

The In-House Legal Internship Program Handbook: *A Guide for Development, Implementation, and Assessment*

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ABOUT THE MINORITY CORPORATE COUNSEL ASSOCIATION

The mission of the Minority Corporate Counsel Association (MCCA) is to advance the hiring, retention, and promotion of diverse attorneys in legal departments and the law firms that serve them. Since its founding in 1997, MCCA has emerged as a knowledge leader on diversity issues, and its programs and initiatives cover a wide range of diversity management issues, with an emphasis on the professional challenges faced by race/ethnic minorities; women; lesbian, gay, bisexual, and transgender lawyers; people with disabilities; and multi-generational workforces.

MCCA's efforts focus on the research, collection, and dissemination of information on the status of diversity in the legal profession, and the use of that information to educate and advocate in advancement of the association's mission. MCCA publishes *Diversity & the Bar*,[®] a bi-monthly magazine; in addition, the association hosts educational conferences and networking events designed to stimulate an ongoing dialogue about building more-inclusive workplaces.

As the preeminent voice on diversity issues in the legal profession, MCCA's work has been widely recognized for thought leadership, and the association has been the recipient of several awards, including from the National Minority Business Council, Inc., the U.S. Equal Employment Opportunity Commission, the National LGBT Bar Association, and the Association of Corporate Counsel.

FOREWORD

When I was a first-year law student at the University of Southern California, I had the tremendous opportunity to spend six weeks as an in-house legal intern at International Paper Company in Memphis, Tennessee. It was one of the most rewarding work experiences of my career in part because I was exposed to interesting substantive legal projects, but mostly because I met a wonderful group of people in the legal department who were committed to diversity and to exposing me to the life of an in-house lawyer very early in my career. More than ten years later, I think of that experience as my introduction to the profession, and the first step in my development as an attorney. I still maintain contacts with some of those early law department mentors, and I have become a staunch advocate of extending similar opportunities to other diverse first-year law students.

Over the years, my experience in career services has given me the opportunity to observe and consult on the creation of a number of in-house legal internship programs. The program established by Microsoft's Legal and Corporate Affairs Department is one of the best run, thoughtful, and robust in the legal profession. Having managed MCCA's Lloyd M. Johnson, Jr. Scholarship program (where a number of our recipients have had the opportunity to participate in Microsoft's legal internship program), I have heard and seen directly how rewarding and enriching the program has been for their participants. Microsoft clearly is a thought leader on the topic, and has demonstrated its commitment to priming the diversity pipeline in the profession. Whether you are considering creating an in-house legal internship program or would like a benchmark to enhance an existing program, *The In-House Legal Internship Program Handbook: A Guide for Development, Implementation, and Assessment* will be a tremendously helpful resource for you.

With this title, the creative brainstorming, trial and error, and detailed thinking about how to structure, execute, and evaluate an in-house legal internship program has already been done for you. The handbook underscores the issues at play in understanding the value proposition when your legal department traditionally does not hire new attorneys directly from law school, getting buy-in at the management level, organizing work assignments, and the ongoing assessment of your program. It provides colorful suggestions to address details that you may not have thought of, while including practical and direct examples from Microsoft's own experiences. The appendix of forms, samples, and other tools provides guidance and practical references upon which to build your company's own processes without having to "reinvent the wheel."

Without my first-year summer experience in a corporate legal department, I would not be the lawyer I am today. I would not have gained critical perspective on what it is like to resolve legal issues from the client's business viewpoint—an asset I found to be crucial when I graduated from law school and began working as a brand-new associate in a large law firm. In-house legal internship programs can make a tremendous impact on the lives of the students who are lucky enough to have the opportunity to participate in one—and diverse students in particular benefit greatly from that experience. Reading this handbook and applying its lessons can help your legal department make the decision to help the next generation of lawyers, and give you all the tools you need to bring such a program to fruition.

Lori L. Garrett
Managing Director, Southeast Region
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ABOUT THE AUTHORS

Sandy Brown practiced as an attorney for twelve years in Seattle, Wash., focusing on intellectual property. Most recently, Sandy served as an attorney with Microsoft's Legal and Corporate Affairs Department. She provided support to various product groups, such as MSN, Microsoft Research, and Education. She also served as the managing attorney of the company's Legal Internship Program from its inception in 2005 until her departure in 2010. Prior to her tenure with Microsoft, Sandy worked at the law firm of Riddell Williams P.S. in Seattle, Washington. For the past three years, she also served as president of the King County Bar Foundation's Future of the Law Institute, a diversity pipeline program for minority high-school students in the Seattle area. Sandy recently changed her career to full-time mom, and now lives in Nebraska with her husband and two children. She is a graduate of the University of Washington and the Seattle University School of Law.

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Sandy Brown

Thanks go to Microsoft Corporation for supporting our first legal intern program, and especially to Brad Smith, Microsoft's general counsel, for his vision and commitment to our interns and the program. His leadership helps make Microsoft's program highly competitive each year. Huge thanks to the amazing Karin Plastina, whose insights, support, and dedication to her role as the program's HR staffing consultant from the beginning contributed to a rare and special partnership. To Julie Florida and Jill Yamagiwa, thank you for always saying yes to my requests for help, and for being so committed to the program through the years. Thanks also to the various program volunteers at Microsoft, all of whom gave endlessly of their time, patience, and care to mentor our interns and provide a first-rate summer experience. And of course, my heartfelt gratitude to all of our former Microsoft interns, who gave us their best and helped us build a stronger program each year.

