is held in Nashville in February.

February

Spring on-campus interviews begin in mid-February and continue through April. Consider scheduling a mock interview with CS Director Karen Britton.

REMEMBER: Not all employers who have jobs to fill will do so via the on-campus interviewing process! CS receives job listings through the end of the semester from employers who will consider hiring first-years for summer clerking positions; keep an eye on the job boards in the CS office or the on-line listings. Also, consider direct mailing employers who are NOT recruiting through either of these methods – CS staff can help you figure out who these employers are!

Off-Campus Job Fair Registrations

* Atlanta Legal Hiring Conference – Register in mid-February; the job fair is held in Atlanta in mid-March.

* Patent Law Career Fair – Register in mid-February; the job fair is held in Chicago in early August. You must have an engineering, science, or other technical degree to participate.

March

On-campus interviews continue; callback interviews continue. Check the on-line job listings frequently – it is not unusual for some employers to hire into the early summer. Investigate volunteer positions and potential research positions with faculty members.

April

Continue to apply for summer positions by checking our on-line listings and talking with upperclass students who may not be returning to their current employers. Re-contact any employer who was unsure about their summer hiring needs earlier in the year.

May, June, July

Use the summer months to: research career interests – schedule informational interviews – network and develop contacts – compose cover letters – plan a “direct contact” campaign for the fall semester – UPDATE YOUR RESUME before the fall recruiting season starts.

Try to save as much money as you can now to interview on your own during the fall in cities other than Knoxville and states other than Tennessee. Many times employers will respond to your request for an interview by saying, “if you're ever in town, we'd like to talk to you.” This means that they really WOULD like to talk to you, but are not willing to pay your travel expenses for a first interview. Now is the time to begin saving money to finance that trip!

NOTE: Official class ranks for spring semester will not be available until late August; contact CS staff to determine your estimated rank if you plan to include it on your resume.

On-Campus Interview Registration

* Registration will be held in July for the EARLY On-Campus Interview Program, which will be held on the days immediately before classes begin in August.

Off-Campus Job Fair Registrations

* Southeastern Minority Job Fair – Register in early June; the job fair is held in Atlanta in early August.

* Mid-Atlantic Legal Recruiting Conference – Register in mid-July; the job fair is held in Washington, DC, in late August.

* Southeastern Law Placement Consortium – Register in late July; the job fair is held in Atlanta in early September.

General Job Search Timeline for 2Ls and 3Ls

August

Career Services hosts an Early On-Campus Interview Program in mid-August, typically on the Thursday, Friday, Monday and Tuesday before classes begin.

For 3Ls interested in applying for state and federal judicial clerkships, get your application packets ready! You can begin applying to state judges at any time; you must wait until the Tuesday after Labor Day to apply to federal judges.

If you have not done so already, develop a contact list of employers who will not be visiting UT and draft cover letters to them. Consider using a two-tiered approach if your list is lengthy: mail to the largest employers in whom you are most interested first, then mail to smaller employers. Remember to start keeping careful records of these employers (date you contacted them, their response, etc.).

Update your Career Services registration form and *Lawyers of the Future* biography!

On-Campus Interview Registration

* Registration for regular season on-campus interviews will begin by the end of August.

September

Regular season On-Campus Interviews begin and continue through November.

3Ls should send their application packets to federal judges on the Tuesday after Labor Day.

Continue contacting employers through direct mailing and networking. Mail letters to the second half of your contact list. Begin following-up with employers who have not responded to your inquiries from August.

Workshops

* Managing the Out of State Job Search – Advice for 2Ls and 3Ls who want to contact employers outside of Tennessee.

* The 3L Job Search – Tips on maximizing the job search during the third year.

Off-Campus Job Fair Registration

* Equal Justice Works Career Fair, Conference & Awards Dinner – Register by mid-September; the job fair is held in late October.

October

On-campus interviews continue. Begin following up on your second mailing.

November

If you have received offers for summer or permanent jobs, you must start making decisions. Accept or decline by November 1 any offer received as a result of previous summer employment, if the offer was made before September 15. If the offer was made after September 15, accept or decline by December 1.

December

Use the holiday break to re-assess your job search strategy if you received no offers; seek advice from Career Services staff.

January

Pull out your fall semester direct contact list. Distinguish between the employers who rejected you flat-out and the ones who were unsure of their hiring needs at the time. Follow up with any employers who indicated that they were not ready to hire but in whom you are still interested. Send letters to any contacts you may have developed over the holidays.

On-Campus Interview Registration

* Register for on-campus interviews that will begin in mid-February.

February

On-campus interviews begin and continue through April.

Off-Campus Job Fair Registrations

* Atlanta Legal Hiring Conference – Register in mid-February; the job fair is held in Atlanta in mid-March.

* Patent Law Career Fair – Register in mid-February; the job fair is held in Chicago in early August. This event is open to current 1Ls and 2Ls, and you must have an engineering, science, or other technical degree to participate.

March

On-campus interviews continue; callback interviews continue. Continue to follow-up with any contacts you have made since the first of the year. Check the on-line job listings frequently, especially if you are a 3L; small firms, government agencies and public interest organizations do not hire very far in advance and will begin seeking applicants at this time for entry-level positions.

April

Follow-up with any employers you contacted for the first time during the spring. If you are a graduating student, begin to look for part-time work in your chosen city and subscribe to attorney employment newsletters from law schools in the area. If you are a 2L, remember that it is not unusual for some employers to hire into the early summer. Investigate volunteer positions and potential research positions with faculty members.

May, June, July

2Ls should use the summer months to: research career interests, especially judicial clerkships – schedule informational interviews – network and develop contacts – compose cover letters – plan a “direct contact” campaign for the fall semester – UPDATE YOUR RESUME before the fall recruiting season starts.

NOTE: Official class ranks for spring semester will not be available until late August; contact CS staff to determine your estimated rank if you plan to include it on your resume.

On-Campus Interview Registration

* Registration will be held in July for the EARLY On-Campus Interview Program, which will be held on the days immediately before classes begin in August.

Off-Campus Job Fair Registrations

* Southeastern Minority Job Fair – Register in early June; the job fair is held in Atlanta in early August.

* Mid-Atlantic Legal Recruiting Conference – Register in mid-July; the job fair is held in Washington, DC, in late August.

* Southeastern Law Placement Consortium – Register in late July; the job fair is held in Atlanta in early September.

Resources Most Commonly Used in The Job Search

Career Services houses more than 1,000 resource materials including books, videos, legal periodicals, informative handouts, and employer files. Some resources are restricted to in-office use, but most are available for overnight check-out. A complete list can be found in the Appendix of this handbook. Below is a list of the most commonly used resources in the CS library.

Martindale-Hubbell Law Directory

Includes biographical information on law firms, corporations, and attorneys in the U.S. and abroad; also includes a list of federal government attorneys. It is arranged by state, city, name of firm. (CS no longer receives print editions; they can be found in the law library.) It is also searchable on-line through the web at www.martindale.com and through the LexisNexis legal research database. Can be used for in-state or out-of-state searches.

NALP Directory of Legal Employers

Published by the National Association for Law Placement (NALP), this book provides demographic information provided by NALP members, including firms, government agencies

and public interest organizations. Contains background info on employers' practice areas, salaries and expected number of hires. A current print edition can be found in the CS resource area. It is also searchable on-line at www.nalpdirectory.com and through LEXIS. Best used for out-of-state searches.

Tennessee Attorneys Directory

Includes lists of licensed attorneys in Tennessee arranged in various ways, including geographic location and type of employer. Also includes complete lists of government employers, such as federal, state and local judges; district attorneys and public defenders; state government agencies; and regional and district offices of federal government agencies. A current print copy can be found in the CS resource area; a copy is also on reserve in law library. Best used for Tennessee searches.

Administrative Office Files

Career Services' own compilation of the hiring histories of more than 1,000 legal employers with whom the office has had contact. Each entry includes the employer's name, name, address, contact person, description of work and last date of contact information. A print copy is available in CS; it can also be found on-line through the Student Job Opportunities web site. CS staff can also download a copy to your disk or e-mail to you. Best used for Tennessee searches.

Alumni Directory

A print copy of the UT College of Law alumni directory through the class of 2000 can be found in the CS resource library. It is arranged by geographic location, as well as by areas of practice. Students may get an updated printout for a specific city or state from the Alumni Affairs & Development Office in the second floor of the law school in room 269. Best used for out-of-state searches.

Annually-published Lists

Each year CS staff compile lists of judicial clerkship and volunteer clerking opportunities. While these lists focus primarily on the Southeast, there are other resources in the office that can be used to contact employers across the U.S.

Legal Employer Files

Contain information on law firms, government agencies, public interest organizations, corporations and academic institutions with which CS has had contact. The folders with Tennessee employer information can be found in the metal file boxes on the countertops; folders for out-of-state employers are located underneath the countertops. Can be used for Tennessee and out-of-state searches.

Job Opportunity Newsletters from Other Law Schools

While these newsletters contain job listings for attorney positions, students can use them for contact information (i.e., name, address, practice areas, etc.). Most are published monthly by law schools throughout the U.S.

Contacting Employers on Your Own

Targeted Mailings

Though it takes time and effort, a properly worded cover letter and a good resume can interest an employer in inviting you to their offices for an interview. The secret to successful job hunting through direct mail campaigns is TARGETING your resume to the right employers (no matter how many), NOT MASS MAILING to everyone. Any of the resources mentioned above can be especially useful in formulating mailing lists.

Even if choose to TARGET more than 100 employers, it is imperative that you at least research their practice areas and let them know in a cover letter that you have done your homework! Be sure to highlight any particular work or class experiences that qualify you to work for them that are not evident on your resume. The letter is also the best way to let the employer know about any ties you have to their cities, such as family who live there.

Above all, avoid sending the same version of your cover letter to every employer! Tailor it, if only slightly, to each one. And be careful if you are doing a mail merge - make sure the names, addresses and salutations are correct on each letter.

Keep careful records of the employers you have contacted; this will make following up much easier. If an employer has not responded within a month, follow-up with a phone call to make sure they received your application materials. Make a note of any employer who responds that they will not make hiring decisions until later in the year and re-contact them at the appropriate time if you are still interested.

Networking

“Networking isn’t schmoozing a bunch of strangers. It’s taking advantage of people you already know to meet more people.” (Kimm Alayne Walton, author of *Guerrilla Tactics for Getting the Legal Job of Your Dreams*).

Networking to find out about possible job openings is the most effective way to conduct a job search in any field - according to most sources, up to 90 percent of all positions are filled this way. And it's not always who you know, but HOW MANY you know that can help you find a legal job. It's also a common misconception that only lawyers can help you find legal employment. Actually, the more people who know you are looking, the better your chances are of having your name mentioned “in the right place at the right time” when a contact learns of an opening.

You can begin building your own network by making a list of people you know well enough to telephone and not have to explain who you are. Be sure to include people (from your past as well as your present) who might be in a position to hire or know someone who is, such as: relatives, neighbors, friends, employers, professors, classmates, business contacts, attorneys, political contacts, and members of bar associations and professional organizations.

The best approach to take when networking is to ask for advice. Does the contact know of possible openings in the area of practice or location in which you are interested? Does s/he know what qualifications employers will be seeking in a candidate? Does s/he know of other individuals who might be able to help you?

In this way, contacts often lead to new contacts. By expanding the number of people with whom you are professionally familiar, you develop a personal network. ***And the earlier in your law school career you begin building such a network, the better!***

Start a notebook, card file or computer spreadsheet with as much information as possible on your contacts, including their current phone number, address, employer, etc. Try to meet personally with as many of them as possible to let them know what your plans and expectations are. Once you've let people know you're looking for a job, stay in touch with them. If they do not hear from you for several weeks, they may assume you found something and no longer need their help. Also, be sure to stay in touch with your contacts even when you're not looking for a job - you don't want them to think you call only when you need something!

Informational Interviewing

Another way to make contacts in the legal job market is through information interviewing, which is NOT the same thing as a job interview. Information interviews help expand your knowledge through first-hand experiences of practicing professionals – and they're great confidence-builders for actual interviews! Below are some of the differences between information interviews and job interviews:

Job Interview:

- Your goal is to apply for a specific job.
- You are answering questions and talking 80 percent of the time.
- You are selling yourself for a particular job.
- The company representative also must sell the company to you.

Informational Interview:

- Your goal is to learn more about the industry and profession.
- You are asking questions and talking only 20 percent of the time.
- You are not selling yourself at all.
- The industry expert is sharing his or her expertise and does not need to sell the company to you.

To get started, try sending letters and/or telephoning people who have pursued careers that interest you. Career Services can help you find contacts in various legal and non-legal careers and recommend resource materials with cover letters and telephone scripts.

