

## ASSOCIATION OF CORPORATE COUNSEL

### Increase Your Department's Impact With an Intern Program December 6, 2007

Presented by the ACC Employment & Labor Law Committee, the ACC Small Law Departments Committee, and the New Jersey Corporate Counsel Association

**Faculty:** Lael Bellamy, Director - Legal, The Home Depot Inc.; William Davis Harn, Senior Attorney, Southern California Edison Company; Tracy Poole, Assistant General Counsel, Johnson & Johnson; Norman Wain, Vice President, Legal Affairs, The Finish Line, Inc.

**Moderator:** Phil Crowley, Assistant General Counsel, Johnson & Johnson

Phil Crowley: Good morning and afternoon. As a leader of your law department you have a great responsibility for getting the work done. And in the current environment that involves trying to find ways to do more with less.

Hi, I'm Phil Crowley from the Johnson & Johnson Law Department, and I'd like to welcome you to today's webcast. This is being co-sponsored by the New Jersey Corporate Counsel Association, the ACC Small Law Department Committee and the ACC Employment and Labor Law Committee.

We have with us today a group of very experienced lawyers who've been involved with intern programs for their companies or an ACC Chapter, and who'd like to share their experiences with you. And also hear your questions about the issues that are of greatest interest to you in putting together an intern program.

In today's environment where we're called upon to do more with fewer resources sometimes having the additional flexibility of running an intern program can be very helpful. I'd like to ask you right up front to be aware that we have an evaluation form. You'll see that in the link box to your left. At the conclusion of our webcast we'd appreciate it very much if you'd take a few minutes and fill that out for us.

One of the commitments that we at ACC have to you is to provide the best quality educational experiences that we can. And your input on what we've done well and what we can improve is very important to us.

So today we'll have as speakers Lael Bellamy from the Home Depot, (Bill Horne) from Southern California Edison Company, Tracy Poole, my colleague from Johnson & Johnson; and Norm Wain from the Finish Line, Inc.; each with a company that has a bit of a different size and a different focus. And companies that have somewhat different approaches to the experience of providing an intern program.

You might ask yourself to begin why would an intern program be interesting to a corporate law department. Well as I mentioned in my introduction it's possible to expand department resources by going to interns in a way that can be very sparing of your budget.

In addition an intern program can be used to support local law schools and law students and to show the participation of the law department in the legal regime that occurs in the area. It can also provide an opportunity to provide law students with insights into the in-house practice of law, which we all know can be quite different and generally is quite different from practicing in a private firm.

Also, a program like this can be used to support the community. It provides employment opportunities for those who might have difficulty finding those opportunities otherwise. But there are also non-economic benefits to the department as well.

It provides internal leadership and mentoring opportunities for the employees, the lawyers particularly, who participate in these programs, in organizing the programs, in structuring them and in making them successful. And there are many, many other reasons that you may have in order to move forward and conduct one of these programs.

I'll point out at this point as well that we have available for you in the links a copy of the materials and the slides that we're using, biographical sketches on each of our speakers, and in addition to that an outline of the conduct of a program that you might use as a template to use and adapt for your own purposes.

In addition, after the webcast, we'll put together a summary of some of the salient comments that were made so that you'll have that online as well.

When approaching an intern program there are a number of questions that you may have and I'm going to ask each of our speakers to speak a little bit about how they approach these particular questions in their programs because looking at it from the outside you may find that putting together an intern program may seem like a lot of work and something that's very difficult to do.

For those of us who have had programs for a period of time I think we found that they're actually somewhat simpler to run than you might expect. And sharing experiences on this can be very useful in terms of learning how to get started, how to find appropriate candidates, what to do in order to conduct your program so that it's successful, and then how to maintain and improve the program so that from year to year you can better have it meet the needs of your department and meet the needs of the interns.

I'd like to start out by turning this over to my colleague, Tracy Poole from the Johnson & Johnson Law Department and ask that she give a little bit of an outline of what Johnson & Johnson and its law department. And then speak a little bit about the Johnson & Johnson intern program. Tracy?

Tracy Poole: Yes, thank you Phil. Hello everyone and thank you for the opportunity. Just a bit about our Johnson & Johnson Law Department, Johnson & Johnson is a global company with over 120,000 employees world wide. We are approximately \$55 billion in annual sales, and our law department has over 250 attorneys located in virtually every corner of the globe.

We have 39 law department offices around the world. Having said that, our lawyers are extremely busy and so we view our summer intern program as a very, very valuable tool for

us lawyers here at the J & J Law Department in getting our work done quite frankly during the summer.