Additional thanks go to MCCA for its commitment to making this manual a reality. To Rob Truhn, thank you for your incredible editorial guidance and patience throughout this process.

Finally, I can never thank my husband, Matt Ley, enough for his constant encouragement and support for all my endeavors.

Haris Khan

First and foremost, I am ever-grateful to God for providing me with this opportunity and enabling me to undertake it. I would also like to express my sincere appreciation and gratitude to people who helped me along the way. Veta Richardson, my mentor and role model, for her continued and invaluable support and guidance; without her belief in me, I would never have been a part of this project. Tom Sager, for his inspiration to give of myself for the benefit of others. Brandon Fitzgerald, for his much-appreciated mentorship and advice throughout the course of this project. Rob Truhn, for his management, feedback, and superb editorial assistance. MCCA staff, for their useful help from time to time. My esteemed teachers, professors, and mentors, who have imparted their wisdom to me and taught me a thing or two (or three!). My parents, sisters, and brothers-in-law, for their warm encouragement, love, and care. Finally, my lovely wife, for her unconditional support, affection, and understanding. I could not have done this without her.

EXECUTIVE SUMMARY

Imagine an internship program that allows talented and diverse law students to learn the ins and outs of a corporate legal department—exposure they would rarely gain until after the first five years of their blossoming legal careers as attorneys. Imagine further that this is not just any ordinary internship program, but one that seeks to cultivate substantive experience and to create long-lasting impressions for the student and the corporate legal department alike.

This internship program is not imaginary, but a reality at Microsoft.

In the summer of 2005, Microsoft's Legal and Corporate Affairs Department launched a legal internship program that presents talented first-year law students with the opportunity to work side-by-side with in-house attorneys, paralegals, and other specialists on cutting-edge technological legal issues. The program runs for approximately ten to twelve weeks.

During the course of the program, interns gain valuable experience in a variety of practice areas such as product development, technology licensing, trademarks and copyrights, patents, litigation, antitrust, compliance, and corporate law. Interns can expect to undertake a broad-range of responsibilities throughout the legal department, which include researching legal issues that impact business strategy, drafting transactional documents, attending client meetings and product reviews, and collaborating with internal teams on cross-group projects.

Since the program's inception, Microsoft has realized significant value through its thriving internship program. The legal department recruits talented and energetic law students from diverse academic, professional, and personal backgrounds. In addition, the program provides law students with unparalleled substantive experience that has proven useful in their professional development. In addition, the program enables Microsoft to foster meaningful academic relationships with schools that have strong intellectual-property concentrations—a key area of expertise for the corporation.

Developing a successful legal internship program depends on careful planning and execution, involving thoughtful review in many areas. How will the organizing committee secure the approval and full-fledged support of senior management? How should an organization determine adequate staffing needs to ensure that the program runs smoothly? How does the program design and implement an interview and recruiting process that results in the best possible class of interns for the organization? How should interns be compensated? What type of assignments should the interns receive? How should an organization deal with an intern who is consistently late to meetings?

Based on some of Microsoft's "lessons learned" in building and managing its legal internship program, MCCA presents *The In-House Legal Internship Program Handbook: A Guide for Development, Implementation, and Assessment*. This step-by-step handbook illustrates some of the issues and challenges involved in planning, designing, and implementing a successful legal internship program. This resource will prove to be an asset to any organization that seeks to develop and/or improve their internship program.

I. INTRODUCTION

A company that chooses to offer corporate legal internships can bring powerful experiences to law students who otherwise may not have considered a career as in-house counsel. Law students gain the opportunity to view life on the inside of a company from the perspective of the legal department. Gaining this exposure early in their legal experience can help guide students to eventual careers as in-house counsel; likewise, these internship programs help companies create a future pipeline of talent.

Building and developing a corporate legal internship program requires the dedication of resources, planning efforts, and a commitment by a company to ensure that the experience is beneficial to interns and its employees alike. To help guide corporate legal departments in this process, Microsoft has chosen to share its institutional knowledge through this manual, in collaboration with MCCA. Together, they hope to encourage and enable other companies to establish similar programs that result in benefits for the interns, the company, and the legal profession as a whole.

Microsoft's experience can certainly attest that companies may reap significant benefit from forming and conducting internship programs. Over the past several years, the company has realized many of its goals for the program, including improving the pipeline for diverse legal talent; building relationships with academic programs at law schools; and promoting interest in intellectual property as a practice area. Further, Microsoft's experience demonstrates several other benefits, including critical managerial-development experience for those who chair the program or serve as mentors; inspiration from the infusion of young talent, and the satisfaction that comes from mentoring someone; assistance with legal work that needs to be accomplished; and improvement of current work practices and processes as a natural byproduct from explaining how things work to interns.

The internship program, tailored to first-year law students (1Ls), was launched in 2005. Since that time, Microsoft has helped more than thirty law students by training them, developing their skill sets, and mentoring them early in their legal careers. Microsoft thus has created a pool of talented former interns with direct institutional experience that may be tapped by Microsoft's law firms or by the company itself—with the full knowledge that this “investment” may be returned in the long term, after these former interns have gained additional professional legal experience.