When asking for an information interview, be sure to focus on your specific reasons for making the contact, i.e., you have decided to pursue the same area of legal or non-legal employment and would appreciate the opportunity to speak with an experienced practitioner to help fill in the gaps and get feedback on your goals. Be sure to research the person, as well as their employer, as much as possible beforehand. Your contact will be impressed by your attention to detail.

Keep in mind that some of the subjects you have chosen to interview will know exactly how to act in this situation, while others might be a bit uncomfortable and need some direction. Here are some tips on how you could handle these problems if they should occur:

- Silence – Refer to your list of questions and be sure to ask the open-ended kind.

- Rude response – If you think the person is busy, thank the person and leave early or arrange to talk to him/her another time. If you think the person does not understand the purpose of the interview, state that you want advice and information only, not a job.
- Lengthy answers – If you are benefitting from the information, let the subject talk. Otherwise, keep on track by emphasizing that you do not want to take too much of the person's valuable time, then ask another question.

Don't forget to follow up an informational interview with a thank you letter. It should: compliment the contact's expertise/knowledge; define how they helped you; thank them for any lead(s); and let them know you will be keeping them advised of your progress.

Contacting Employers Through Career Services

Job Postings or Direct Contacts

CS posts hundreds of job listings annually on its password-protected web site and on bulletin boards inside the office. They are divided by geography (Tennessee and out-of-state) and include current openings from local employers, as well as summer and permanent opportunities across the U.S. Each listing provides information about the job requirements, salary (if known), location of job, and the method of contacting the employer. All remain posted until filled or until the application deadline passes. Complete information on most of the jobs posted can be found in the Direct Contact box in CS.

If you wish to supplement your income on an occasional basis, you may want to consider single-project clerking assignments, which last a few hours to a few weeks. Students may perform legal duties (writing briefs, updating the library, organizing files, preparing for trials, searching for titles, etc.) and/or clerical duties (filing documents, photocopying, answering phones, etc.). Typically, students are notified by e-mail when we receive a temporary clerking or research assignment.

On-Campus Interviews (OCI)

Each year CS hosts about 100 legal employers in its fall and spring OCI programs. First-years may begin participating in OCI during their first spring semester. Information about OCI employers is available at the beginning of each semester, and all students are encouraged to sign up for the opportunity to meet with employers who interest them.

A word of caution: too much emphasis is often placed on the OCI process by students seeking summer and permanent jobs. Remember, you CANNOT limit your search ONLY to employers interviewing on campus! Only 20 percent of law students nationwide get their jobs through this process and very few of the thousands of employers nationwide will participate in OCI programs at law schools across the country. The employer you seek may not conduct on-campus interviews, and that may not be the best way for you to look for a legal job.

Also, you may have heard that on-campus employers are looking only for the top 10% of each class. It is true that some employers stipulate certain qualifications, but others do not. And frequently, employers who list certain requirements interview and hire students who don't quite meet them but have other outstanding abilities.

Don't be discouraged if the on-campus method does not prove profitable for you! There are many other ways to get interviews, many of which are detailed in subsequent sections of this handbook. Prepare yourself to interview well, and you'll be ready when the opportunity arises!

Off-Campus Recruiting Events

Career Services participates in five off-campus recruiting events that give students interviewing opportunities with national law firms, government agencies, public interest organizations, and corporations.

Fall semester:

- Patent Law Interview Program in Chicago in August
- Mid-Atlantic Legal Recruiting Conference (MALRC) in Washington, DC, in August
- Southeastern Minority Job Fair (SEMJF) in Atlanta in August
- Southeastern Law Placement Consortium (SELPC) in Atlanta in September
- Equal Justice Works Career Information Fair in Washington, DC, in October

Spring semester:

- Nashville Bar Association 1L Minority Clerkship Project in Nashville in February
- Atlanta Legal Hiring Conference in Atlanta in March

Registration for these job fairs usually takes place two-three months before the event; for MALRC, SEMJF and SELPC, registration takes place during the summer months.

Contacting Employers Through UT's campus-wide Career Services

Law students also have the opportunity to interview through UT's campus-wide Career Services Office, located in Dunford Hall on Volunteer Boulevard. Students interested in exploring "alternative" or "law-related" careers can submit resumes for various types of positions with corporate and government employers.

To be considered for interviews through campus-wide Career Services, you must first register with them. This is done primarily through their web site at <http://career.utk.edu>. NOTE: Resume submission deadlines are given approximately ONE MONTH before the scheduled on-campus date.

In addition to on-campus interviewing opportunities, campus-wide Career Services offers: a resume referral service for non-recruiting employers whose hiring needs match your background and interests; personal notification of specific job openings; workshops on developing job search skills; and individualized counseling.

Have you reached a dead-end?

Try not be too discouraged or succumb to feelings of rejection if you don't receive offers from your first few contacts or interviews. For most people, the job search must include numerous applications and far fewer interviews to get to the offer they really want. If you feel you've reached a dead-end after trying everything recommended in this handbook, schedule an appointment with the Career Services Director or Advisor. Working together, we can review your strategies and devise new ones if needed.

Law Students & The Unauthorized Practice of Law

From time to time Career Services receives requests for students to research or advise someone on a legal matter. Most of these requests come from licensed attorneys, but occasionally they are made by non-lawyers. In this case, they are informed that under Tennessee state law, students can perform research for licensed attorneys ONLY. In an effort to help you better understand the reasons for this rule, we provide the following excerpt from a February 1995 article in the *NALP Bulletin* by Mary Obrzut explaining why students cannot give legal advice unless they are under the direct supervision of a licensed attorney.

"[In the fall of 1994], I became concerned about law students who might respond to a posted notice and, without knowing the rules, end up accused of the unauthorized practice of law. I looked for an official statement that I could post and include in my written materials to explain what the unauthorized practice of law is, why it is an issue, and what the ramifications are for someone (law student or not) who practices law without supervision or a license. Following many conversations and much research, I am happy to share with you what I have found. The first two of the following [employment] settings generally do not raise concerns; it is the third that is most likely to be misunderstood by law students.

1. Students subject to state student practice rules - Senior law students (3Ls) are eligible for a limited license to practice as students. Every state has rules and regulations that define what the students can do, whether they must be supervised, and what requirements they must meet in order to be licensed. These students are usually involved in either civil or criminal externship programs, are very closely supervised, have taken a class in professional responsibility, and are aware of the pitfalls of the unauthorized practice of law.

2. Students working under the supervision of a licensed attorney - The student who is working under the supervision of an attorney may be a 1L, 2L or 3L. He or she may be working on a short- or long-term research project, part-time or summers as a law clerk, or be involved in a voluntary, structured pro bono program.

3. Law students without a license and without supervision - An unsupervised law student who engages in legal representation or gives legal advice is no different from any other non-lawyer who also gives legal advice. That law student is engaging in the unauthorized practice of law.

A 1L or 2L who does not know the risk of engaging in the unauthorized practice of law also is probably not aware of the impact of that activity on his or her eligibility to sit for the bar exam. Specifically, the law student may fail the character and fitness investigation or be refused permission to sit for the exam due to criminal sanctions for the unauthorized practice of law.

It is a criminal offense in EVERY state to practice law without a license. The policy reasons behind those rules concern the protection of the public. Since a law student is not licensed as an attorney, he or she is not subject to professional discipline. There is also no attorney-client privilege available when an attorney does not supervise the matter.

A lay person who seeks legal services often is not in a position to judge whether s/he will receive proper professional attention. The entrustment of a legal matter may well involve the confidences, reputation, property, freedom, or even the life of the client. Proper protection of members of the public demands that no person be permitted to act in the confidential and demanding capacity of a lawyer unless he or she is subject to the regulations of the profession.

A person who entrusts legal matters to a lawyer is protected by the attorney-client privilege and by the duty of the lawyer to hold inviolate the confidences and secrets of the client. Entrusting legal matters to a non-lawyer does not provide those same protections. Each state has jurisdiction over the practice of law and has established rules and regulations to govern that practice. It is the responsibility of the student to determine from the laws of the state in which he or she may accept legal work any requirements related to attorney supervision of legal work and any additional student practice rules.

[In summary], law students may perform legal work only under the supervision of an attorney and so long as it is the lawyer who takes the work, vouches for it to the client, and is responsible to the client.”

RESUMES & COVER LETTERS



Since a resume is often your first introduction to an employer, it should project a professional and self-assured image. Remember, its most important function is as a selling piece to help you obtain an interview.

Your resume should be written to interest the employer and to supply information concerning your education, your past experience, and your unique abilities and skills. The resume should not be stereotyped - there is no one right way to compose it. Identify the things in your background which make you especially qualified for the position you are seeking and present them in a positive way. Review the resume from the viewpoint of the employer to determine whether you have given a complete and positive view of yourself as a potential employee.

A good resume is concise and brief! The general rule is to limit the resume to one page. If you must go to two pages to cover pertinent information, be sure that you can justify each entry as important. For maximum impact, the resume should be arranged so that the high points can be absorbed in literally 30 seconds. This may be all the time you get from the reader, so use it well. Do not, however, resort to cute gimmicks to attract attention. Remember that the legal profession is typically very conservative.

Anatomy of a Resume

Format

Resumes should be typed in a conservative, easy-to-read style. Major headings can be emphasized by using capital letters, boldface type or underlining. The layout should be unified and attractive, with some blank or "white" space to add to the overall appearance and readability. You may design your own format/layout or use the resume templates in Word Perfect, Microsoft Word and Microsoft Works.

A concise, one-page format is preferred by most legal employers and typically can be accomplished by adjusting the margins or deleting information that is not pertinent. If you are finding it difficult to edit your two-page (or longer) resume, CS staff will be happy to assist; many times all that is needed is reformatting the layout or condensing job descriptions. We do recommend that some students develop two versions of their resumes - one longer with more detail and one shorter with less detail - especially if they have many years of previous work experience, an impressive undergraduate/graduate school history, or an extensive record of published material.

Another type of resume that may come in handy is one formatted specifically for Internet transmission. This version should have standard 1 inch margins, a common font (Arial or Times New Roman) and a decent type size. If this version runs to two pages, give an indication of this at the bottom of the first page and put "Page 2" at the top of the second page. Delete things like italics, underlines and bold type, as most e-mail software does not transmit them.

Use 8 ½" x 11" paper in 24 or 32 pound weight. The best colors are white and off-white. Avoid grays, pastels, dark colors, and speckled or marbled papers as they do not photocopy well. (Recruiting professionals tell us that most resumes are photocopied, then distributed to hiring partners or committees.) You may also wish to purchase #10 envelopes that match your

resume paper. (If you plan to mail your information in large, 9" x 11" envelopes, it will not matter that they do not match your resume paper.)

It is wise to save your resume to a disk so that it can be updated conveniently at school; computers and laser printers are available for this purpose in Career Services and in the Law Library Computer Lab. If you would prefer to let an expert handle this chore, nearby print shops offer this service for a fee. Photocopying on quality paper from your well-done original can also produce as acceptable a product as offset printing from a typed, typeset, or word processed printout.

When in doubt, ask! CS staff are always available to proof read or suggest formats that can enhance your resume.

Content

- *Objective*: Stating a career objective is not recommended, as it can be limiting - it can also take up valuable space! Your "career objective" information is best included in a cover letter.
- *Name*: Your name should be written in all capital letters. If you are called by your middle name, use an initial for the first name to avoid confusion.
- *Address*: Include both local and permanent/alternate addresses; should you wish to return to the area you consider your permanent/alternate home, listing that address shows your ties to the community, and some employers place great emphasis on geographic roots. Also, include area codes with your telephone numbers; employers sometimes use the permanent address and phone number in locating students during school breaks.
- *E-mail Address*: If you use e-mail, include that address as well. However, be sure to ACTUALLY CHECK - and check OFTEN - that e-mail account as more and more employers are using this method to contact students. CS staff know of several embarrassing incidents where students did not frequently check the e-mail address listed on their resumes. Finally they received a phone call or letter from the employer, who asked why they had not responded to an e-mail message sent two or more weeks before.
- *Legal Education*: Give the full and correct names of law schools attended (The University of Tennessee College of Law), locations (city AND state), and degrees (Candidate for J.D., or Candidate for Juris Doctor, or Candidate for Doctor of Jurisprudence). Remember to be consistent with spacing and terminology throughout the resume. If you state J.D. for your law degree, then list B.A. or B.S. for your undergraduate degree. If you plan to participate in one of the College of Law's concentrations of study or seek the joint JD/MBA degree, see CS staff for advice on listing this information.

List in reverse chronological order all law schools you've attended, if more than one. Indicate your anticipated graduation date from the current school, as well as the dates you attended other schools. List extracurricular activities, memberships, honors and publications. When including Dean's List, be sure to give the semester(s) in which it was awarded. If an offer extended to join a particular activity is declined, indicate as "Moot Court, offer extended, declined." Always give full names of organizations rather than acronyms and indicate if you held an office. If you list a publication, be prepared to produce a copy should the employer ask.