Our program in a nutshell is structured as follows. Each year we hire four law students, two of them are assigned to our patent group and so the focus of their assignments is on patent work. Two of them are assigned to what we call our general law department. Of the two general legal interns one of them has traditionally been assigned to support our litigation and regulatory group.

And the fourth intern has traditionally been assigned to our Center for Legal Ethics and (Credo) awareness. In a nutshell, that group gives the law department a lot of support on our computer and technology matters.

We started here at J & J approximately a month ago in mid-November with getting the word out about our summer intern program. And by doing that what we do generally every year is we post our job descriptions with the various law schools. We also post with various bar associations. We do on campus interviewing with fairly local law schools, and we have also found that word of mouth is another very valuable tool in getting us really qualified law students.

Our goal here at the Johnson & Johnson Law Department is to give these students real lawyer work. In other words the types of assignments that we give the students these are matters that we ourselves would have to work on or that we'd have to retain outside counsel to work on if we didn't have the benefit of having these four student interns during the summer.

So our goal is to give them a real taste, not just makeshift work or kind of secondary work. This is work that really means something to us and our clients here at Johnson & Johnson. The types of assignments just very roughly that they engage in during the summer are as follows.

They do research and drafting of memorandums of law. Our patent interns prepare patent applications and prosecution documents. Our interns review agreements, shareholder proposals, et cetera. They also help prepare for and attend depositions, mediations, client meetings and trials, et cetera.

That is the kind of work that we really strive to give them because our goal is, again, to treat these lawyers-in-training as real lawyers and give them the kind of assignments in terms of quality that they would get certainly as a summer associate at a law firm or they would get as a very junior person coming onboard to an in-house law department.

During the summer we're happy that we provide several activities for our summer interns. Some of those activities are the following. We take them on a visit to the Federal Courthouse every year so that they can see what an actual courthouse proceedings look like.

We are fortunate here that one of our alums of our Johnson & Johnson Law Department sits on the Federal Court bench here in New Jersey and so we've arranged with him and his office to every year have our summer interns spend a day in court with the Federal judge.

We give practice area lunches. That means that all of our various practice areas, for example trademarks, litigation, regulatory, corporate, et cetera, every year have committed to giving a lunch where we invite our summer interns to gather with us and listen to the types of backgrounds that our lawyers in the different practice areas have, what they've done before joining our in-house law department, and the types of matters that they work on now.

Every year our general counsel meets with them and has a breakfast with them. This past year they were all abuzz because one of the attendees at that breakfast happened to be our CEO and so they had an opportunity to break bread with our general counsel and our CEO. That went a long with them.

We give career development activities and sponsored workshops for them. For example we work with our career development office here at the Johnson & Johnson headquarters in New Brunswick. We work with them and give our summer interns a resume review, skills workshop, as well as an interviewing skills workshop.

And in line with that we here in the law department several of our attorneys volunteer and conduct mock interviews with them to get them ready for when they get back on campus in the fall to get them ready for the on campus interviews that usually come right after the students go back to school in the fall.

We also take advantage of the close relationships that we have with a few of our go-to firms here in the New Jersey, New York and Pennsylvania areas. And we harness those relationships by, we've worked out an arrangement whereby those law firms include our summer interns in many of the program that they give for their own summer associates during the summer.

Many of the cultural activities that they do with their own summer associates, for example this year one of our go-to firms in New York City sponsored a historical walking tour of lower Manhattan. And then they were gracious enough to invite and include our summer interns in on that.

One of the firms gives a negotiations skill building workshop and our interns participated in that. And another of the firms gave a deposition skills building workshop and our interns participated in that. And the feedback that we got from those skills building workshops was extremely, extremely good.

The students seemed to really appreciate the educational opportunity and said that they thought that it had helped them tremendously.

Phil Crowley: Tracy, if I may ask a question. Could you speak a little bit to the issue of how we exercise oversight over what the interns are doing and the role of our mentors in making sure that we keep the interns on track and that they receive appropriate feedback on what they're doing?

Tracy Poole: Sure. So an important part, an important aspect of our summer intern program is the built in mentoring process. And the way that we have set that up is that we have assigned each intern one or two mentors in the groups, in the practice areas that they are assigned to primarily support for the summer.

So in other words the two patent interns will each have a patent attorney here at J & J who serves as their mentor during the summer. The litigation intern has a litigator who's assigned to be their mentor, and the role of the mentor is basically to check in regularly with the interns. It's not on a daily basis. Certainly on a several times a week basis to make sure that no intern is being underutilized or over utilized to make sure that the law students' interests are being taken into account in terms of the types of assignments they get.