From a short-term perspective, Microsoft has been able to utilize the energy, enthusiasm, and talent of these students to complete projects valuable to the legal department, such as presenting research results on international patent issues at a patent group meeting, or summarizing particular privacy issues for a business group. Additionally, through its recruitment efforts, Microsoft has built long-lasting relationships with law students and law schools. The law

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schools in particular have proven grateful for the ability to expose their first-year law students to rare in-house legal internships, which helps in the ongoing recruitment of students for future summer programs.

Microsoft has worked diligently to establish a strong internship program, and is pleased to share its best practices so that other companies can follow suit. Companies that choose to do so will add value to their own organization while also benefitting law students. For example, by developing a well-planned internship program, your company will be able to bring fresh ideas and approaches into the legal department, gain valuable assistance in accomplishing substantive tasks, and train potential future employees in relevant legal and business areas. In turn, the program will allow law students to gain substantive experience and valuable exposure to legal work. Further, the program will enable interns to develop professionally, build their resumes, and strengthen their network with relationships that will prove useful as they progress through their careers.

Given these multi-faceted benefits, choosing to establish an internship program may prove to be an easy decision. The challenge, however, may lie in developing an action plan to create the program and executing it effectively to ensure that it thrives. This guide will serve as a resource in crafting a development and implementation plan for your company's program, including securing institutional support, developing and codifying the goals and mission, staffing the program and creating necessary structure, recruiting the appropriate interns, implementing the program in the first year, and ensuring the viability of the program for years to come.

As your company embarks on the process of establishing or revitalizing its own internship program, it can use this guide as a resource to help navigate the major developmental steps, and to ensure that your program addresses key components in a methodical and systematic fashion.¹

¹ See Appendix A for a Sample Internship Planning Timeline.

II. GETTING BUY-IN AT THE CORPORATE MANAGEMENT LEVEL

To build a strong legal internship program, you first need support from the top, which includes the company's general counsel; depending on your corporation's structure, you may also need to win support from business areas (and their managers) outside of the legal function. By securing this kind of support for a legal internship program, your program should be able to garner the resources necessary to run a successful program, with appropriate budget and staff engagement.

But how do you obtain this initial support? In putting together a proposal to the general counsel or key senior executives, consider covering the following points.

A. Outline the Benefits

Because corporations rarely hire attorneys right out of law school, many people (including those within the legal department) may not understand the logic in establishing a legal internship program. Nevertheless, as discussed, the case may be made that the company will enjoy several benefits to having an internship program, regardless of a company's eventual hiring plans. Explain the top reasons why you think it is important for the company to recruit, hire, and train law students in an intensive environment, particularly if you do not intend to make any immediate post-graduation offers.

B. Start Small

Regardless of the current size of your legal department, there is no reason to create a large program until you have had time to test the waters with law students and your employees. Consider hiring a small group of interns (*e.g.*, two or three)—a move that will also help reduce the initial expenses for your program.

As an example, when Microsoft started its formal internship program in 2005, it hired five first-year law students; the year before, it hired one intern for a short period during the summer. This initial endeavor enabled the company to obtain feedback from the law student on what worked well and what could have worked better, and it also helped program staff to develop many of the processes and goals for launching the formal program the following summer.

C. Estimate Needed Resources

Based on your proposed class size, you will need to outline what resources will be required. Your planning should include the following elements.

1. Budget

Although salaries will claim the biggest portion of your budget, you will also need to consider law school fees for on-campus interviewing (OCI), travel costs for OCI and callbacks, training expenditures, and social programming expenses.

2. Staff

Some companies may decide to hire a dedicated person to help manage the program (likely a part-time position), or may have one of its existing employees manage it in addition to her other responsibilities. Similar to a law firm, many corporate attorneys and staff choose to volunteer their time to manage or participate in an internship program. In all likelihood, your company's human resources department (HR) will be a key contributor to the development and operation of any program. In addition, you should consider how many other volunteers may be needed to support the program, particularly during the summer.

Microsoft matches each intern to an attorney, who then serves as the intern's manager for the summer. The attorney must agree to commit to an average of five hours a week to the program during the intern's stay, which will entail providing mentorship as well as overseeing and gathering work projects for the intern. Other attorneys and paralegals are called upon to submit work projects, and to spend time reviewing work product with interns. The biggest key to a successful internship experience often lies in the strength and commitment of each intern manager.

Microsoft's program staff includes five additional program volunteers:

- An overall attorney manager of the program;
- Two work-project coordinators to oversee the quality and distribution of projects submitted for interns;
- A coordinator for internal training events (*i.e.*, a Speaker Series); and
- A point of contact for all intern managers, who also provides the training.

Except for the overall attorney manager of the program (who is engaged throughout the year in planning and operations), these volunteers' participation is limited to the months when the program is in operation. Microsoft also has hired a part-time HR person to assist with recruitment and operations.

3. Other Considerations

Your interns will need office space, computer equipment, phones, and other tools. Consider whether this will require new purchases/arrangements (thus impacting your budget for the program), or if existing resources can be used to fill these needs.

D. Establish a Feedback Loop

A critical component for the success of an internship program involves actively soliciting feedback from interns and employees involved with the program to help ensure a high-quality experience for all. Build in regular checkpoints and avenues for feedback during the summer; it is advisable to establish feedback points during the mid-point of the summer program, and again at the conclusion of the internship. (This topic will be discussed in greater detail in Chapter VI of this guide.) Make sure interns and employees know their feedback is welcome and encouraged, particularly if you are building a program so you can improve upon it each year. Making this part of your “pitch” to upper management not only ensures that the feedback loop is established as a central part of the program, but also helps to build strong “buy in” on the part of management by demonstrating a commitment to improving the program and the department as a whole.