Listing grade point averages, class ranks and percentages on the resume is optional. If not included, an employer may decide to interview you on the basis of other qualifications. On the

other hand, absence of this information will automatically exclude you from consideration by a few employers. If your grades have shown consistent improvement, breaking them down year by year can be advantageous.

As a general rule, do not estimate class rank or percentages - however, there are exceptions. It is permissible to include estimates before rank is officially available from our Records Office, typically at the very beginning of a semester or during the summer months when you may want to mail your resume early or submit it for on- or off-campus opportunities. Always consult with CS staff to obtain estimated rank or percentile information before including it. Also, you must clearly indicate on the resume that it is an estimate, and provide updated information as soon as your official rank becomes available. Most employers eventually will ask about grades or for a copy of your transcript, so be prepared to discuss this subject in an interview.

NOTE: The CS Director will ask the Records Office to verify the accuracy of academic information included on resumes submitted to employers through Career Services. The Director also will seek verification of the accuracy of academic information upon request by employers who have received resumes directly from students. If there are discrepancies, the employer will be provided accurate information. To ensure the accuracy of all academic information, students are encouraged to submit a draft resume to Career Services for verification BEFORE submitting final versions to employers. Providing false academic information on a resume is a violation of the code of academic conduct of The University of Tennessee College of Law.

- *Pre-Legal Education*: Include undergraduate and any graduate education, but omit secondary school. Again, be sure to give the full and correct names of schools, locations (city AND state), and degrees. Definitely list your major area of study; including your minor is optional. Always list *cum laude* distinctions in italics with undergraduate degrees. Class standing, honors and extracurricular activities should be listed and described in as much detail as your layout/format will allow. List the full names of organizations rather than acronyms and indicate if you held an office.
- *Experience*: Be assured that legal employers do not expect 1Ls to have had any legal work experience yet! (Your experience section can be divided into “Legal” and “Non-Legal” categories in the second or third year.) List whatever jobs you have held in reverse chronological order and give a brief description of your duties, indicating training and skills received. Emphasize responsibilities and accomplishments rather than routine duties if possible. Some jobs may be pulled into one statement if your layout/format dictates - “part-time and summer jobs as waitress, bank-teller and gardener held to defray costs of education.”
- *Special Skills and Interests*: If desired, you may indicate foreign language proficiency, foreign travel, and practical abilities (flying an airplane, computer skills, etc.). Listing your hobbies and sports can show you to be a well-rounded person and may also serve to start the interview conversation. However, do not overestimate your expertise in any area as you may be asked specific questions to test your honesty (or humility)!
- *Community Service*: If you have room, include any volunteer work or community service activities in which you have participated.
- *Publications*: You may wish to list any publications, either published or unpublished, which would enhance your desirability as an applicant and provide further indications of your writing ability. If you do so, be prepared to produce a copy should the employer ask.

• *Personal Data*: If you wish to give your marital status or place of birth, the best place to do so is in your cover letter. This information can be used to help you make a geographic or family tie to the region where you are applying. However, you should not include such information as height, weight, and condition of health. Carefully consider whether you wish to include religious or political affiliations. Listing them may have an adverse effect on your chances of getting an interview. However, if you are applying to an organization you know to be receptive to this information, it may prove helpful.

Key Active Words for Resumes & Cover Letters

communicate	manage	report	write	interpret
lead	research	plan	design	conceive
analyze	define	evaluate	produce	organize
elect	enlist	develop	administer	perform
apply	handle	coordinate	supervise	implement
delegate	chair	exhibit	accomplish	guide
conduct	draft	adapt	lobby	resolve
facilitate	oversee	train	consult	identify
procure	author	improve	influence	start

Typical Law Clerking Activities

- *Research & Writing*: interoffice memos - trial memos - client opinion - editing and checking citations for memoranda or briefs - drafting pleadings, briefs, interrogatories, contracts, voir dire questions, property transfer papers, legislation, and ordinances
- *Investigation*: interviewing witnesses - collecting documents and physical evidence - taking photographs and preparing exhibits
- *Trial*: filing pleadings in court - taking notes and preparing questions - securing and arranging attendance of witnesses - interviewing pretrial witnesses - investigating juror verdict records - emergency research - drafting instructions and verdicts - arranging and supervising process service - negotiating collections on money judgements - putting a file on a case in shape, abstracting the file
- *Miscellaneous*: reviewing files - filing papers - performing intake interviews at office - researching title records - scanning advance sheets - ordering law books - serving subpoenas

Sample 1L resume

LARRY THE LAWYER

lawyer.larry@justice.law.utk.edu

5000 Lake Drive Apt. 25
Knoxville, TN 37916
(865) 555-1234

6000 Paddington Place
Nashville, TN 37217
(615) 361-1234

EDUCATION

The University of Tennessee College of Law Knoxville, Tennessee

Candidate for Juris Doctor, May 2001

Grade Point Average: 3.08/4.3 Estimated Class Rank: Top 33%

Activities: Student Bar Association; Knoxville Police Ride-Along Program

The University of Tennessee Knoxville, Tennessee

Bachelor of Arts, May 1998, *magna cum laude*

Grade Point Average: 3.78/4.0 Major: English Minor: Speech

Honors: John C. Hodges Merit Scholarship; Outstanding Senior in English Award; Dean's List; Phi Kappa Phi Honor Society; Golden Key National Honor Society; Sigma Tau Delta English Honor Society; Phi Beta Kappa; Undergraduate Research Award.

Activities: Student Government Association, Senate Steering Committee; Orientation Leader; Vol Corps Student Ambassador; Fraternity Executive Council, Treasurer; Alpha Beta Alpha Fraternity, Rush Chairman

EXPERIENCE

The University of Tennessee Knoxville, Tennessee

Resident Assistant (January 1997-May 1998)

Supervised approximately 45 students; advised residents in freshman areas of interest; assisted director with monthly reports; selected as member of housing disciplinary committee; appointed as chairman of constitution committee of the Residence Hall Association.

The University of Tennessee Hodges Library Knoxville, Tennessee

Circulation Clerk (September 1995-December 1996)

Assisted librarians with daily responsibilities; assisted students checking out books; monitored timely book returns and issued appropriate late notices and fines.

Circuit City Nashville, Tennessee

Sales Associate / Customer Service Clerk (June 1993-July 1994)

Assisted customers with purchasing and returning products.

INTERESTS

Golf, hiking, British literature

Sample 2L resume

LARRY THE LAWYER

lawyer.larry@justice.law.utk.edu

Current: 5000 Lake Drive Apt. 25 • Knoxville, TN 37916 • (865) 555-1234
Permanent: 6000 Paddington Place • Nashville, TN 37217 • (615) 361-1234

EDUCATION

The University of Tennessee College of Law – Knoxville, Tennessee

Doctor of Jurisprudence candidate, May 2001

GPA: 3.12/4.3 Class Rank: Top 29%

Honors: Dean's List, Spring 1999

Activities: Student Bar Association; Criminal Law Society; Knoxville Police Ride-Along Program; UT Pro Bono Homeless Project; Lexis & Westlaw training.

The University of Tennessee – Knoxville, Tennessee

Bachelor of Arts, May 1998 *magna cum laude*

Major: English Minor: Speech

Honors: John C. Hodges Merit Scholarship; Outstanding Senior in English Award; Dean's List; Phi Kappa Phi; Golden Key National Honor Society; Sigma Tau Delta; Phi Beta Kappa.

Activities: Student Government Association, Senate Steering Committee; Orientation Leader; Vol Corps Student Ambassador; Fraternity Executive Council, Treasurer; Alpha Beta Alpha Fraternity, Rush Chairman.

EXPERIENCE

Office of the District Attorney General, 20th Judicial District – Nashville, Tennessee

Legal Intern (May 1999-August 1999)

Assisted staff attorneys with grand jury indictments; investigated and evaluated cases; provided legal research and prepared memos.

The University of Tennessee – Knoxville, Tennessee

Resident Assistant (January 1997-May 1998)

Supervised activities of approximately 45 students; advised residents in freshman areas of interest; assisted hall director with monthly reports; selected as member of housing disciplinary committee; appointed as chairman of constitution committee of the Residence Hall Association.

The University of Tennessee Hodges Library – Knoxville, Tennessee

Circulation Clerk (September 1995-December 1996)

Assisted librarians and students with daily responsibilities; monitored timely book returns and issued appropriate late notices and fines.

References & Writing Sample Available Upon Request

Sample 3L resume

LARRY T. LAWYER

5000 Lake Drive Apt. 25 • Knoxville, TN 37916 • 865-555-1234
lawyer.larry@justice.law.utk.edu

EDUCATION

The University of Tennessee College of Law Knoxville, Tennessee
Juris Doctor Candidate, May 2001 GPA: 3.25 Class Rank: Top 15%
Honors & Activities: Dean's List: Spring 1999, Fall 1999 (highest honors); *Tennessee Law Review*, Editor of Student Materials; Student Bar Association; Criminal Law Society; TAPIL; Phi Alpha Delta; Student Host Program.

The University of Tennessee Knoxville, Tennessee
Bachelor of Arts, English, *magna cum laude*, May 1998
Honors & Activities: John C. Hodges Merit Scholarship; Dean's List; Phi Kappa Phi; Golden Key National Honor Society; Sigma Tau Delta; Phi Beta Kappa; Student Government Association; Orientation Leader; Fraternity Executive Council, Treasurer; Alpha Beta Alpha Fraternity.

EXPERIENCE

The University of Tennessee Legal Clinic Knoxville, Tennessee
Student Attorney (August 2000-present) - Acted as counsel for indigents in Social Security disability, unemployment compensation and housing matters; interviewed clients and witnesses; gathered records; negotiated with opposing attorneys; briefed clinic supervisor on progress in cases; appeared at hearings before federal and state administrative law judges.

Woolf, McClane, Bright, Allen & Carpenter Knoxville, Tennessee
Summer Associate (May-August 2000) - Researched different areas of corporate law; drafted legal motions; wrote memoranda; observed the inner workings of a medium-sized law firm.

Butler, Vines & Babb Knoxville, Tennessee
Law Clerk (February-May 2000) - Performed research and prepared memoranda on various issues in civil law, including insurance defense, worker's compensation, medical malpractice and property; prepared trial and appellate briefs and motions.

Office of the District Attorney General, 20th Judicial Dist. Nashville, Tennessee
Legal Intern (May-August 1999) - Assisted staff attorneys with grand jury indictments; investigated and evaluated cases; provided legal research and prepared memos.

The University of Tennessee Knoxville, Tennessee
Resident Assistant (January 1997-May 1998)
Supervised activities of 45 students; assisted hall director with monthly reports; selected as member of housing disciplinary committee.

COMMUNITY SERVICE

Court Appointed Special Advocates (CASA); Community Mediation Services of Knox County; Big Brothers Big Sisters of Knoxville; Emerald Avenue Youth Center, basketball and softball coach.

Anatomy of a Cover Letter

The cover letter can be more important than the resume, since it is SEEN FIRST by the employer. Its purpose is to present the prospective employee in a way that will interest the reader and relate pertinent information not evident from the resume.

The cover letter introduces the student, discusses his/her qualifications and requests an interview. It should establish logical reasons for sending your resume to the employer - previous experience, career interests, geographical considerations, personal contacts, etc., that would make you a good "fit" for them.

State your interest in and qualifications for the job and mention any pertinent information not apparent from your resume, such as family ties to that region or the fact that you are a native who plans to return after graduation. Try to focus on the employer's needs, not how impressive your credentials are. Give her/him the information needed to answer the unspoken question "what's in it for me?"

Close your letter by stating your interest in and availability for a personal interview. If you plan to be in the area at a certain time, mention that fact and indicate that you will call regarding an interview then.

Individualize your letters - do not give the impression of a standardized form letter. It is imperative that the cover letter be addressed to a specific person. In order of choice, use the recruiting coordinator, the attorney who heads the hiring committee (if known), the person who interviews on-campus, a graduate of the UT College of Law, or the senior partner in the firm. Career Services has many resources to help you find contact names, addresses and other information on legal employers, such as the *Martindale-Hubbell Law Directory*, the *Alumni Directory*, and the *Administrative Office Files* list.

In every letter you write, the approach you take and the language you use are vital. Be professional, clear and concise, but let your letter reflect some of your personality also. A good rule for judging the effectiveness of your correspondence is to read it out loud and as if you were the person receiving it.