This is someone who an intern can come to and say, "Gee, I just worked on a trademark assignment. It was fascinating. Can you help me get more of that kind of work?" Or, "Gee, I'd like to work on some deals while I'm here."

And the role of the mentor is to really serve as somewhat of an advocate for the summer intern in terms of helping them to get the types of assignments that they either are particularly well suited for or that they have expressed a real interest in.

The mentor, again, is also supposed to make sure that no one is overworked or overburdened, but also to make sure that their time is well spent. That they've got a good variety of assignments. That they've got enough on their plate to keep them active and engaged. And it's also someone who serves as one of the attorneys who does the reviews of the interns at least once or twice during the summer, one of the official reviews.

With reviews in mind I'd like to point out that we encourage all of our lawyers here to review the job that the intern's done as they work with the intern on an assignment and also after every assignment is handed in. We encourage the lawyers to give the students real feedback on the quality of their work be it written work, oral presentation, timeliness, et cetera.

Phil, did that answer your question?

Phil Crowley: Yes it did. Thank you, Tracy.

Tracy Poole: OK. Very briefly our program is a ten-week paid program. It begins just after typically the day after Memorial Day. It ends just before Labor Day. We give some students the option if they are at local schools and they are still finishing up assignments, we give students the option of staying an extra week or two. But we expect, in fact we make it known to the students that we expect them to stay throughout the entire summer which is roughly 10 weeks.

We often get asked can I split my summer as many law firms allow students to do. And we frown upon that. We really believe that in order to get the full experience here and in order to really provide us with a real benefit that it's in our interests as well as the students' best interests to serve the full summer with us. So it's roughly a 10 week paid program.

Phil Crowley: And Tracy, just because there may be some who have questions about this, we do tend to focus on first year law students ...

Tracy Poole: Yes.

Phil Crowley: ... as opposed to focusing our interests on second year law students.

Tracy Poole: That is exactly right. And we put in our job description in the postings that we do with the schools that we are seeking students who have just completed their first year of law school. And we do that for the following reason. As with most major in-house law departments we don't generally hire lawyer's fresh out of law school. So we are looking for more experienced attorneys here at Johnson & Johnson.

And so we know that these students are not likely to leave us and then be able to join us the next year after law school. So we want them to get a second year of law experience that will, you know, likely lead to a permanent job offer for them.

So we recognize that and we also think that as a value to the law student community that its wonderful first summer job for a law students to have. And that it's a good complement, supplement to a job they will have the following summer typically at a law firm. And to be able to go into a law firm job and feel confident that they've seen it from the client's eyes we think is very helpful and makes them stronger employees the next summer after they leave us.

Phil Crowley: Tracy, I think we'll have to leave it there since we have other speakers, but thank you so much for sharing our experience. Let me also point out to our participants that there is a question box on the left-hand side of your screen. And we are holding questions until the end so that we can get through all the presentations.

But I'd invite anyone who has questions in the course of the presentation to provide those. I'll assemble those and ask those of our speakers at the end of our presentation. So if you have questions please feel free to go ahead and pose them in the dialog box at the left. Thank you, Tracy.

I'd like now to move on to Norm Wain from the Finish Line. Norm is at a somewhat smaller company and Norm I'd invite you to speak a little bit about the Finish Line and what the focus of your program is.

Norm Wain: Sure, thanks Phil, and thank you Tracy. Great job. I guess my presentation is a little bit of a shift from some of the other ones here just because I think I'm going to try to focus a little bit more on more kind of the nuts and bolts of trying to set up one that may not already be established.

The Finish Line is a big company. It's a billion dollar publicly-traded company. It has 700 retail store locations within the contiguous 48 United States. We have 85 or so Man Alive stores throughout 18 states. Close to a 1000 employees here at our corporate office including our distribution center, and about 15,000 employees throughout the country.

Our legal department is considered a small legal department. It now has six attorneys and they've basically been recruited throughout some of the bigger law firms within the state here. In Indianapolis, although a decent sized city, there doesn't seem to be law schools that are geographically convenient so to speak for externship or internship purposes.

There's one law school that's local that's based here in Indianapolis. It's Indiana University, Indianapolis, which is, you know, the satellite campus for IU which is down in Bloomington. And they have their own law school there.

Our intern program, we created it over the academic year so that we'll have an intern in the fall and an intern in the spring. And we actually now have them in the summers as well. They are non-paid. We have a pretty tight budget in our legal department so we're looking for creative ways to gain additional resources and this is one of the avenues that we chose to explore.

Coming from a law school where they had huge binders of intern programs I was amazed that there wasn't already one in existence and so we started taking the necessary steps to create one. And I think it's important if you're going to try to create one that you keep in mind it's a triangle. It's a three-pronged approach. It's got to be win-win-win.