For example, if you have a lot of volunteers engaged with interns, do those volunteers find their participation to be a good use of their time, or does it require more time than they have available? Are interns getting the support they need? Do interns understand what is required of them?

E. Leverage Company Resources

Many companies already have a broader internship program in place that target disciplines in the company’s core business, HR, or finance operations. If your company has existing internship programs, reach out to those functions and leverage processes already in place. Often, such programs will have recruiting and onboarding processes that will apply to legal interns. Those institutional practices also will provide the ability to compare compensation against related professions to ensure your legal interns are being paid appropriately within the company’s structure, as well as within the legal profession for interning law students. By leveraging existing company resources, your proposal for buy-in likely will have a better chance of success.

F. Know—and Communicate—What Success Looks Like

Measuring outcome-based “success” depends on the way in which you establish and codify your goals for the program. The next chapter will discuss how best to develop the goals of your program; nevertheless, it is important that you know how you will measure success of your intern program and make it a core element in conducting your pitch for buy-in. So plan your

goals carefully, and identify your metrics for success before launching or rebuilding your internship program. The following are a few ideas to consider.

- Is it enough that your interns simply report that they had a great experience, and can now serve as recruiting ambassadors when they return to campus?
- Will you achieve success *only* if your company ends up re-hiring the intern as an eventual attorney? If one of your company's law firms hires the intern, will that be considered a measure of success as well?
- Will evaluating intern performance (and, thus, a measure of program success) include contributions to the department's work product? How do you intend to quantify those and other contributions to the company's success in the short term?

Whether your program captures these considerations or others, it is important to know what success looks like. Also, keep in mind that any measure of success requires resources to manage it, and this generally comes in the form of staff support, as will be discussed in more detail in Chapter IV.

III. CODIFYING THE GOALS AND MISSION OF THE PROGRAM

Once institutional support and buy-in has been secured to develop and launch a legal internship program, the next step is to develop and formally establish a statement of the program that lays out its mission and objectives. This codified concept statement should be tailored to the needs, and reflect the philosophy, of your corporation.

A. Developing Program Goals

The first step in constructing a cohesive program is to define the mission and goals of your program. Begin by leveraging the reasons you outlined in your proposal for an internship program. Your program can have a single focus, or it can have multiple goals. If you are also partnering with your company's broader internship program, you may find that the goals of that larger program will influence the standards for the legal department's initiative.

When strategically developing the goals of your internship program, consider adopting one or more of the areas of focus that will be discussed in this section. That determination, in part, should include an evaluation of the extent to which each goal reflects the most important values of your company.

For example, Microsoft focused on three goals for its internship program, with the overarching intent to provide a high-quality experience for the intern and the company alike in execution of the program:

- Broaden the pool of future attorneys from diverse backgrounds with an interest in intellectual property and technology law;
- Create a network of future thought leaders, and help expand the pipeline of candidates for preferred provider firms and for students seeking judicial clerkships; and
- Strengthen ties with key law schools (*i.e.*, those with strong programs related to intellectual property).

1. Increasing Diversity

Does your company want to have a particular focus in recruiting, hiring, and training junior legal professionals of diverse backgrounds? Providing a unique corporate legal experience to diverse law students will positively impact their ability to gain future legal work—regardless of whether such opportunities come while still in law school or after graduation. Of course, this substantive experience itself provides direct academic and professional benefits to diverse students participating in the program; in addition, the networking activities inherent in legal internship positions provide opportunities that may not have otherwise existed for those students.

A focus on increasing diversity in the legal profession may also align with your company's broader goals regarding diversity throughout its overall operations.

By choosing to make this commitment, you will need to evaluate where you can find such talent (see the following section in this chapter for more detail). Your company may want to partner with an existing diversity scholarship program, a minority bar association, local law schools, or diversity-focused career fairs.

As an example, Microsoft has partnered with two existing diversity scholarship programs to help recruit law students from diverse backgrounds. The first is MCCA's own Lloyd M. Johnson, Jr. Scholarship Program, which identifies nationwide candidates through a critical screening process, resulting in a pool of highly talented and qualified 1Ls to participate in Microsoft's internship program. These students also receive financial support from MCCA to help pay for their law school education. The second is the Puget Sound Area Minority Clerkship Program, a group of local law firms and corporations that recruit 1Ls from the two surrounding law schools (University of Washington and Seattle University) to match selected candidates with participating employers through a lottery system. The talented students that Microsoft identified and recruited through its association with both programs have been exemplary.

If you choose this area as a goal, or even the central goal, of your program, it is important to determine how you will measure your ability to make an impact on diversity in the legal profession. This may be a long-term metric that requires keeping track of your former interns as they return to school, graduate, and enter the legal profession—a recommended step, regardless of your program's goals.

2. Creating a Hiring Pipeline

Does your company want to create a hiring pipeline that takes effect shortly after an intern's experience (*e.g.*, by making a post-graduation offer for employment)? Conversely, does your company prefer to wait until years later, after your interns have gained professional legal experience at a firm, serving in a judicial clerkship, or elsewhere? Lacking the resources to provide significant in-house training programs (the way law firms do), many corporate legal departments often hire lawyers once they have accumulated several years' worth of professional experience.