Cover letters and any other correspondence should be neatly typed on good quality paper. Ideally, you should purchase paper and envelopes which match the paper used for your resume. Letters must be originals; never use copies. Neatness, proper punctuation and correct spelling are a must. Proofread, then have another person proofread. Your cover letter must be error-free! (Employers will assume that the quality of your letter reflects the quality of your work.)

Format

Both the standard business letter format and the more contemporary block style are acceptable. The standard format features indented paragraphs, and your return address and closing/signature are tabbed over to the middle of the letter. The block style has all information, including paragraphs, your return address and closing/signature, at the left margin.

When in doubt, ask! CS staff are always available to proof read or suggest formats that can enhance your cover letter.

Sample Cover Letter – Standard Business Letter Format

Local address
City/state/zip
Date

Mr./Ms. _____
Name of Employer
Address
City/state/zip

Dear :

I am submitting my resume in consideration for a (clerkship, summer associate position, entry-level associate position, judicial clerkship, etc.) with (name of employer).

(Use this paragraph to highlight any work experience you've had in that field or specific classes you've taken that would qualify you to work at this firm/agency. It is IMPERATIVE that you do a little background research to find out what kind of law is practiced and articulate how your knowledge and background would be an asset to them.)

I will be in (city) on (date), and I would be available for an interview at that time; please contact me to discuss the prospects of a meeting via phone or e-mail. I would regard a position with your (firm, organization, agency, etc.) as an excellent opportunity to hone my research and writing skills while gaining exposure to different areas of legal practice. Thank you for your consideration.

Sincerely,

Larry T. Lawyer

Sample Cover Letter – Standard Business Letter Format

Local address
City/state/zip
Date

Mr./Ms.
Name of employer
Address
City/state/zip

Dear :

I am a second-year student at the University of Tennessee College of Law who would like to gain some practical legal experience in Ohio during the summer between my second and third years. I have enclosed a copy of my resume for your review. I have been a resident of Ohio for ten years and, upon completing my Juris Doctor, plan to return there to practice. (Although attending law school in Tennessee has been a broadening experience, I still consider Ohio to be my home!)

Last summer I worked for a UT law professor developing a rough draft for a law review article currently in final preparation. I also reviewed and revised class materials for a course in Family Law taught by the same professor. I received the highest grade in the first year legal research and writing class, and I believe that with this combination of skills and experience I could be a valuable summer associate to your firm.

I sincerely appreciate your taking the time to review my qualifications. I will be in Cincinnati from (dates) and would be available to interview with you at time. I will telephone the week of (date) to discuss the prospects of such a meeting. You may reach me at any time through my Knoxville address.

Sincerely,

Larry T. Lawyer

Sample Cover Letter – Block Format

Local address
City/state/zip
Date

Mr./Ms.
Name of firm/agency
Address
City/state/zip

Dear :

I am a first-year student at the University of Tennessee College of Law and a 1999 graduate of SUNY. I will be returning home at the conclusion of the school year and hope to obtain a summer position in New York or New Jersey.

During my employment with X & Y, a small general practice firm in Knoxville, I have performed several different functions that range from drafting interrogatories to my current task of researching the requirements for maintenance of a class action suit. I also developed strong research and writing skills at SUNY by pursuing a demanding course of study that emphasized logic, reasoning, and oral and written communication.

I have enclosed my resume for your consideration and look forward to the chance to meet with you to discuss the possibility of summer employment. If you would like to arrange an appointment, I will be in (city) during (dates) and can be reached at my New Jersey address at that time; please contact me at my Knoxville address otherwise. Thank you very much for your consideration.

Sincerely,

Larry The Lawyer

Other Application Materials

Law School Transcripts

Upon returning to school at the beginning of each semester, you should get a copy of your law school transcript. Employers who ask for a transcript evaluate them not only for overall grade point average, but also to see how you have done in classes related to their practice. You can get a copy through either the law school Records Office in room 166 or the UT Records Office located in room 215 of the Student Services Building. Unless an “official transcript” is requested (available only from UT Records Office), submit a photocopy.

Writing Samples

If you indicate in a cover letter or in your resume that a writing sample is available upon request, ALWAYS have a copy with you.

There is no hard-and-fast rule about what to submit; law students most commonly use recent briefs and memoranda for this purpose. As a 1L, you may have no choice but to submit a research memorandum from your legal writing class - and so will everyone else. To make yours stand out, consider changing the party names. As you complete more writing assignments, consider targeting your submissions, if possible. For example, for a firm with an international law practice, send a writing sample you have completed on international law.

If you want to use a writing sample from your clerking experiences, always ask the employer before submitting it to another employer - and never use client-confidential documents! Even if a document is public, redact the name of the client or opposing attorney. If you have written for any non-legal publications prior to law school, such as newspapers or magazines, you may want to include copies of those articles along with a legal writing sample - especially if you are asked to submit a writing sample as a 1L.

Whatever you choose, make sure that it provides evidence of a strong foundation in all the basics: good grammar, concise and clear writing, and an ability to convey ideas and arguments distinctly and to the point. Keep in mind that hiring attorneys are looking for the following when evaluating writing samples: can you marshal the facts? can you find recent cases on the issue? can you shepardize? can you reach and support a conclusion that can be relied upon?

In most cases, you should aim for five to ten pages of substantive writing. If your sample is considerably longer, think about reformatting the layout so that it takes up less paper - widen the margins, single space the document, or even copy it front and back.

One of the most important things people forget when submitting a writing sample is to put their name on it. In fact, many recruiters and hiring attorneys suggest putting your name on every page, since it is likely to be unstapled and photocopied along with your other application materials.

For more advice on submitting writing samples to employers, see Prof. Carol Parker, Director of Legal Writing for the College of Law.

Reference Lists

Whether or not a reference list should be included with the resume is subject to debate, especially if the employer has not requested one. If listing them would be advantageous (i.e.,

your references are well-known in the legal field or in the city you are targeting), you may wish to include one. Be sure to give current addresses, telephone numbers, and e-mail addresses.

Three to four references are sufficient and should include former employers or law school and undergraduate faculty, not family members or friends. Do not list anyone as a reference unless you have their prior permission. When not including references, most people include a statement indicating a list is available upon request. However, some consultants consider such a statement unnecessary - your format requirements for more space or to fill in existing space could be the deciding factor. The most important thing to keep in mind is to put your name and address information at the top of the sheet, typically as it appears on your resume.

Sample Reference List

LARRY T. LAWYER

5000 Lake Drive Apt. 25 • Knoxville, TN 37916 • 865-555-1234
lawyer.larry@justice.law.utk.edu

REFERENCES

Mr. Richard S. Wirtz, Professor
The University of Tennessee College of Law
1505 W. Cumberland Avenue
Knoxville, TN 37996-1810
865-974-6807

Ms. Judy Cornett, Professor
The University of Tennessee College of Law
1505 W. Cumberland Avenue
Knoxville, TN 37996-1810
865-974-6827

Mr. Greg Vines
Butler, Vines & Babb
P.O. Box 2649
Knoxville, TN 37901
865-637-3531

Mr. Victor S. Johnson, District Attorney General
20th Judicial District of Tennessee
222 Second Avenue North, Suite 500
Nashville, TN 37201
615-862-5500

INTERVIEWING FOR LEGAL POSITIONS

An interview is an exchange of information between an applicant and an employer in which each endeavors to determine what the other has to offer. The interviewer is seeking information about your background and personality which will aid in judging your potential contribution and worth to the employer. You are in the interview situation to assess whether or not this employer will be suitable to your needs and desires. You will be well-prepared for the interview process by reading the following section, talking to upperclass students and Career Services staff if you have any questions, and participating in practice interviews.



Policies and Protocols for Students

Career Services' Policies

The University of Tennessee College of Law is a member of the National Association for Law Placement (NALP) and subscribes to its *"Principles and Standards for Law Placement and Recruitment Activities"* regarding law schools, candidates and employers. Policies for students include: preparing thoroughly for the job search process; representing qualifications and interests fully and accurately; conducting oneself in a professional manner; notifying employers and career services staff of the acceptance or rejection of offers by the earliest possible time, and no later than the time established by rule, custom or agreement; honoring employment commitments; reporting any misrepresentation, discrimination or other abuse by employers in the employment process; and adhering to the same standards of conduct as lawyers. Students using the services of this office must agree to comply with these policies.

The University of Tennessee College of Law participates in NALP's annual survey to obtain employment status and starting salary data for law graduates nationwide; the federal government as well requires the collection of certain employment information. Students are requested to provide this information when they accept post-graduate employment and to complete an employment survey at that time.

The University of Tennessee College of Law is a member of the Association of American Law Schools (AALS) and subscribes to its policy against discrimination in employment based on age, gender, race, religion, marital or parental status, handicap, sexual orientation, veteran status, or national origin. Students who believe an interviewer using this office has not complied with this policy should notify the Career Services Director immediately.

The maintenance and release of resumes and other student information is in keeping with the requirements of the Family Educational Rights and Privacy Act of 1974 (the Buckley Amendment).

Students not in good academic standing with the College of Law must disclose this status to potential employers.

Students are required to honor all interview appointments for which they are chosen by employers to whom they have submitted resumes through either on-campus interviewing or off-campus consortia, unless they have accepted another position by the time the interview is scheduled. Emergencies are the only exceptions and must be cleared with the Director. If a student misses a scheduled interview, s/he must send a letter to the employer explaining the

circumstances, and a copy of the letter must be filed with CS. If this procedure is not followed, the student may face sanctions which could include loss of interviewing privileges through CS.

The Director will ask the Records Office to verify the accuracy of academic information included on resumes submitted to employers through Career Services. The Director also will seek verification of the accuracy of academic information upon request by employers who have received resumes directly from students. If there are discrepancies, the employer will be provided accurate information. To ensure the accuracy of all academic information, including GPA and statement of class rank, students are encouraged to submit a draft resume to Career Services for verification BEFORE submitting final versions to employers. Providing false academic information on a resume is a violation of the code of academic conduct of the College of Law.

Any student who has been subject to disciplinary action by The University of Tennessee Office of Student Judicial Affairs or who has committed academic dishonesty for which a penalty has been imposed is required to initiate a discussion of that action with the Director, which will center on the best way to present such information to potential employers. Participation in the activities and use of the resources provided by Career Services will not be available to disciplined students who refuse to participate in such a discussion, or who refuse to consent to the disclosure of such information to employers with whom they have contact.

Students should not enroll in a law school class taught by a representative of a legal employer with which the student has been employed, has interviewed with for employment, or plans to seek employment. If such a conflict cannot be avoided, the student should consult with the Associate Dean for Academic Affairs immediately upon recognition of the conflict.

National Association for Law Placement Policies

The University of Tennessee College of Law is a member of the National Association for Law Placement (NALP) and subscribes to its "Principles and Standards for Law Placement and Recruitment Activities" regarding law schools, candidates and employers. Policies for students include: preparing thoroughly for the job search process; representing qualifications and interests fully and accurately; conducting oneself in a professional manner; notifying employers and career services staff of the acceptance or rejection of offers by the earliest possible time, and no later than the time established by rule, custom or agreement; honoring employment commitments; reporting any misrepresentation, discrimination or other abuse by employers in the employment process; and adhering to the same standards of conduct as lawyers. Students using the services of this office must agree to comply with these policies.

A complete copy of these policies is included in the Appendix of this handbook.

Advice from Former Students

Respecting one's peers and maintaining the highest standard of personal integrity should guide every action and comment during the job-finding process.

The professional discretion of attorneys, to which they are legally and ethically bound, should take root on the first day of law school, and should apply most stringently during the interview process. Therefore, discretion in what one says to employers about fellow students and what one says to fellow students about employers should be measured very carefully. During interviews, the subject should be you. After interviews, when speaking with friends who are interviewing with the same employer, be wary of crossing the line from helpful encouragement

to gossip. And it is, indeed, a fine line.

Let your colleagues invite you into a discussion about their job-finding process. Asking someone if they were invited to an interview or a call-back is like asking a fellow employee if they were awarded a raise. Simply put, it's rude and invasive. Likewise, probing into the substance of another's interview is extremely disrespectful. No one should be discouraged from talking about their job-finding experiences candidly with a friend whenever the situation is appropriate, but one's best guide here is the Golden Rule: do to others (and ask others) what you would have them do to (and ask) you. Making any comment with the motive to boast or probe is inappropriate.

Don't be afraid to ask Career Services staff for fashion advice. The better everyone looks, the better the entire class is thought of.

Should the temptation arise for whatever reason, don't gratuitously bad-mouth the College of Law. Being gracious is a more professional posture. If, however, a bad experience with a particular professor (in one's most examined and objective opinion) is reflected in an anomalous grade, it is better to be "discretely candid" about this than to be evasive to your detriment.