There's the law student on one end of the triangle if you will, the corporation on the other end of the triangle, and then the law school at the top. And everybody needs to kind of benefit in order for it to be a successful program.

So knowing that there really was one law school that was geographically convenient, you know, we made the approach to the career planning and placement office there. We tried to let them know here's some of the benefits that we would be offering, which I don't want to spend too much time delving into because I think that everybody pretty knows what those are from a law student perspective.

Aside from resume experience and mentoring and, you know, different learning environment things like that, I mean it's important for them to get that real world experience. From our perspective obviously it expanded our workforce at minimal budget. It helps sometimes to bring new ideas into the organization. It's a great way for us to evaluate potential employees, although realistically I think just like Tracy usually when we hire in-house we're looking for more seasoned attorneys.

But you never know. Sometimes budget keeps you so that you may need to look at somebody who's totally green because that will help fit the bill so it's always a possibility. And then, you know the more altruistic goal of assisting higher education and developing more qualified employees.

So once we garnered support for the program and help set it up, convinced the University that, you know, we're going to be giving real world practical experience to their students. You've got whatever requirements they had. They have their interns, you know, keep a journal which we help monitor as well so that we can see the experience from the student's perspective.

And then from our perspective as well we meet with them on a weekly basis to make sure things are going well. And the deal if you will that we have with our attorneys when they're trying to utilize the interns is, yes you get the benefit of some support, some legal support, somebody to delegate work to that you might not otherwise have to delegate work to.

The cost of that, so to speak, is to make sure that you're giving that intern, that student, some feedback on their work. So the student is constantly getting feedback as to the assignments that they're getting and then one attorney, myself, will kind of monitor all the work that the interns are getting. So our attorneys are basically make their request, "Hey, can I utilize so-and-so for this project?" or, "I've got something I could use the intern for," and you just kind of send them in their direction. And it helps them with regard to prioritization of tasks, communication within the legal department, et cetera.

And it gives them the opportunity to develop that mentor/mentee relationship with various attorneys. You get differing perspectives on what it's like to be in-house. At the onset we had a little bit of a struggle trying to get the law school to agree to the program and make sure that they laid out what their requirements were because I thought again as I mentioned earlier, it's really got to be a win-win-win situation.

So as long as they felt they had control which they laid out certain requirements, you know, 60 hours per credit. We have our program. It's usually 120 hours a semester, which translates into either 10 hours a week over 12 weeks or 12 hours a week over 10 weeks. And again we try to make it so we get them for huge chunks of time because that's the only way realistically our attorneys can spread the work out and know they can count on somebody being there for that time.

During the summer, now the law school has set up in such a way where it's 180 hours so that's a lot more time, obviously, and we get them on a more full-time basis, again for credit hours. And it's worked out really, really well from I think everybody's perspective. We're placing our interns now who are starting out now and getting jobs in law firms and then ending up transferring in-house on their own because they always had a penchant for that anyway.

And you start seeing more and more of them at various local ACC events. So in terms of the ways we treat them, we treat them as junior members of the legal department. They will attend meetings, they will do document review, they will do research, they will deal with miscellaneous issues that kind of come up. So in that sense they like that.

We have attorneys obviously that monitor their work product and as I always tell them, they kind of start out with what we call (dumb-dumb) assignments where it's very, very basic in that sense. But it gives the attorneys a real measure for the type of work that this intern, this candidate is capable of performing.

And obviously the more aggressive and thorough that they do and even some of these (dumb-dumb) assignments, the more it builds the confidence of the mentoring attorney staff to delegate more and more substantive work their way.

And as a result of that it can come up where they're very involved in the process or if for whatever reason we didn't do a good job screening on a particular candidate, you know that will obviously impact the type of assignments that they would be getting.

And also as a junior member of our legal department, as Tracy had mentioned, we do try to incorporate them and give them certain perks that you would get as an in-house member. If we have a legal event at the Field House or some of the other ACC events we might attend



we'd invite them along and give them additional experience to add to their overall experience at Finish Line in the legal department.

Phil Crowley: All right Norm, I think we're going to have to leave it there, but thank you very much for that description of your program. And I also want to thank our participants out there who have provided some really terrific questions that we'll get to in the Q&A.

So I want to save some time for the Q&A to deal with those questions that we can get to and then what we will do, we will commit to you to provide answers to questions that have been put in that we may not have an opportunity to get to so that you'll be able to come back and see the answers to the questions posed. Thank you very much, Norm.

(Bill), it's over to you at Southern California Edison Company. Why don't you tell us a little bit about your program?