When designing your company's goals, it may be useful to explore areas for collaboration with your company's law firms for activities during the summer that will build a richer experience for your interns. For example, would law firms be interested in splitting a law student's summer with your company, providing the student with experience both at a firm and in-house? Would those law firms consider inviting your interns to attend any valuable training and networking opportunities they have planned for their own summer associates?

Another option is to ask your law firms for tips and best practices on how they run their summer associate programs. Although their focus is not the same as that of in-house internship programs, law firms tend to have more robust programs due to their relatively large class sizes, and can offer valuable insights on key processes, such as how to obtain and distribute quality work projects or the types of trainings to provide.

3. Building Relationships

Most companies perceive value in building relationships with key partners relevant to its business. As a result, one of your goals for the internship program may be to build or enhance strong relationships with law schools that have programs specializing in your company's primary practice of law. Alternatively, the company may find it valuable to connect with a local law school to help build a program that attracts talented law students and future attorneys to the area. You may also find value in building a network of former legal interns who can serve as goodwill ambassadors for your company, returning to their law school campuses to assist in future recruitment as they progress in their promising legal careers.

4. Obtaining Work Product

Does your company need to obtain additional support to meet work demands that your current legal department cannot fulfill? Although interns generally require more training than staff attorneys do, you may have junior-level work that would be more efficient and appropriate for law students to take on; furthermore, you may only need such assistance during a limited period of time. One option may be for the company to partner with a law school's work-study program to hire law students on an affordable basis. One unintended benefit of any intern program is that law students often bring fresh ideas and enthusiasm into their internship experience, which can help re-energize a legal department as well as spur creative thinking and innovation.

B. Setting a Recruitment Concept Consistent with the Mission

The next step in the process is to identify the type and number of law students you will hire, as well as the schools and programs from which the company wishes to recruit. Once you have determined your program's goals, answering those questions will be an easier task.

From its inception in 2005, Microsoft's class size has varied from five to eight interns, all 1Ls. For a recent summer class, Microsoft hired six interns, recruiting from two existing diversity scholarship programs and from four law schools with strong intellectual property programs. It is important to recognize any size class—even just one student—still offers a valuable experience to intern and company alike. Based on your company's budget considerations, you can scale the program size as needed, and still offer a unique opportunity to law students.

1. Choosing First- or Second-Year Law Students

If your program's goal is limited to a long-term hiring pipeline that does not include making immediate post-graduation offers, then recruiting 2Ls will be more challenging; you will have a harder time competing with law firms that provide direct job prospects. In those situations, focusing on 1Ls for your internship program will give you the best opportunities to hire top talent. Generally speaking, 1Ls have fewer internship opportunities during the summer, so your ability to recruit the top talent will be relatively stronger.

2. Determining the Size of the Intern Class

The number of interns you hire likely will be dictated by the size of your budget. You can offer a great experience even for one intern without incurring too high of a cost. The biggest factor in your budget is compensation, including benefits. It is a good idea to research your market to determine what salary level makes sense for legal interns by checking with law firms, other corporate legal departments, or law school career development offices. If your company hires interns in other departments (*e.g.*, MBAs or other graduate students), determine how you can keep legal interns on par with those other professional interns at your company. As is often the case with full-fledged attorneys at law firms, the salary for an in-house legal intern may be less than that of a summer associate, but other benefits your company offers may make your compensation package equally attractive. For example, Microsoft interns throughout the company receive the same favorable benefits, including relocation expenses, subsidized car rental/bike purchase plans, health-club memberships, free bus passes, and software discounts.²

Also, remember that the unique opportunity to work in-house is a benefit of its own that many law students will be keenly interested in receiving.

3. Identifying Recruitment Sources

Some options for recruiting law students who help fulfill the program's goals include tapping into existing scholarship/clerkship programs, local law schools, and law schools from a broader geographic base with a particular focus in a germane subject matter. You may even decide to recruit from all three sources.

² For more information about the benefits Microsoft extends to its interns, see careers.microsoft.com/careers/EN/US/CollegeInternships.aspx#none/.

IV. STAFFING THE PROGRAM AND CREATING STRUCTURE

Once the internship program's goals are defined and approved, you are ready to begin creating the underlying structure of the project. The first part of this process is to identify the staff that will manage the program, starting with selecting the overall "point person," or the intern program manager. Selecting your staff flows directly into leveraging their talents, skill sets, and schedules in creating the overall program structure.

A. Selecting Staff

The position of intern program manager requires a considerable time commitment and responsibility—not merely during the summer months when the program is most active, but also during the recruiting season. Nevertheless, with the right amount of passion, the best program managers find that the time and effort that the position's responsibilities require are well-spent in light of the benefits they perceive in working with law students.

When considering the best fit for your program manager, look for a person who is passionate about working with law students; that characteristic is critical for success in serving as a day-to-day "champion" for the program's goals. This person should enjoy mentoring and assisting law students in their early career development, and have the patience to work with interns who seek a lot of feedback on their performance.

Your HR department or senior leadership team may be able to help identify candidates for the role. In addition, check your ranks for attorneys and other staff who may have been involved with summer associate programs conducted by previous employers; such experience represents a significant (and otherwise unleveraged) institutional expertise available to your program, and those attorneys also may be helpful in providing a complementary source of perspectives regarding the organization and conduct of the program. An attorney who will be a good fit for this role will have the ability to connect with law students and oversee the quality of work projects. You may conclude that a junior-level attorney in your department may be the best fit, as senior individuals may lack time due to travel schedules and workloads. Selecting a junior lawyer for this role also provides a development opportunity for the lawyer to gain significant managerial experience.