If an employer acts without discretion and embarrasses a student or a group of students, or if the interview seems unprofessional or uncomfortable, report this to the CS Director, who will advise you on whether to ignore or pursue it. For example, an employer may host a post-interview social event but extend invitations to only a few candidates. This is a somewhat outmoded practice, but when it occurs, the stage is set for hurt feelings and indiscreet talk. In a situation like this, the best professional response for the uninvited candidate is to chalk it up to experience and "let it go."

By contrast, a more severe and inexcusable situation is the interview in which an interviewer asks inappropriately personal questions. It's very unlikely that a student will be asked questions unrelated to job competence. But should it occur, (and this can include questions about marriage plans, religious preferences, political affiliations, etc.), the student should, without hesitation, politely decline to answer. It is critical after such an interview to advise the CS Director of the questions asked and receive further information on how to professionally pursue the matter.

Never hesitate to seek advice from friendly colleagues in the classes above - they may have their own war stories and successful strategies to pass along. And since the direct competition factor isn't present, upperclass colleagues are usually far more willing to discuss the overall process - and are much more relaxed about it, too. The long view - or a view at least tempered by another year or two of experience - can be very instructive.

Remember your own experiences throughout the interviewing process and think about how you would do it differently, given the chance. Consider that when you eventually have the responsibility of interviewing candidates, your style can reflect the best of your own experiences, while consciously avoiding the worst.

THE BOTTOM LINE - Be scrupulous in your dealings with prospective employers. If you are, you will have the satisfaction of starting your career in a manner characterized by high these ethical standards: acting in a manner that is fair to your fellow students who are, after all, seeking jobs in the same market as you; treating prospective employers, whom you are about

to join as members of the bar, in a proper manner; and presenting yourself in the job market as an honest and desirable candidate for employment.

The Initial Interview

Your chances for a successful interview increase exponentially with the amount of preparation you do prior to walking in the door!!!

Basic background information about the employer is of primary importance. Use print and on-line resources, and talk to CS staff, law students, faculty, or friends who may have had contact with the employer. Being well-informed will allow you to bypass superficial questions and discover more in-depth information.

We HIGHLY RECOMMEND that you schedule a practice interview with Director Karen Britton before you start applying for legal positions, especially if you have never interviewed for a professional-level job. Additional pointers and suggestions for successful interviewing are included in this handbook, such as questions you should or should not ask, and questions you will be asked. Other tips for successful interviewing can be found in publications, handouts, and video tapes in Career Services, the Law Library, and at a multitude of web sites.

Before you step into the interview room, be sure to have copy of your resume, transcript, writing sample, and reference list with you. An interviewer might ask for them in the interview to see if you came prepared, especially if you indicated on your resume that copies would be "available on request."

Remember that the manner in which you approach the interviewer provides clues to your personality and general approach to life. A firm handshake, erect posture and eye contact convey an energetic, assertive, and confident image. Be positive, but do not appear over-anxious. Listen attentively; communicate interest and enthusiasm, as well as competence.

The interview provides an opportunity for the interviewer and the student to obtain and exchange information, and to assess whether a potential working relationship will be possible and profitable. The interview not only provides an important test of one's intellect and skill as a lawyer, but it affords the opportunity for the student to demonstrate personality, poise, tact, maturity, and sophistication - traits which assist a lawyer in becoming successful.

Remember that interviewers are people, too. They may be well-trained and experienced, or they may be interviewing students for the first time and seem completely uncomfortable with the process. Try to assess the interviewer's skill early in the interview and adopt an appropriate approach. If the interviewer is very good, follow her/his lead, but ask your own questions also. If the interviewer seems unsure, volunteer information about your background and law school experiences. Indicate why you want to work for the employer and ask questions which will stimulate the interviewer to talk about a subject to which she/he can relate. The best interviews are good, dynamic conversations.

And while you can never be totally prepared for every question, you should have a fairly concrete idea of what you want the interviewer to know about you. Present yourself in a positive, assured manner and try not to refer to past mistakes. If the interviewer asks about something unpleasant, explain the circumstances without making excuses or blaming others. Accentuate the strengths, abilities, and positive aspects of your personality and work ethic.

Remember that you are the interviewer, too. Asking questions about the employer demonstrates your interest in them - in fact, most employers EXPECT you to ask at least a few questions. This is definitely what distinguishes one interview (and one student) from another! At the end of the interview, it is OK to ask when you may expect to hear something from them.

The Call-Back or Second (or Third) Interview

During the call-back, second or in-office interview, the employer has another opportunity to evaluate you, clarify information on your resume, determine fit, and sell the firm or organization to you. By the same token, you should be evaluating the employer to determine if they are a good fit for you.

Making Arrangements

Upon receiving an invitation for a second interview, you should talk with the employer to make arrangements for the visit. If the employer is large, you will probably deal with the recruiting coordinator, who may make plane and hotel reservations for you. Large employers typically reimburse all your travel costs, but some may not; it is acceptable to ask what you can expect along these lines when making the arrangements for the callback.

If the employer is small, you will probably work with the attorney who interviewed you or with his/her assistant. Some small employers reimburse travel costs, but most do not. With this size employer, it may not be appropriate to ask about reimbursement; if you have questions, check with the CS Director or Advisor first.

A word of caution: be very careful to avoid incurring unnecessary expenses and over-billing, and always supply the employer with receipts. As extravagant as the recruiting practices of some employers may be, it does not follow that they appreciate your taking the initiative in spending their money. Legitimate expenses are considered to be round-trip transportation, hotel room, meals, and ground transportation. Personal phone calls, TV movies, outrageous room service charges, etc., should not be charged to the employer.

You should not under any circumstances double-bill. If you travel to a city and interview two or more employers on a single trip, you should make arrangements with the employers to allocate out-of-pocket expenses among them in an equitable way (the details of which may or may not be your responsibility.)

Likewise, if you travel to a city at the expense of one employer and plan to interview additional employers who DO NOT underwrite expenses, notify the first employer before undertaking the trip. Obviously you should not allow one employer to finance a trip if you are interviewing with several others who do not. Talk honestly with the recruiting coordinator about how much of the trip should be paid for by them and how much should be paid for by you.

Finally, though no longer a common practice, some employers may invite your spouse to accompany you and pay his/her expenses. ("Significant others" are not as clearly defined; this situation may be deemed inappropriate or may be treated in the same manner as a spouse - inquire of the employer before making plans.) A spouse or significant other accompanying you must be properly dressed and aware that his/her appearance and behavior play an important role in your chances for employment.

Preparation

Whenever possible, try to know MORE about the employer than you knew in the on-campus interview. Check LexisNexis, Westlaw or legal periodicals for cases in which the employer has been involved, as well as for news items about the employer or its attorneys. Talk to former or current clerks (see CS staff for a list of these), as well as professors who may have worked there. Again, bring extra copies of your resume, transcript, writing sample, and reference list!

The Interview

A call-back may last from several hours to an entire day. Be sure to ask how long the visit will be and what social plans are involved so that you will know how to dress.

Attorneys who are interviewing you for the first time may ask the same questions as the on-campus recruiters, so you may find yourself saying the same things over and over again. Remember, you are still trying to sell yourself; try to be as enthusiastic as possible each time.

Also be aware that you probably will speak with several attorneys during the call-back - partners, associates, alumni, etc. Try to jot down their names as soon as you have finished talking with them, if possible, or ask your contact person for the names of the people with whom you met. This will make writing thank-you notes a lot easier!

Let the recruiting coordinator (or call-back scheduler) know if you are interested in special areas of the employer's practice. Most recruiters will take this into consideration when scheduling your day and try to set you up with attorneys who share your interests.

And last - but certainly not least - be aware that you are being evaluated by EVERYONE who works for the employer. Too many good candidates have sabotaged themselves by being rude or inattentive to support staff or recruiters, while bending over backward to please the attorneys. If you show a bad attitude to any employee, more than likely it will get back to the hiring committee.

Thanking the Employer

After Initial or On-Campus Interviews

Whether or not a thank-you letter should be written soon after an initial or on-campus interview is debated by recruiting personnel. Large employers that send recruiters to many law schools may not place as much emphasis on thank-yous as smaller employers who see far fewer students. Our advice: if you are still interested in the job after the initial interview, taking the time to thank the interviewer can only enhance their interest in you, especially if you can allude to something specific that was said during the interview.

If there was more than one interviewer, there are basically two options for writing thank-yous. You could send a separate letter to each interviewer, or send one letter addressed to BOTH/ALL interviewers - the one who gets it first will read it and pass it on.

After Callback or Second Interviews

A thank-you letter should DEFINITELY be written immediately after a callback or second interview to express your appreciation for the firm's hospitality and to reiterate your interest in

employment. In this situation, there are several options: send one letter to the recruiting administrator and/or hiring partner with a request that they extend your appreciation to other interviewers; send your thank-yous in groups; or send a separate letter to each person with whom you interviewed.

Keep in mind that callback or in-office visits usually mean interaction with MANY people, sometimes in groups of twos, threes, or more (especially if the visit involves lunch or dinner). You could address your note to all of the people in each of the groups, and they will pass it around. If your callback interview was with a smaller employer for whom no hiring partner or recruiting administrator was identified, your letter should be addressed to the person most involved in issuing the callback invitation.

If you have questions regarding who should get a thank-you, see CS staff.

Format

DO NOT USE THANK-YOU CARDS! A hand-written or typed note on personal stationery is fine. Another option - and probably the one most-used - is a typed note on resume paper. Most students use the same heading (name, address, etc.) from their resumes, so that it looks like personal stationery. You could also e-mail your thank-you notes, IF the employer indicated that you could contact them in this way; otherwise, snail-mail it.

General Tips

Take the time to do at least some background research on the employer! Know which areas of law they practice, how large or small they are, if they have branch offices, and if they are hiring for those offices. If time permits, look up the interviewer(s) on Martindale-Hubbell Law Directory on-line; you can find out such things as where he/she went to law school and in what areas of law they practice. However, don't be surprised if the employer makes a last-minute switch in interviewers and try not to let changes like these throw you off balance!

Be on time and try not to be flustered. At your scheduled time, knock (gently tap) on the interview room door. Most schools have this policy because our rooms do not have clocks in them; this keeps everyone from having to constantly check their watches to stay on time. (Off-campus job fairs that take place at suite hotels also use this method of keeping the interviews on time.) Smile, give a firm handshake, and look the interviewer in the eye. Determine the interviewer's character and attitude as early in the interview as possible in order to adapt to and utilize the interviewer's interests.

Have a loose structure of the points you want to make. Sell yourself by mentioning your strong points and abilities. Avoid short answers, as well as long endless answers; try to vary them. Leave your slang, informality, and legal jargon at the door. Speak clearly and with self-confidence. Don't mumble.

Ask questions of the interviewer to demonstrate your interest. This may be the most important piece of interviewing advice you'll ever get!

Don't antagonize the interviewer. On the other hand, if the interviewer seems antagonistic to you, don't sit back and ignore it, but DO NOT - whatever you do - respond with hostility. A few interviewers may use shock tactics just to see what you are made of, and occasionally they will deliberately talk a lot to see how and if you are going to interrupt. ("I have a question on that

issue” is a graceful segue.) Parry back as cleverly as you can, and smile - realize that it’s part of the interview game.

Avoid nervous mannerisms. Keep your hands quiet in your lap (occasional gesturing is fine), and keep your legs still and preferably uncrossed.

Try to determine when the next communication will take place between you and the interviewer. It is appropriate to ask them what their time frame is for filling their position or scheduling callback interviews.

Remember that telephone contact can often be the first “interview” you have with a potential employer. Be business-like, but friendly. And be sure to leave a professional message on your answering machine!

Questions You Will Have to Answer

About You

How would you describe yourself? What do you consider to be your greatest strengths and weaknesses?

How do you determine or evaluate success? What qualifications do you have that make you think you’ll be successful in the law?

What motivates you to put forth your greatest efforts? What two or three accomplishments have given you the most satisfaction in your life/school? Why?

What are your long- and short-term career goals and objectives? When and why did you establish these goals? How are you preparing yourself to achieve them? What goals, other than those related to your career, have you established for the next 10 years?

In what kind of work environment are you most comfortable? How do you work under pressure?

What two or three things are most important to you in a job? What criteria are you using to evaluate the employer for which you hope to work?

Do you have any other outstanding job offers? If so, where?

About the Employer

What do you know about us? Why did you decide to seek a position with us? (This is where prior research will set you apart from other candidates. Talk with CS staff and other students to find out what we know about the employers.)

Do you have any idea of what areas of practice you would like to go into? (Be sure your answer includes at least some of the employer’s practice areas.)

Do you have a geographic preference? Why do you think you might like to live in the community in which we are located? (Many employers want to know if geography was a factor in your submitting an application to them and why. They may ask questions like these if they

cannot see an obvious geographic tie.)