(Bill Horne): Thanks a lot. I really appreciate the opportunity Phil and thanks to the other panelists for their presentations. Southern California Edison Company obviously we're out in California. We're a public utility that serves 50,000 square mile territory in the greater California area exclusive of Los Angeles.

About 14,000 employees, 2 million plus customers, and our law department has approximately 80 attorneys in it. We're a full spectrum law department. We do everything from, as some of the other people have mentioned, patent litigation employment, litigation transactional work, corporate governance, real properties and claims and commercial litigation.

So plus we have a high volume of regulatory work being a public utility. We're not quite as big as Johnson & Johnson but our program is a lot very similar. We cater to first year students. It's a summer program starting roughly around the first work day following memorial weekend and ending just before students would regularly be scheduled to return to law school.

I don't want to go over too much of the other things that everybody did but one of the things I can say is from a goal and purpose standpoint of the benefits that we find in this program above and beyond some of the things that Phil mentioned at the top of the program is that really the program really boosts attorney in-house, attorney morale.

There's a fever or a little bit of a buzz about the anticipation on arrival of the summer clerks. There's something refreshing about having a new and young exuberance circulating amongst the department for the summer.

Plus there's that self-interested issue of gee when does the clerk arrive so I can give that clerk work. They want to have the opportunity to pass on responsibilities. The other things that I think are critical to successful program are your resources.

It's very, very important that you have strong leadership and commitment from the top leadership of the department and that doesn't mean just the attorney leadership, that means also the technical support and the administrative support within the department because when you're bringing four people on in sort of a surge all at once you really have to set up and be ready for them.

You have to make them feel at home. They have to know that they're welcomed. They need a dedicated work space that's close to the other attorneys in the department and they need dedicated technology access so that they can be effective with their assignments.

Some of the things we do when we bring the new attorneys or the clerks on board are to have a welcome meeting. The very first day they come in and they're greeted with coffee and pastries and we talk about what the department does and where some of their assignments might fall. We introduce them to their mentors who are strong leaders within the department, and give them- make them feel at home.

As in Norm's case make them feel like they're welcomed members of the department joining us for the summer. In terms of program design what we have is we usually hire four students. They're introduced to the legal practice from an in-house prospective. It's a very participative. They do a lot of research and writing work but that's not the entire focus of their summer.

There's a lot of involvement with client meetings, department meetings, and attending court hearings, depositions. We've had people had the joy of attending a palette arguments in front of the night circuit, and then we've involved our law clerks in mediations, arbitrations, and they also have been involved with drafting points in authorities for motions for summer judgments and demeanors things of that nature.

And we don't keep them just in the office and going through the legal things. We try to give them a well rounded experience so that they understand the nature of our business and how that business perspective relates to the practice of law and how the two interplay to work in sort of a synergistic success for the company.

We take them to our operations throughout southern California area. We have a nuclear plant in San Onofre which is just north of San Diego. We give them a tour of that facility every which is fascinating even for many of our employees.

We also trade kilowatts and megawatts of electricity on a daily basis and we have a large trading floor that took in electronically to places throughout the country. We give them a tour of that facility which is very fascinating.

Then we also take them to our hydro facility in the southern California electrical Greek control center which is nearby. We include them in all our NCOE presentations so that they're not just working but they're actually getting a little bit of education to boot.

And we also, well the other thing we do that we find is very important in developing these individuals as long term lawyers is to involve them in pro-bono activities. We make sure they will fill at least one pro-bono assignment with the supervision of an attorney during their summer.

As Norman indicated and as Tracy indicated there's from time to time there's opportunities for social and executive interaction and we definitely include the summer associate clerks in those types of events.

The selection process that we use is different. We start by, in some ways it's different I say, we start by posting at the local law schools and we circulate internally the availability of the positions opening up so there's some word of mouth knowledge amongst the attorneys in the department because many attorneys want to say hey I'd like to get a student from my law school, where I went to school to come to work in our department.

There's a little bit of that competition going on. So we usually get up to 100 resumes of first year law students. We ask for a cover letter, a resume, a writing sample, and as capable, as they are capable, a transcript either of their undergrad or their law school activity.

We solicit all of that in January and then in February we spend time reviewing, there's a committee, a selection committee, that reviews each of the submission materials from each student and sort of rates their potential based on past experience, whether they have any legal experience, either business experience, academic track record, community service, things of that nature in addition just to their law school performance.

Then we have, we get down to what's called the sweet 16 and to go on the NCAA basketball theme here, we narrow the written submissions down to about 16 possibly 24 candidates who we feel are the strongest and then we can conduct telephonic interviews with those individuals using a three member panel.