Regardless of who is chosen (or volunteers) for the role of program manager, your company's general counsel or a senior leader in the department should "make the ask." Further, the manager's commitment to the program should be recognized by the general counsel or senior leaders in the department, and then rewarded as appropriate. Absent such acknowledgement, the position may be difficult to fill, given the daily duties and work product for which staff attorneys are responsible.

If you do not give appropriate consideration to the “right fit” for the job, and then ensure that the person’s contributions are recognized and rewarded, you run the risk of jeopardizing the success of your company’s intern program at the outset, as well as potentially harming your company’s reputation among law schools or in the legal community.

Once you have chosen an overall program manager, the next step is to identify any other staff roles that may be needed or desirable in supporting the development or operation of the program. Depending on the size of your intern program, you may need to fill the following roles.

1. Recruiter/HR Coordinator

Decide whether a staffing consultant or other HR person should participate in the process. That person’s contributions may include coordinating interviews on-campus and “callbacks,” managing candidate offers, determining and providing for relocation assistance, and assisting in handling program logistics during the summer.

2. Mentors

You should recruit at least one dedicated attorney mentor for each intern that will be hired. Mentors must be prepared to contribute a significant amount of time during the summer to the program, estimated at about three to five hours/week. (Additional detail regarding the mentorship program will be provided in the next section of this chapter.)

3. Work Coordinator

Identify an attorney that will review the appropriateness of projects submitted for interns, and oversee distribution of those projects. Depending on the volume of projects that will be undertaken by your interns, you may want to consider designating more than one person to share this role to ensure broader coverage, resulting in faster turnaround times.

4. Training/Speaker Series Coordinator

Appoint someone to be responsible for contacting and arranging for internal speakers to meet with the interns and provide training on specific areas of the law, generally based on their roles in your company’s legal department.

As with the position of the intern program manager, all staff supporting the program should be recognized by management for their commitment and dedication to the program. This is particularly critical in cases where these roles will be filled on a volunteer basis on top of already full workloads. Such recognition by management will help garner broad support across your legal department, and will also ensure that your volunteers are committed to providing a quality experience to your legal interns.

B. Developing the Program's Structure

A program structure is only as valuable as your ability to document it and make it easy to implement (and, eventually, replicate). Without such codification, you run the risk of increasing uncertainty and stress about roles, leaving the success of the program to “chance,” and losing institutional memory about the program over time (particularly in today’s high-turnover environment in the legal profession). That said, it’s important to recognize that one characteristic of the legal profession is to encourage the creation of a vast amount of documentation about all operations and activities, so you would do well not to “over-regulate” the program to the extent that you stifle the presentation, evaluation, and potential incorporation of new ideas or perspectives. As is the case in many endeavors, it will be important to create and maintain a balance between these extremes.

As mentioned earlier, you may find it useful to contact your law firms with summer associate programs, and ask for their best practices in running such a program. For example, Microsoft found that many of its law firms had fairly large summer associate programs, and that they had effective processes in place for soliciting, assigning, and managing intern work projects. Microsoft leveraged some of these processes by building an intranet tool using Microsoft’s SharePoint software for online project submission, as well as designating workload coordinators to manage it. (This process will be described in greater detail in Chapter VI.) In return for these contributions, you may wish to offer your law firms’ summer associates the opportunity to meet your interns and tour your company at a joint social event.

As you develop the program’s overall structure, consider reaching out to other corporations that have internships. Law firms and corporations can serve as valuable resources regarding best practices for maintaining an internship program. Once you establish a line of communication with these partners regarding internships, you will want to consider maintaining such relationships both during and after your program’s implementation for continued improvement.

1. Setting Internal Tone

To secure genuine commitment from your program volunteers, you will want to make it as easy as possible for them to participate. This involves communicating the intern program goals, structure, and roles in a clear manner to everyone involved. Consider building an internal Web site for your employees to view all the key data points about the intern program. Create checklists for each role so that the expectations, particularly regarding the time commitment, are set forth clearly; this will give volunteers the ability to plan well. As an example, Microsoft prepared responsibility checklists for the mentors and practice groups assigned an intern.³

³ See Appendix B.

Further, Microsoft held a kick-off training for all mentors prior to the interns' arrival to review the checklist, and to answer any questions.

You will also want to leverage any department or company-wide communication pieces (*e.g.*, a regular e-mail newsletter) to promote the intern program, solicit volunteers and projects, and introduce the interns upon their arrival. You should anticipate that department and company employees are likely to pose questions about why the company is spending resources on hiring law students, particularly absent an immediate goal to hire them for a permanent position. Other questions may involve the ways in which employees can send referrals. The best approach to answering these is to prepare a standard response for such questions, and point initial inquiries to your internal Web site with the key data points and/or to an FAQ-type document. Be prepared to augment these resources to reflect the kinds of inquiries you receive.