Why should I hire you? In what way do you think you can make a contribution to our agency/firm/company? (Stress specific attributes that will make you a good “fit” for this particular employer.)

Do you have any questions that I can answer? (ALWAYS have a few questions for the interviewer!!!)

About Law School

Why did you come to law school? Why did you choose this law school?

What subjects have you liked best? Least? Why? Describe your most rewarding law school experience.

How has this law school prepared you to work for us?

Do you think that your grades are a good indication of your academic achievement? Could you explain the grading system to me?

What have you learned from participation on a journal or in a clinical program?

Questions You Should Ask

Good Questions for 1Ls and 2Ls Regarding Clerking Positions

What type of supervision and responsibilities are given to a clerk? How is your clerking program structured? On what types of projects do clerks work? How do clerks get their assignments?

What kind of responsibility will I have? How are clerks evaluated? When can I expect to start getting feedback?

Which areas of the employer’s practice are expanding? What types of practice areas does the employer hope to move into?

How many offers did the employer make to summer associates last year? How many of those students accepted? What types of activities do summer associates participate in outside of the office? (Note: these questions are best asked of interviewers from large organizations.)

What is the specialty of the interviewer? What type of work does he/she do in a normal day? How long has the interviewer worked for the employer? Why do you like being a part of this organization? What sets this employer apart from others in the area/of its type? How would you describe the personality of the organization?

What kind of career path has the interviewer had? What kinds of experiences did he/she have in law school?

Good Questions for 2Ls and 3Ls Regarding Entry-Level Associate Positions

How does the employer determine what type of work a new associate is assigned? How is their work supervised? When and how are the evaluations of that work communicated?

How is the associate trained? Are there formal, in-house training programs? Are new associates encouraged to attend outside seminars?

Does the employer require its attorneys to specialize? When does the decision occur? Is it made by the new associate, the employer, or both?

What flexibility is there within this employer to allow transfer between one specialized department to another?

How soon does the new associate get direct client contact and substantial responsibilities?

How many years, on the average, does it take to become a partner? What are the criteria for advancement? To what extent is the development of new clients a prerequisite to advancement?

What are the employer's expectations with respect to further growth? How many new associates do they anticipate hiring? How many associates have they hired in recent years? How many of those associates are still with the employer?

How much case involvement will I have? Would I be expected to spend the majority of my early period in research and/or law and motion?

In what kind of outside activities do the lawyers participate? (bar associations, clubs, athletics)

How does the employer feel about political activity or pro bono work?

To what extent does the employer believe in continuing legal education? How much is permitted and expected of new employees?

Questions You Should NOT Ask

Don't ask about salary in the initial interview unless you absolutely can't find out from any other source – and even then, don't ask unless you have a superb reason for doing so. There will be time to ask about that later when they make you an offer.

“How hard do new associates/summer clerks have to work?” A crudely put question that should never be asked directly of anyone. If you want to find out the answer without asking, there are other ways. Try to schedule a second interview during the late afternoon - chances are you will still be there at 6:30, and you can see for yourself how busy the place is. Another way to find out is to ask a new associate (during the second interview) or perhaps an especially pleasant first interviewer, “How would you describe the life of a new associate/summer clerk at your office?” Hopefully, they will bring up the subject voluntarily.

“Do new associates/summer clerks have to attend a lot of mandatory social activities?” An important question, but don't ask it. Again, hope that it comes up in a second interview.

Questions That Will Help You Decide Which Employer Is Best For You

What is the employer's general character, stability and reputation? Have there been any significant split-ups in its history?

Are its clients solid and varied, with important and interesting problems? Is their success tied to many clients or just a few? How are they affected by the business cycle, i.e., periods of recession?

Are their organization and administration systems sound and apparently running smoothly?

What do new associates do? How is their work determined and assigned? How is performance judged and by whom?

How do the associates' work and responsibilities change over the years? Do they have to specialize? Who decides, how and when?

What about compensation - initial, bonuses, raises? What is the employer's general philosophy on this? Are there significant "fringe benefits?"

What emphasis is placed on getting new business (rain making)? How and when does this affect compensation?

What are the criteria for advancement? When does an associate become a partner? Is it a "competitive standard" (restricted to a small proportion of partners to lawyers in a given field) or "meet the firm's standard" (all associates who meet the employer's standard of performance will become partners)?

Are partnership opportunities significantly affected by the business cycle? Has the employer admitted fewer associates to partnership during periods of business decline? Has the number of partners and associates grown significantly in the past 15 years?

If an associate does not become a partner, what opportunities are available? Does the employer help in this regard?

Is the caliber of attorneys who work there uniformly high, with solid and able people at all age levels and in all important legal areas? Are they people in whose legal ability, judgment and standards you will have confidence and pride?

Are their lawyers people you will enjoy working with? Are they of sufficiently varied types and backgrounds to make the office interesting? Are there signs of cliques or dissidence?

Does the employer have any prominent and successful alumni/ae from the University of Tennessee?

Is there a friendly atmosphere? Is it a place where people can laugh and enjoy themselves in spite of their work or is it stiff and formal? Is there a spirit of cooperation among the lawyers, a desire to help each other to get the job done well, or is there a harsh competitive spirit?

What is the relationship between younger and older lawyers - the channels of communication (formal and informal), the degree of contact and formality?

Is the locality a good place to work and live with cultural and recreational activities, citizen interest, and convenient attractive residential areas with good schools?

What are the employer's prevailing attitudes and practice on such matters as *pro bono* work, community service and government service?

Reasons Candidates May Be Rejected

Lack of career planning; purposes and goals were ill-defined.

Inability to express himself/herself clearly.

Showed no confidence and poise; failed to look interviewer in the eye.

Expressed little interest and enthusiasm; indifferent.

Demonstrated insufficient evidence of achievement or capacity to excite action in others.

Was overbearing or conceited. Unwilling to start at the bottom; expects too much too soon.

Made excuses; was evasive or hedged on unfavorable factors in record.

Displayed a poor/unprofessional personal appearance.

Not prepared for the interview; no research on the employer.

Asked no or poor questions about the employer and/or job.

Showed no real interest in the employer; merely shopping around.

Had narrow geographic interest; focus of job search on areas where market is particularly tight.

Interested only in best dollar offer.

Interviewing Attire: Making The Best First Impression

YOU ARE APPLYING FOR A PROFESSIONAL POSITION - DRESS LIKE A PROFESSIONAL PERSON! Being appropriately dressed means looking like a lawyer who is ready to go to court. Once an attorney, you may dress according to the standards of your particular employer; however, while interviewing, remember that the legal profession is still very conservative and first impressions are extremely important.

For Men

You will need at least one dark suit in gray, charcoal or navy with a two or three-button style blazer for initial interviews. (Hold off on the olive, brown or khaki suits until warmer weather.) Solid color, narrow pin stripe, subtle chalk stripe, or mini-hounds tooth patterns are fine. Worsted wool is an appropriate weight for the Southeast. If in doubt, go to a good department store and put yourself in the salesperson's capable hands. Give her/him your budget, stand up

straight for the tailor, and you will walk away looking great and feeling confident.

You will need as many white shirts as you can get; buy blue, yellow or striped shirts only after you have purchased three white shirts. Pinpoint cotton is preferred with a straight collar and button cuff. (No short sleeves!)

Try to buy at least three nice ties. Foulard (small pattern), striped or solid ties are fine, and they should coordinate with your suits. Red or maroon backgrounds usually work well with the suit colors mentioned above.

You should also buy a nice pair of black, leather dress shoes in a captoe, lace-up or slip-on style. Buy dark, solid color socks the same color as your suit. (Save the patterns for casual wear.)

An all weather coat, such as a trench style or light wool, will come in handy when you interview at the employer's site or if you are taken to lunch or dinner.

Don't forget about accessories! A black leather belt 1-11/4 inches in width is best with a plain buckle. If you like French cuff shirts, simple silver cufflinks or silk knots would be a good investment. Jewelry should be kept simple; rings such as wedding, class, fraternity, signet, or family crest are fine. Men really should avoid bracelets, necklaces, and earrings. Fragrance is optional, but go light on the application!

Buying a simple leather portfolio is a good idea. You will need one for extra resumes, reference lists, writing samples, etc., when you go into the interview room; it can also hold car keys, parking money, and a pen in a callback interview. If you have not already invested in a nice leather wallet, key case, checkbook cover, and good quality pen, this may be the time to do so. (But avoid fountain pens - they look great but can leak at the worst times!)

For Women

You will need a dark suit or tailored dress in navy, black, gray, or brown. (In fact, you should definitely buy plenty of dark clothes while they are in season; after the holidays, everything comes in Easter egg colors only!) Be aware of the length of your skirt or dress; it ought to be reasonably near your knee, or at least close enough so that when you sit down you can pay attention to the person with whom you are speaking and not to the skirt with which you are struggling. (Trust us on this one - you DO NOT want to be known as "the girl with the mini skirt" by the hiring committee!)

Think about buying matching trousers with your suit; they can be worn with the jacket for casual recruiting events, dinners, etc. - BUT IT'S BEST NOT TO WEAR PANTS TO AN INITIAL INTERVIEW!

Your blouse or shirt should be complementary to the suit in fabric and color. You should be able to take off your jacket and still feel appropriately dressed and comfortable - no spaghetti-strap camisoles!

Your shoes, whether fabric or leather, should compliment the color of your suit or dress. Closed-toe pumps are best in a comfortable heel height.

An all weather coat, such as a trench style or light wool, will come in handy when you interview at the employer's site or if you are taken to lunch or dinner.

Your makeup should be natural and flattering - ditto your hair style. If your hair is long, consider pulling it back in a ponytail with a nice barrette or wearing a headband; you could also wear it in a French.

Don't forget about accessories! Your stockings should be neutral - avoid patterns - and always have extras on hand. Use scarves only to the extent that they are necessary to complete the outfit, but don't draw attention from or hide your face with neckwear. Jewelry should be kept simple and professional; multiple rings or earrings can be seen in this conservative field as overkill. Fragrance is optional, but go light on the application!

Buying a simple leather portfolio is a good idea. You will need this for extra resumes, reference lists, writing samples, etc., in an initial interview, and it will come in very handy at a callback to hold your car keys, parking money, lipstick, etc. (This will alleviate the risk of leaving something in an interview room or having to carry in a purse.) If you have not already invested in a nice leather wallet, checkbook cover, key case, and a good quality pen, this may be the time to do so. (But avoid fountain pens - they look great, but can leak at the worst times!)

Conflict Checks: Part of The Hiring Process

Lawyers often lose clients or are conflicted out of pieces of litigation because of conflicts of interest. But what about law clerks? Can what you do as a paid or unpaid law clerk have an impact on the work that you do as an attorney? Absolutely!

As you begin to work in the legal community, pay careful attention to the names of clients for whom you work and the issues on which you are working. Involvement on one side of any matter - litigation or transactional - can keep you from being hired by a firm or agency that works on the other side or on collateral issues. (Although rare, in some cases working on completely unrelated matters can preclude you from clerking at a firm doing work that is adverse to an employers' clients or issues.) Being honest with prospective employers can save you embarrassment. In addition, if an employer wants to hire you, your candor about potential conflicts can help everyone create a conflict-free place for you in a department or office far removed from the potential conflict. If you have any further questions about conflicts of interest, please see the Career Services Director.

Special Policy: Interviewing with Adjunct Professors

The College of Law maintains two policies affecting adjunct faculty which are designed to insure the integrity of the grading system, as well as student confidence in it. The first policy provides that a student should not register for a course taught by an adjunct faculty member if the student is or has been employed by the adjunct or his/her employer. The second provides that students currently enrolled in a course taught by an adjunct professor should not interview or be offered employment by that adjunct or his/her employer.

These policies have been administered pragmatically so as not to impede the education or employment opportunities afforded our students, or the willingness of the adjunct to teach and employ our students. For example, if a student has been or is employed by an adjunct or his/her employer, the student is assigned to another section of the course. If assignment to another section is not possible, consideration is given to whether the course is graded anonymously; if is, the student usually will be permitted to remain in the course.

Obviously, the hardest cases are those in which no other section is available, and the course is not graded anonymously. With respect to the above policies regarding interviewing and making job offers, adjunct faculty members should postpone interviewing the student and making any possible offer until the student's grades have been submitted. If you have any questions, you are encouraged to speak with Associate Dean John Sobieski of the College of Law.

ACCEPTING AND DECLINING POSITIONS



In fairness to others, you should act as promptly as possible in both accepting and declining offers. According to standards set forth by the National Association for Law Placement (NALP), 2Ls and 3Ls may hold open **only 4 offers** after October 15. After November 1, a student should not hold open more than **3 offers** which have a December 1 response deadline. Offers with a November 1 deadline may be extended until December 1, provided that the employer grants the extension and the student assures the employer that she/he will hold open no more than a total of **2 offers** between November 1 and

December 1.