We do it telephonically to save on expenses and also to concentrate not on appearances or circumstances but really on the substance of what each individual candidate has to offer.

The panel is asked questions that they're directly keyed to our ability to measure how successful they'll be in the department once they come on board. Then we have a- each of the teams that interviews approximately four candidates will select who they feel is the strongest of their four and then those individuals will be bedded with the general counsel and offered positions. Alternates will be selected and we've had alternates be fortunate enough to join us as well.

Metrics and feedback is really critical as Norman and Tracy both indicated. Each summer clerk comes on board with a two senior attorneys in the department as mentors and those individuals sort of monitor their performance and how they meld and fit in with the department over the course of the ten weeks.

Take them to lunch, make sure they're actively involved, make sure they're getting assignments, and then the individual attorneys who are assigning the work through an assignment coordinator gives feedback to each of the clerks as they go.

At the end of the program we ask that each of the participants provide us with a memorandum summarizing their experience. What they felt they got out of the program, what they felt was good about the program, and what they felt they missed out and wished they could have experienced.

We take that along with feedback from the mentors and the assigning attorneys to determine whether there are things we missed, what we can do that was successes, and what we can do that would be better.

Phil Crowley: Bill, thank you very much. I'll have to cut it off there so that we have time for the rest but that's a very interesting and complete view of what Southern California Edison Company does and it sounds like you got a well tooled and very successful program. Thank you very much.

(Bill Horne): Sorry if I ran long.

Phil Crowley: That's quite all right. And I'd now like to turn it over to Lael Bellamy from the Home Depot and you've got kind of a unique program there, Lael. Why don't you tell us a bit about that?

Lael Bellamy: We do something different, and thank you for having me on the program. I appreciate it. We actually have worked very closely with the Georgia ACC chapter and also with MCCA, the Minority Corporate Counsel Association, and this is really been terrific because it's benefited the intern, the interns who are coming in but it also really benefited our company and other local companies.

And so what we've done is we have monthly chapter luncheons and local law firms or outside vendors, sponsor those and then send moneys, a portion, then that money actually gets spent on- that's how we pay for the interns.

And what we do is we have a number of local companies who agree to sponsor the interns over the summer, but it's only for a two week period. So this is kind of an unique program for those of us who don't want to jump in hole hog and might not have enough money to be able to pay for interns, it's a way that the chapters able to fund it and do some pro-bono work.

We have both the chapter board and MCCA select the candidates. We advertise at local universities, Emory, University of Georgia, Georgia State, and then the companies, the summer that we hosted the interns that were Bank of America, Cox Communications, Home Depot, Coke Cola, and Seba Vision, and we had two different interns who each came in for two weeks each.

And Home Depot's I think unique from some law departments in that it's very law firm like, its very specialty based. So instead of working for a company that has lawyers who are in charge of business units, there each lawyer has individual areas.

So that's particularly interesting to the interns because they can spend, you know, couple days with a litigator, couple days with a corporate person, couple days with a real estate lawyer, and really see the different types of practices that different people have.

And depending on the type of work or the need certainly some lawyers do give sensitive work. If there isn't time to do sensitive work, what we also like to have them do is spend some time talking to each lawyer.

We might not have, for instance, maybe a benefits lawyer could describe what they do on a day to day basis. Include them in a negotiation perhaps. Help them issue spot a particular subject, but we also allow the lawyers to talk with the students about their particular paths because I think some students think well if I don't go to this the biggest best law firm that's

in my particular city then, you know, the world is over and I'm never going to be a good lawyer and I might as well just hang it up.

And I think it's been very interesting both from the lawyer who has a mentee and also for the intern to find out there are many different paths to coming in-house and it doesn't all start with the fanciest law firm in town necessarily.

We do, do some other things. We help the students with mock interviews and we also talk to them about choices that they have. Sometimes they're concerned about particular things and we talk to them about those, and basically just give them a wide opportunity.

I was reading a little bit some of the questions and I will say that I was actually a student intern myself when I went to Emory Law School. That was actually one of the reasons that I picked Emory because that they did have internship program and I was one of the first interns that went over to the Coke Cola Company.

And I was always very interested in in-house and that just wet my appetite and I did subsequent internships at the FCC and the bank board. Those particular internships were unpaid internships and I think we worked about 10 hours a week and we received two credits a semester for that.

So that's something that we're actually working with Emory to try to do something like that during the school year for next year or even next spring hopefully. So I think there are ways to do that.

In Atlanta we pay our interns I believe it's \$2,000 a week. So if that helps answer some of the other questions about what people are doing. I hope that helps a bit.