2. Designing and Documenting an Orientation Program

Once you have identified your staff, you can call upon them to contribute to/provide feedback on creating the remainder of your program's structure, starting with designing an orientation program for your interns. If your company already has a broader intern program, coordinate with the staff responsible for that program to see what resources are available, such as a "new employee orientation" that your legal interns can attend. It is also a good idea to provide a "welcome" notebook for legal interns. Microsoft's Legal Intern Welcome Notebook contains helpful information for use by the interns, such as:

- What to expect on a typical day;
- How to track commitments for the summer;
- How to approach an intern project and track their workload;
- Relevant background on the legal department and company, including an organizational chart;
- Related training materials on legal areas, such as intellectual property; and
- A list of key contacts, phone numbers, and e-mail addresses.⁴

⁴ See Appendix C for a list of content Microsoft offers in its Legal Intern Welcome Notebook.

3. Developing an Intern-Specific Mentorship Program

As referenced earlier, a critical component of the program's structure is to develop an effective mentorship program for the interns. Microsoft found it most effective to match each intern to an attorney for the entire summer. The attorney served as the intern's mentor and manager, with responsibility for introducing the intern to the practice group, soliciting work for the intern, reviewing projects, and providing daily guidance on how to navigate within the company and the intern's career. As with identifying the program manager, the most successful mentors truly enjoy working with law students and are willing to commit a significant amount of time to working with one during the summer. Microsoft also found that junior attorneys who did not have to manage any direct reports during the normal course of business had the most time to dedicate as a mentor. At the conclusion of each summer, Microsoft would solicit input from all interns, asking for suggestions on who they thought would make great mentors in the future. This turned out to be a valuable "short list" for establishing a robust staff for the next summer's internship activities.

Once you have identified a list of potential mentors, it is important to confirm the interest of the attorney to serve as a mentor, and then obtain the approval of the attorney's manager (and "skip-level" manager, if necessary) for the mentor/attorney's participation in the program. Obtaining management's buy-in is key to ensuring the mentor can devote the time needed to successfully support the program.

As mentioned earlier in this chapter, outlining the mentor's responsibilities via a checklist, and providing ongoing training and support for those mentors throughout the summer, will help set expectations and ensure a successful relationship between intern and mentor.

V. RECRUITMENT

No matter how enthusiastic and effective your department's staff is in creating and managing its internship program, the success of the initiative unavoidably rests on the talent of each internship class. In that sense, a central component of your planning involves creating a well-planned recruitment strategy that identifies the best summer interns. This entails a variety of tasks from drafting a job description to asking the right interview questions.

As with any effective recruitment strategy, a company must determine exactly who it seeks to target. As mentioned in Chapter III, key considerations include whether to recruit first- or second-year law students, as well as how many interns the program will take on each summer. Your recruitment strategy must be consistent with your chosen mission and the goals of your program.

A. Developing a Job Description

Based on the program goals the company has promulgated, you should develop a detailed job description that will be used to promote the opportunity to law schools and students. The job description should lay out specific qualifications required of law students for the internship. For instance, Microsoft's legal intern job description expounds on what it is like to work in its Legal and Corporate Affairs department; what qualifications are necessary to be considered; and what interns can expect while working at Microsoft in terms of culture, assignments, and responsibilities. Microsoft's job description also outlines certain benefits, or "extras," that interns will receive.⁵ If your company's intern position provides significant additional benefits, you may decide to include such detail to help demonstrate added value to the opportunity.

Some companies will include actual compensation in the job description. Because compensation offers a competitive advantage, your company may want to include this item if applicable; if your company offers below-market salaries, however, then you may consider omitting this information. In setting compensation, your company may want to research what the market offers interns in similarly situated companies, as well as at law firms, which are likely competing for the same students. Information about market compensation for legal internship programs may be hard to come by, however.

If your company already has an internship program for graduate students (as Microsoft has), then it may be advisable to set similar salaries for legal interns. The company will need to pay close attention to market compensation when setting legal intern pay, as this can often sway interns when making a decision regarding which internship(s) to pursue.

⁵ See Appendix D for a copy of Microsoft's 2010 legal internship job description.

B. Promoting the Program

In addition to developing a comprehensive job description, you should create and implement a plan for setting up interviews with law schools—as well as any relevant programs, such as MCCA’s Lloyd M. Johnson, Jr., Scholarship Program—that you have chosen to target. As discussed, it will be important to consider which law schools and programs best match your mission (*e.g.*, national vs. local programs; program-specific curricula). One initial step is to contact the career services office at each identified law school to determine the best methods to post your job to students and to secure interview slots, including participating in on-campus interviewing (OCI). If your company already has relationships with law schools—whether through a scholarship program, mentorship program, or otherwise—then you should reach out to those contacts and inform them of the internship opportunity. Having someone “on the inside” promote your internship position to top students will help you recruit the best talent.

In addition to direct outreach to law schools, a company may consider recruiting law students—especially diverse law students—through other reputable programs across the country and in their local communities. A number of national, state, and local bar associations have programs in place for companies to connect with talented law school applicants.

Law schools, law students, and legal employers alike must comply with the Principles and Standards for Law Placement and Recruitment Activities promulgated by the National Association of Law Placement (NALP).⁶ The standards include strict timing guidelines with regard to when employers are permitted to contact students about employment opportunities. For example, in the event that your company has decided to hire only 1Ls, the NALP standards stipulate that you may not have contact with 1Ls until after December 1 regarding employment or job offers.