Upon accepting a position, immediately notify all other prospective employers from whom you have received offers. You should also clarify the beginning date, starting salary, and fringe benefits, if any, preferably in a letter or e-mail to the employer.

Below are standard guidelines for the timing of offers and acceptances set forth by the NALP in its "Principles and Standards for Law Placement and Recruitment Activities." (A complete copy of NALP's Principles and Standards is available in the Appendix of this handbook.) Though these guidelines are recommended to legal employers, neither NALP nor the UT College of Law has the authority to enforce them, especially with employers who are not NALP members. However, NALP can place sanctions on offending schools or employer members.

General Standards for the Timing of Offers and Decisions

A. General Provisions

All offers to law students should remain open for at least two weeks after the date made, unless the offers are made pursuant to Paragraphs B and C (on the next page), in which case the later response date should apply. Law students should reaffirm offers governed by Paragraphs B and C below within 30 days from the date of the offer letter. Employers may retract any offer that is not reaffirmed by the student. Students are expected to accept or release offers or negotiate an extension of the response date by the applicable deadline.

After October 15, a student should not hold open more than 4 offers of employment simultaneously, including offers received as a result of previous summer employment. For each offer received that places a student over the four-offer limit, the student should, within one week of receipt of the excess offer, release an offer. Second and third year students may, with the consent of the employer, extend one offer beyond December 1.

Employers should provide a copy of the student's offer letter to that student's career services office to assist that office in monitoring the number of offers a student is holding. Employers having a total of 40 attorneys or fewer in all offices may be exempted from Paragraphs B and C below, but should leave offers open for a minimum of 3 weeks. Employers offering part-time or temporary positions for the school term may be exempted from the requirements of Paragraphs B and C below. Violations of these guidelines should be reported to the student's career services office.

B. Full-Time Employment Provisions

Employers offering full-time positions following graduation to law students not previously employed by them should leave those offers open at least until December 1. Employers making offers before September 15 of the student's third year for full-time positions following graduation to law students previously employed by them during any preceding summer should leave those offers open at least until November 1. Employers making offers on or after September 15 of the student's third year for full-time employment following graduation to law students previously employed by them during any preceding summer should leave those offers open at least until December 1.

C. Summer Employment Provisions for Second- & Third-Year Students

Employers offering summer positions in the fall to law students not previously employed by them should leave those offers open at least until December 1. Employers making offers before September 15 for a second summer clerkship to law students previously employed by them during any preceding summer should leave those offers open at least until November 1. Employers making offers on or after September 15 for a second summer clerkship to law students previously employed by them during any preceding summer should leave those offers open at least until December 1.

D. Summer Employment Provisions for First-Year Students

Law schools should not offer placement services to first semester, first year law students prior to November 1, except in the case of part-time students who may be given assistance in seeking positions during the school term. Prospective employers and first year law students should not initiate contact with one another, and employers should not interview or make offers to first year students before December 1. All offers to first year students for summer employment should remain open for at least two weeks after the date made.

APPENDIX

Principles and Standards for Law Placement and Recruitment Activities

The UT College of Law is a member of the National Association for Law Placement (NALP) and subscribes to its principles and standards for law schools, students and employers. NALP encourages law schools and legal employers to educate all participants in the law placement and recruitment process about the spirit and the letter of these “Principles and Standards.” NALP also urges all participants in the law student recruitment process, including members and non-members of NALP, to abide by them.

Part I - General Principles

Successful recruitment and placement of law students requires cooperation and good judgment from three groups - law schools, candidates and employers. These “Principles and Standards” provide concrete guidelines for each group. Nothing in the “Principles and Standards” is intended to alter any legal relationships among the participants, but participants are urged to carry out all obligations in good faith.

Activities related to the placement and hiring of law students should be conducted on the highest ethical and professional levels. Timely exchange of accurate information is essential.

Recruitment activities should be scheduled so as to minimize interference with students’ academic work.

Underlying these guidelines for ethical behavior is NALP’s fundamental commitment to the accessibility of the legal profession to all individuals of competence and requisite moral character. NALP is strongly opposed to discrimination which is based upon gender, age, race, color, religious creed, national origin, physical disability, marital, parental or veteran status, sexual orientation, or the prejudice of clients related to such matters.

In addition to abiding by these guidelines, all parties concerned with placement and hiring should observe strictly all relevant laws, accreditation standards and institutional policies. A law school may deny use of its career services facilities to students and employers who fail to adhere to these “Principles and Standards.” If unusual circumstances or particular organizational constraints require a law school, a candidate, or an employer to modify an provision herein, every effort should be made to find an alternative acceptable to all parties concerned.

Part II - Principles for Law Schools

Law schools should make career planning services available to all students. Career planning and counseling are integral parts of legal education. Law schools should dedicate to them adequate physical space, equipment, financial support, and staff. The professional services of a career planning office should be available to students without charge. Law schools should strive to meet the career planning needs and interests of all students. Preferential treatment should not be extended to any student or employer.

Law schools should subscribe to promote practices that protect their students’ legal rights. Law schools should articulate and publish meaningful policies prohibiting discriminatory hiring practices. Procedures should be developed and published whereby claims of violations can be

investigated and resolved promptly and fairly. Students' privacy should be protected against illegal or inappropriate dissemination of personal information. Information protected by federal, state, or municipal law must not be disclosed without proper consent. Institutional policies conforming to prevailing laws should be formulated and published to the attention of both students and employers.

Law schools should educate students as to proper career investigation techniques and protocol. Publications and counseling provided by law schools should be designed to afford students adequate information about the variety of opportunities available to persons with legal training and proper methods for exploring such opportunities. Students should be counseled to focus their career choices based on their aptitudes and goals.

Students' freedom of choice in career decisions should be protected from undue influences. In counseling students, career services officers and others within the law school community should avoid interposing either their own values or institutional interests. Law schools should disseminate "Part V: General Standards for the Timing of Offers and Decisions" to students and employers and urge all participants in the law student recruitment process, included members and non-members of NALP, to adhere to them so that students can make informed decisions.

Law schools should develop and maintain productive working relationships with a broad range of employers. Law schools should work actively to develop and maintain employment opportunities for students and graduates. All employment opportunity notices should be publicized to all students. To enhance student learning and increase career development opportunities, the office of career services should maintain good working relationships with students, faculty, alumnae/i, and other elements of the legal community. In order to ensure maximum information-sharing and efficiency in the employment search process, law schools should cooperate with one another to the fullest extent possible in gathering employer information and providing interview services. Law schools should not disseminate information learned in confidence from employers.

Law schools should establish adequate procedures to facilitate recruitment by employers. Procedures to enable employers to conduct on-campus interviews, solicit direct applications or collect student resumes should be designed for maximum efficiency and fairness. Those procedures should be clearly articulated and available in writing to students and employers. In dealing with employers, law schools should make maximum use of standardized forms and procedures. Law schools should establish and implement practices to ensure the fair and accurate representation of students and the institution in the employment process. Law schools should adopt and enforce policies that prohibit misrepresentation and other student abuses of the employment search process, such as engaging in interviews for practice, holding more than four offers, failing to decline offers in which there is no longer interest, or continuing to interview after acceptance of employment. Law schools should provide to employers and other interested parties comprehensive information on grade standards and distribution, curriculum, degree requirements, admissions and enrollment profiles, academic awards criteria, and office of career services policies and procedures. Information on employment and salaries should be collected by law schools and provided to NALP, and the survey results made available to employers, prospective students, and all other parties.

Part III - Principles for Candidates

Candidates should prepare thoroughly for the employment search process. Before beginning an employment search, candidates should engage in thorough self-examination. Work skills, vocational aptitudes and interests, lifestyle and geographic preferences, academic

performance, career expectations and life experiences should be carefully evaluated so that informed choices can be made. General instruction should be obtained on employment search skills, particularly those relating to the interview process. Prior to making employment inquiries, candidates should learn as much as possible about target employers and the nature of their positions. Candidates should interview ONLY with employers with whom they have a genuine interest. Candidates should comply with the policies and procedures of law schools whose services they use.

Throughout the employment search process candidates should represent their qualifications and interests fully and accurately. Candidates should be prepared to provide, at employers' requests, copies of all academic transcripts. Under no circumstances should academic biographical data be falsified, misrepresented, or distorted either in writing or orally. Candidates who engage in such conduct may be subject to elimination from consideration for employment by the employer, suspension or other academic discipline by the law school, and disqualification from admission to practice by bar admission authorities. Candidates should be prepared to advise prospective employers of the nature and extent of the training in legal writing. Writing samples submitted as evidence of a candidate's legal skills should be wholly original work. Where the writing was done with others, the candidate's contribution should be clearly identified. Writing samples from law-related employment must be masked adequately to preserve client confidentiality and used only with the permission of the supervising attorney.

Throughout the employment search process students should conduct themselves in a professional manner. Candidates who participate in the on-campus interview process should adhere to all scheduling requirements. Cancellations should occur only for good cause and should be promptly communicated to the office career services or the employer. Invitations for in-office (or call-back) interviews should be acknowledged promptly and accepted only if the candidate has a genuine interest in the employer. Candidates should reach an understanding with the employer regarding its reimbursement policies prior to the trip. Expenses for trips during which interviews with more than one employer occur should be prorated in accordance with those employers' reimbursement policies. Candidates invited to interview at employer offices should request reimbursement for reasonable expenses that are directly related to the interview and incurred in good faith. Failure to observe this policy, or falsification or misrepresentation of travel expenses, may result in non-reimbursement and elimination from consideration for employment or the revocation of offers by an employer.

Candidates should notify employers and their office of career services of their acceptance or rejection of employment offers by the earliest possible time, and not later than the time established by rule, custom or agreement. Candidates should expect offers to be confirmed in writing. Candidates should abide by the standards for student responses set out in "Part V" and should in any event notify the employer as soon as their decision is made, even if that decision is made in advance of the prevailing deadline date. In fairness to both employers and peers, students should act in good faith to decline promptly offers for interviews and employment which are no longer being seriously considered. In order for law schools to comply with federal and institutional reporting requirements, students should notify the office of career services upon acceptance of an employment offer, whether or not the employment was obtained through the office. Candidates seeking or preparing to accept fellowships, judicial clerkships, or other limited term professional employment should apprise prospective employers of their intentions and obtain a clear understanding of their offer deferral policies.

Candidates should honor their employment commitments. Candidates should, upon acceptance of an offer of employment, notify their office of career services and notify all employers who consider them to be active candidates that they have accepted a position.

If, because of extraordinary and unforeseen circumstances, it becomes necessary for a candidate to modify or be released from his or her acceptance, both the employer and the office of career services should be notified promptly.

Candidates should promptly report to the office of career services an misrepresentation, discrimination or other abuse by employers in the employment process. Students who engage in law-related employment should adhere to the same standards of conduct as lawyers. In matters arising out of law-related employment, students should be guided by the standards for professional conduct which are applicable in the employer's state. When acting on behalf of employers in a recruitment capacity, students should be guided by the employer principles in Part IV. Students should exercise care to provide representative and fair information when advising peers about former employers.

Part IV - Principles for Employers

Employers should maintain productive working relationships with law students. Employers should inform the law school office of career services in advance of any recruiting activities involving their students, whether conducted on- or off-campus, and should, at the conclusion of those activities, inform the office of career services of the results obtained. Employers without formal recruiting programs or whose hiring activities are sporadic in nature should notify the law school office of career services as far in advance as possible of planned recruiting activities in order that appropriate assistance might be arranged. Employers who conduct on-campus interviews should refrain from making unnecessary schedule request changes.

Employers should respect the policies, procedures and legal obligations of individual law schools and should request only services or information that are consistent therewith. Employers should not expect preferential services from law schools. Employers should not solicit information received by law schools in confidence from candidates or other employers. Appointments with candidates for in-house (or call-back) interviews should be established for a mutually convenient time so as not to unduly disrupt students' studies. Employers should promptly report to the office of career services any misrepresentation or other abuse by students of the employment search process.

Employers should provide full and accurate information about the organization and the positions for which recruitment is being conducted. Employers should provide to law schools complete organizational information as contained in the NALP Employer Questionnaire well in advance of any recruitment activities. Position descriptions should include information about the qualifications sought in candidates, the hiring timetable, nature of the work, the number of available positions, and, if known at the time, the starting salary to be offered. Invitations for in-office interviews should include a clear explanation of all expense reimbursement policies and procedures.

Employer organizations are responsible for the conduct of their recruiters and for any representation made by them. Employers should designate recruiters who are both skilled and knowledgeable about the employing organization. Employers should instruct interviews not to make any unauthorized commitments. Candidates' personal privacy should be safeguarded. Information about candidates that is protected by law should not be disclosed by an employer to any third party without specific permission.