Phil Crowley: All right, fine, thank you very much Lael. With respect to your program how did you come up with this particular structure? This is kind of unique in terms of structures that I'm most familiar with.

Lael Bellamy: It's something that ACC came up with in Georgia with something we were trying to think of ways to give back to the local schools, to do pro-bono opportunities, and it was also in conjunction with MCCA because we really wanted to give minority applicants an opportunity to see what life is like in-house as well.

So it's really been a win, win for everybody and not too burdensome on individual companies.

Phil Crowley: All right, thank you very much. Let me give a brief summary of where I think we've gone with respect to our presentations.

It seems that the programs have a common thread of the need for oversight and mentoring and having people involved in keeping track of what interns are doing and that there may well be many opportunities to leverage your program with the programs of our outside counsel or as Lael has shown with respect to the Georgia chapter with other companies.

Also in order to document what's been done it seems like it's also good to provide a responsibility on the part of the intern to keep a journal as Norm mentioned the Finish Line does and to have some kind of central coordination of assignments for the lawyers for the interns involved.

One of the subsidiary benefits that come out of the program is something that Bill mentioned in that it is a morale, it can be a morale booster for your attorneys. Certainly it's nice to have the cavalry show up on the horizon just as you get that fifth extra project to do to at least have another set of hands to help you with it.

And it certainly seems appropriate to focus on evaluation of the program both by interns and by your lawyers to find out what is working, what's not working, and how to fix it so that the program most nearly meets the needs of the participants involved.

There was a particular question that came in that I thought was particularly asked and that is what is the one thing that you would recommend that people consider or do in case of actually putting together a program and I'll answer that from my perspective and then I'll invite all of our panelists to give their perspective.

And then I would certainly say that it should start out with planning and deciding on roles, responsibilities, and goals. We've seen for the successful programs that a lot of thought goes into exactly who will do what, who will be responsible for keeping track of the interns.

Who will be responsible for keeping track of the projects that are being done and following up and making sure that the process operates properly, and certainly that there's an investment by senior leadership in the department in making the program a success.

But let me ask Tracy whether or not she has some other advice that she give as our one thing to remember in terms of putting together a program that will work for your company.

Tracy Poole: I think that practically speaking the one thing that you should certainly start with doing is what we do and what I hear Bill does as well and that is get yourself a committee of people to be the leadership for such a program.

That group of lawyers should be truly committed to the process. They should have the time and energy to devote to, you know, supporting law students during the summer. You know, I'll weave in with that one of the questions that I'm observing on the left of my screen, you know, how do you train the interns.

Well, that's tough. They've got to hit the ground running. It's either a 10 week program or in Lael's case only a two week program so the expectations on them are quite high. So how do we train them?

We rely very, very heavily on the lawyers here to kind of hold their hand, to guide them through the assignments. We do give a formal orientation. The first day is a formal orientation where we have a sit down breakfast with them, and then they go over to our human resources department and get the formal orientation that any J & J employee would get on their first day of the job.

But other than that it's pretty much the training is really, you know, the job of our, all of our lawyers but especially the people on the intern committee.

Phil Crowley: All right, thank you Tracy. Norm, how about you're prospective? One greatest piece of nugget of advice that people can take away from this presentation.

Norm Wain: Well I would say its kind of hand and hand with I think Tracy's point. To me it's like engaging or starting an intern program is a lot like engaging outside counsel even though the concept is that the work is going to go away and outside counsel's going to handle it.

The reality is that the time you get done reviewing what they're suppose to be doing and explaining, and you know, kind of getting them what they're suppose to be doing, there's still that time investment and I think that, you know, that you need to be weary of that because whether it comes in the form of some sort of training or giving feedback or general administrative logistical monitoring.

I mean there is that commitment of time which often gets over looked when you start focusing in on the benefit that the company or corporation will receive as a result of X amount of unpaid hours so to speak, paid hours even.

Phil Crowley: I see.

Norm Wain: Or low paid hours.

Phil Crowley: Thank you Norm. Bill, how about you?

(Bill Horne): The thing that we, the thing that I guess the critical thing to take away is yes you need somebody at the senior management level in the department to sort of champion the program to be the driving force behind it but then as Tracy indicated you need to have a strong committee that works with it.

We have a single or a co-coordinator position which oversees the entire program and then we have other people who have specific responsibilities as such a social and the tours and the educational side and then the assignment coordination side as well as the mentors.

And I think the key thing is to get them on board, get them to feel comfortable, get them ingrained in what tools they need to be successful in the department and which will then leap frog into them becoming successful attorneys down the road.

And making them feel that they are lawyers and that they are a success and their work is meaningful and is contributing to the success of your enterprise.

Phil Crowley: Thank you Bill. Lael what about you? What is the nugget that you'd like to impart to people?

Lael Bellamy: Well I think all of your programs sound terrific and they sound some what more complicated than ours so I do think you need a big structure. Around here it's somewhat difficult to get by-in. If you spend a lot of time getting by-in you'll never get to do anything.

So when we got the opportunity to do this we just jumped at it and it's been a great opportunity for the lawyers to be able to help with some of the management of and the mentoring of it. But we just started. We just said yes we'll take them and we'll figure it out when they get here and it all fell into place.

We did do some calling around to say can you take the intern from this time to this time or do you, does anybody have any interesting mediations or client negotiations or anything else that you can take the intern to.

We do encourage the interns to go to all the ACC meetings and they continue to come back. I think we started this a couple of years ago and the first intern is going for her real job with a law firm and they still come back and see us. So it is very nice to keep in touch with them.

Phil Crowley: Terrific, thank you Lael. From the perspective of a smaller company, Norm, and a smaller department I think it would be interesting for our participants to here the criteria that you use when you're looking for candidates.

I mean how do you choose the people who are going to be into this as I understand it a non-paid but academic credit type of program.

Norm Wain: Thanks Phil. It's a good question especially considering some of the other information that kind of came out in terms of other companies targeting, you know, first year.

So from our perspective we want obviously as close to third year full time lawyers as we can get since it usually means we're grabbing them or interviewing them at the end of their second year or first semester of their third year to try and get them in that second semester of their third year.

And so we want, you know, for transactional work which is what we do, we're going to look for, you know, course work in the appropriate business associations or contract or whatever the law school calls those upper division secure transaction type course work.

And then basically you're looking for when I talk to some of our attorneys when they do some of the interviewing sometimes is someone who gets it. It's not so much book smart because book smart, you know, the guy with the or the female with the top ten, you know, GPA and everything is great, you know.

This is probably going to be another stat line of the resume and they may not invest as much of themselves as somebody who is looking at it from the right approach and their grades may not be as good but they seem more well rounded and they know that they were seeking out this type of position.

And they, we're still don't get me wrong, we're still looking for very intelligent, highly qualified individuals because that will greatly impact the scope of the type of work that they will be able to take on.



But we're also looking and focusing just as much if not more on some of those other intangibles to get them in here because they usually tend to be the ones that make a better fit.

Phil Crowley: And Norm do you have any particular suggestions from for a small law department that may not have program now and what do they need to do to kind of get started?

Norm Wain: I think the key is definitely linking up with the local law school or law schools, the appropriate people there, because I mean there's two ways to go, right. So if you're looking for paid then you want to get, you know, do your due diligence and get the statistics for, you know, what to pay these people and you'll have a little more flexibility.

But if you're going for non-paid and I believe that was one of the questions from one of our attendees here, if you're going to go non-paid you want to make sure that you know exactly what the universities credit hour requirements are.

We take a very strict adherence to that. We want the university to know, you know, even though we have students sometimes begging to stay on longer we say absolutely not, you know, unless you get approval from the Dean, you know, and they know. We talk to them; we maintain that kind of communication with them that we're going to be very strict about this kind of thing.

So, linking up with the university especially in a non-paid setting, knowing exactly what the requirements are, making sure that the university personnel who's over seeing the program is aware of the types of assignments that they're getting.

The type of feedback that they're getting, and the way you structure your program only helps them try to sell it more to their students and will in turn help you get better selection of better qualified individuals.

Phil Crowley: Norm, thank you so much. And thank you very much to all of our presenters. I think they did a tremendous job on this, and I'd like to ask those who have participated in our web cast please remember, please do the web cast evaluation.

The evaluation of these web casts are very important to us and to ACC because we're committed to providing you tremendous value for your membership dollars and this is one of the primary ways that we do it. And we want to make sure that we are providing the benefits that you're seeking.

In addition I will commit to you that by the close of business on Thursday of next week we will have a summary of some of the points that we have raised here in addition to answers to the questions that we were not able to get to and we had a terrific set of questions.

So that you'll be able to come back to the website and see the material as well as revisit the recording of this particular web cast.

So again please provide us with the web cast evaluation. You can see that link on the left hand side of your screen and we'd appreciate that very much and would value very much your comments and suggestions on how we can do this better and indeed if you found this

helpful whether or not there are other kinds of information about intern programs that you would find helpful. We'd be very interested in learning about this.

So I'd like to end by thanking our presenters again and thanking you for tuning in to this web cast. This is the end of today's web cast. Thanks again.

I'd ask that the speakers remain on the line...

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