Employers should use valid, job-related criteria when evaluating candidates. Hiring decisions must be based solely on bona fide occupational qualifications. Employers should carefully

avoid conduct of any kind during the interview and selection process that acts or appears to act to discriminate unlawfully or in a way contrary to the policies of a particular institution. Factors in candidates' backgrounds that have no predictive value with respect to employment performance, such as scores on examinations required for admission to academic institutions, should not be relied upon by employers in the hiring process. When evaluating second- and third-year applicants, employers should not place undue emphasis on the nature of a first-year summer job experience or on a student's decision not to work after the first year. There has been a long-standing tradition that the first-year summer should be used to engage in public service work or to take time away from the law altogether, and, while the practice of having first-year students work in private law firms provides additional employment opportunities to some students, such experiences should not be valued or emphasized inordinately.

Employers should refrain from any activity that may adversely affect the ability of candidates to make an independent and considered decision. Employers should give candidates a reasonable period of time to consider offers of employment and should avoid conduct that subjects candidates to undue pressure to accept. Response deadlines should be established when the offer of employment is made. Employers who extend offers in the fall should abide by the timetable for student response set out in "Part V" and must abide by it with respect to students enrolled in law schools that have adopted it as an employer requirement. Employers should not offer special inducements to persuade candidates to accept offers of employment earlier than is customary or prescribed under the circumstances.

An employer should honor all commitments made on its behalf. Offers of employment should be made in writing, with all terms clearly expressed. If, because of extraordinary and unforeseen circumstances, it becomes necessary for an employer to rescind or modify an offer of employment, both the student and the office of career services should be notified promptly. Employers may retract any offer that is not reaffirmed by the student in accordance with "Part V," paragraphs B and C of NALP's "Standards For The Timing of Offers And Decisions."

Career Services' Resources Available for Check-Out

Resumes & Cover Letters

- Designing & Developing a Professional Vita or Resume
- Does Your Resume Wear Blue Jeans?
- Dynamite Cover Letters
- Electronic Resumes & Online Networking
- Federal Resume Guidebook
- How to Write Successful Cover Letters
- Lifetime Encyclopedia of Letters
- Managing Your References
- The Perfect Legal Resume
- Professional Resumes for Accounting, Tax, Finance & Law
- Resumes for Law Careers



Interviewing & Networking

- Effective Networking: Proven Techniques for Career Success
- The Essential Book of Interviewing
- The First Five Minutes: How to Make a Great Impression in Any Business Situation
- How to Work A Room
- Information Interviewing
- Information Interviewing: What It Is and How To Use It in Your Career
- Insiders Guide to Interviewing
- Interview for Success and Satisfaction
- It's Who you know: The Magic of Networking in Person and on the Internet
- The Legal Job Interview
- Networking Without Fear or Embarrassment
- 101 Dynamite Questions to Ask at Your Interview
- 101 Great Answers to the Toughest Interview Questions
- Smart Woman's Guide to Interviewing & Salary Negotiation

General Job Search Guides

- American Directory of Job and Labor Market Information
- America's Greatest Places to Work with A Law Degree
- The Best of the Job Goddess
- The Complete Job Search Handbook
- Do What You Are: Discover the Perfect Career for You Through the Secrets of Personality Type
- Employment Opportunities and Job Resources on the Internet
- Finding A Job in Washington
- First-Year Hiring Index (NALP)
- Follow Your True Colors to the Work You Love
- Full Disclosure: Do You Really Want to Be a Lawyer?
- Georgia Legal Directory
- Guerrilla Tactics For Getting the Legal Job of Your Dreams
- Headhunters and Headhunting
- How to Get Interviews from Classified Job Ads
- Insider's Guide to Private/Non-Profit Legal Employers in the DC Area
- International Jobs Directory

General Job Search Guides (continued)

- Jobs for Lawyers
- Job Search Secrets
- Job Strategies for People with Disabilities
- Lawful Pursuit: Careers in Public Interest Law
- Law Law Law on the Internet
- Lawyers Almanac
- Lawyers Guide to JobSurfing the Net
- Legal Career Guide: From Law Student to Lawyer
- The Legal List: Internet Desk Reference
- NALP's National Directory of Legal Employers
- Objection Overruled: Overcoming Obstacles in the Lawyer Job Search
- The 110 Biggest Mistakes Job Hunters Make
- The Perfect Follow-Up Method to Get the Job
- The Perfect Legal Job Search
- The Reasonable Lawyer's Career Guide
- Tennessee Attorneys Directory
- Using WordPerfect in Your Job Search
- Virginia Job Search Guide
- Washington, Dc Job Search Guide
- What Color Is Your Parachute? A Practical Manual for Job-Hunters and Career Changers

Fields of Law

- The Administrative Law Judge's Handbook
- Business Lawyers Handbook
- Careers in Admiralty and Maritime Law
- Careers in Bankruptcy Law
- Careers in Civil Litigation
- Careers in Entertainment Law
- Careers in Health Care Law
- Careers in Intellectual Property Law
- Careers in International Law
- Careers in Labor Law
- Careers in Natural Resources and Environmental Law
- Careers in Public Interest Law
- Careers in Sports Law
- Career Opportunities in Ethics & Professional Responsibility
- Career Opportunities in Security
- Cyber-Torts: Articles on Computer Law
- Directory of National Environmental Organizations
- Dispute Resolution Directory
- The Divorce Lawyers
- Environmental Law Careers Directory
- Family Law Careers
- Guide to Education and Career Development in International Law
- Guide to Environmental Law in Washington, DC
- Guide to Law Specialties (NALP)
- International Opportunities Resource Guide
- Internships and Careers in International Law
- Krupin's Toll-Free Environmental Directory

Fields of Law (continued)

- Music & Entertainment Industry Internship Guide
- Patent Law Firms & Corporations
- Profiles of Minority Attorneys in Specialty Practices
- Social Security Disability
- The Sports Internship Book
- Sports Resource Directory
- The Trial Lawyers

Private Practice

- 2001 Associate Salary Survey
- Choosing Small, Choosing Smart
- The Complete Guide to Contract Lawyering
- Explaining the Inexplicable
- Flying Solo
- From Law School to Law Practice
- Guide to Leading U.S. Law Firms
- Guide to Small Firm Employment
- How to Start and Build a Law Practice
- Insider's Guide to Law Firms
- Keeping the Keepers
- The Last Frontier: Women Lawyers As Rainmakers
- Making Partner: A Guide for Law Firm Associates
- NLJ Guide to Legal Search Professionals
- National Law Network
- Negotiating Salaries
- Nuts and Bolts of Small-Town Law Practice
- Opening a Law Office
- Practicing Law Without Clients
- Presumed Equal: What America's Top Women Lawyers Really Think About Their Firms
- Proceed With Caution
- The Woman Advocate
- Women Rainmakers' 101+ Best Marketing Tips

Judiciary

- American Bench: Judges of the Nation
- Directory of Chief Judges of Courts of Appeal
- Directory of Minority Judges in the United States
- Directory of State Court Clerks and County Courthouses
- Federal State Court Directory
- Guide to State Judicial Clerkship Procedures
- Judicial Yellow Book
- NALP Federal & State Judicial Clerkship Directory

Government

- America's Federal Jobs
- The City & County Attorney Internship Book
- Congressional Caucus for Women's Issues
- Directory of the Federal Government
- Directory of Prosecuting Attorneys
- Do Your Legal Career Justice: US Dept. of Justice Careers
- Federal Careers for Attorneys and Federal Law-Related Careers
- Federal Job Application Kit
- FedLaw: Internships with Federal Agencies
- Guide to America's Federal Jobs
- Government Affairs Yellow Book
- Government Honors & Internship Handbook
- Internships with America's Prosecutors
- Lawyer's Guide to State Government Hiring Procedures
- National Directory of Prosecuting Attorneys
- Now Hiring: Government Jobs for Lawyers
- Tennessee Blue Book

Public Interest

- AmeriCorps Legal Programs
- AFL-CIO Lawyers Directory
- Community Lawyering
- The Complete Guide to Public Employment
- The Comprehensive Fellowship Guide
- Directory of Legal Aid and Defender Offices in the U.S.
- Directory of Public Interest Law Centers
- District of Columbia Public Service Directory
- Fellowships and Funding Sources in Public Service
- Fellowship Opportunities Guide
- Finding a Public Interest Job in Today's Market
- From Private Sector to Public Interest
- Giant Killers
- Goodworks: A Guide to Careers in Social Change
- Grants to Combat Violence Against Women on Campuses
- A Grantseekers Guide to Funders in Central Appalachia and the Tennessee Valley
- The Great Firm Escape
- Green Law: Public Interest Environmental Internships
- Guide to Public Interest Careers (NALP)
- Handbook on Public International Work
- How to Get a Public Interest or Public Service Job
- Immigration Defense Detainee Directory
- Law Firms and Pro Bono
- Legal Services Corp. Directory
- Liberty and Justice for All: Public Interest Law in the 1980s and Beyond
- Minority Organizations
- NAPIL's Post-Graduate Fellowships Guide
- National Directory of Internships
- National Lawyers Guild Directory
- Non-Profits' Job Finder

Public Interest (continued)

- 100 Greatest Non-Profits to Work For
- Opportunities for Research & Study: Women's Programs
- Pro Bono Children's Law Programs
- Pro Bono Guide for Law Students (NALP)
- The Public Defender Experience
- Public Interest Handbook
- Public Interest Job Search Guide
- Washington, DC, Internships in Law & Policy
- The Women's Rights Internship Book
- Why Not Work for a Change?

Business & Industry

- Corporate Yellow Book
- Directory of Corporate Counsel
- Going In-House: A Guide for Law Students & Recent Graduates
- Internships with America's Top Companies

Academic

- Breaking Into the Academy
- Directory of Graduate Law Degree Programs
- Graduate Programs in International Business
- Legal Studies in Europe
- Post J.D. Programs
- Study/Internship Programs in Europe
- Uncloaking Law School Hiring

Non-Traditional Careers

- JD Preferred: 400+ Things You Can Do With a Law Degree
- The Lawyers Career Change Handbook
- Landing a Non-Traditional Legal Job
- Lawyers in Transition: Planning A Life in the Law
- Life After Law: Second Careers for Lawyers
- Nonlegal Careers for Lawyers in the Private Sector
- The Road Not Taken
- Running from the Law
- Turning Points: New Paths and Second Careers for Lawyers
- What Can You Do With A Law Degree?

Miscellaneous

- At the Breaking Point: The Emerging Crisis in the Quality of Lawyers' Health & Lives
- Attorney's Guide to State Bar Admission Requirements
- Breaking Traditions: Work Alternatives for Lawyers
- Business Etiquette and Professionalism
- Changing Jobs: A Handbook for Lawyers
- Dynamite Salary Negotiations
- Everyday Business Etiquette

Miscellaneous (continued)

- The Gentle Art of Verbal Self-Defense for Business Success
- International Information Directory
- The Lawyer as Supervisor, Manager and Motivator
- The Lawyers Guide to Mentoring
- Lawyers and Layoffs
- Lawyers' Lives Out of Control: A Quality of Life Handbook
- My First Year as A Lawyer: Real-World Stories from America's Lawyers
- Stress Management for Lawyers
- Telecommuting for Lawyers
- Women in Career & Life Transitions
- Women in Law: Making the Case

Videos

- A Career of Distinction: AG's Honor Program
- All Things Being Equal: NALP's Guide to Fair Practices in Legal Recruiting & Hiring
- Army Judge Advocate General's Office
- Association of Trial Lawyers of America
- Building a Practice: Nuts and Bolts for Doing It Yourself
- Dade County Attorneys Office
- The Deadly Dozen
- Entertainment Law: Seminar with Art Stolnitz
- Environmental Law Professions in East Tennessee
- Estate Planning: It's More Than Wills and Trusts
- Face Unique Challenges As an FBI Special Agent
- Guerrilla Tactics for Getting the Legal Job of Your Dreams
- Inside Politics
- Interviewing Techniques: An Employer's Perspective
- Interviewing Techniques: From the Student's Perspective
- Judicial Clerkships, 1999 (former Clerks)
- Judicial Clerkships Panel Discussion with Federal & State Judges, 1999
- Judicial Clerkship Seminar
- Managing Your Student Loan
- MenStyle: Fashion Advice for the Professional Male
- Non-Traditional Law Careers
- The Perfect Cover Letter
- Resolving Ethical Dilemmas
- Solo Practice
- Ten Tough Times: Advice to Associates on Handling Some Hairy Situations
- What Environmental Law Attorneys Really Do
- What to Expect from A Summer Clerkship
- Women Rainmakers: Strategies for Effective Networking