C. The Interviewing Process

Just as with the hiring of full-fledged attorneys, the company will have to establish an interview process that reflects its values. One of the most effective ways to recruit top-notch legal talent is to conduct individual OCI programs at law schools. Timing is critical to helping to secure the best talent. Keeping abreast of the time-sensitive nature of the interviewing process will help your company fare well in the long run and avoid many common pitfalls, such as missed deadlines. Many law schools establish their own customized interview schedules in accordance with the NALP standards mentioned earlier; it is best to secure a place on these schedules as early as possible in the interviewing season. As time passes, students will begin to receive and accept offers from other employers—so a delay in beginning your recruitment outreach may well result in a reduced candidate selection pool.⁷

⁶ See www.nalp.org/fulltextofnalpprinciplesandstandards.

⁷ See Appendix A for Sample Internship Planning Timeline.

Effective participation in a law school's OCI program will require close contact with its career development office. This office functions as an employer's primary point of contact in the interview program, and as a gatekeeper for its students. Nurturing a relationship between the company and career development office should represent a high priority, as a healthy relationship in this area ensures that the interview process runs smoothly.

Law schools' interview programs vary widely. To participate in an OCI program, most law schools require employers to select from the available interview dates and provide basic information about their company. This can include such elements as an "about us" statement; useful statistics to help students make informed decisions (*e.g.*, size of staff, office locations); and other details regarding training and development, work environment, and diversity policies.

A few weeks before the interview dates, some career development offices will provide employers with resumes of students who have expressed an interest in the company's internship program. At this point, employers have the opportunity to review the resumes and contact the career development office with names of students they believe are a good match. Other schools may provide employers with the slate of students pre-selected by the career development office for interviews. Under this scenario, employers may have to engage even more actively with the career development offices to provide input and help ensure the interview slate reflects the diversity of students the company most wants.

The career development office generally handles much of the process from that point forward, including notifying students they have been selected for an interview and providing employers with a final interview schedule. Again, each school will have slight variations in the process, so staying on top of these differences will maximize efficiency and increase your company's odds of locating a "great find."

As part of arranging for OCI, employers will need to inform the school of interviewer names. Many employers, including Microsoft, prefer to call upon staff attorneys to conduct interviews at their alma mater. Presumably, graduates of a given law school have a better understanding of the school's nuances, can relate to students more effectively (having walked the same halls), and are willing to spend a full day (plus travel time) interviewing law students on behalf of the program.

Before dispatching an interviewer to a school, companies should spend time briefing the interviewer on details of the internship program. This ensures that he or she will relay relevant information to students consistently and accurately, and answer comprehensively any questions interviewees may pose about the program. Further, companies should brief interviewers on the criteria by which to evaluate interviewees, as this will enable them to screen candidates according to tailored recruiting objectives.

Interviews are generally slotted between twenty and thirty minutes each, to be conducted during a specific day. A number of employers prefer to focus on a few particular skill sets when

meeting with potential interns. For instance, Microsoft instructs its interviewers to focus on the following criteria to add clarity and uniformity to the selection process:

- Legal aptitude, problem-solving skills, and ability to deal with ambiguity;
- Interest in Microsoft’s legal practice areas;
- Communication skills; and
- Organizational ability, leadership, and teamwork.

Microsoft tells interviewers to treat candidates as if they were interviewing for a permanent position. This works to enhance the selection process and increase its competitive nature.

Once your company has completed its interview schedule, interviewers should select students whom they want to invite for callback interviews. Depending on myriad factors (*e.g.*, budgetary constraints, size of the internship program, distance between the company’s office and the law school, and other logistical considerations), each company will have to determine how many candidates it will invite for a callback interview at the corporate office.

For example, Microsoft generally asks interviewers to rank the candidates, then select the top two students from each institution for a callback interview. These two students should be “offer-eligible,” reflecting the interviewer’s opinion that Microsoft could extend an offer to each callback candidate based on the on-campus interview alone, with no further evaluation.

These callback interviews often consist of separate thirty- to forty-five-minute meetings with four to six members of the legal department. When compared to the brief on-campus interview, this in-house process is much lengthier, more comprehensive, and more useful in learning about candidates.

Unsurprisingly, many candidates are nervous when participating in a callback interview. To help prepare them for the battery of interviews and to put them more at ease, Microsoft has an HR representative meet and greet the candidates before handing them off to the first interviewer. Given the likelihood that the same set of attorneys will not be able to interview each callback candidate, the program manager meets with each candidate after he or she completes the day’s series of meetings in order to establish a measure of consistency for the evaluations. Your program size or interview process may not require the same two people to interview each candidate.

After all callback interviews are completed, the company’s hiring committee should meet and make a final decision about the students who should receive an offer for summer employment. In order to determine which candidates represent the best fit for the internship program, the hiring committee will review and discuss evaluations from the on-campus interview, the callback interviews, and other feedback from interviewers. Once students have

been selected, someone from the company (usually the HR representative) should extend the offer over the phone and follow up with a formal letter. This step should be performed in a timely fashion for several reasons: students can accept or decline sooner; other students can be contacted if a student declines the offer; and your company can have better chances at hiring the interns it wants before they are hired away by other potential employers.

D. Practice Group Placement

Once the internship class is finalized, your company will need to determine the appropriate department, division, practice group, or other company segment for each intern. Microsoft accomplishes the placement process with a two-fold approach consisting of an external and internal analysis. First, the company considers each intern's interests or preferences as professed during the interview process. (Other companies simply give a questionnaire to candidates before the callback interview in order to obtain this information.) Second, Microsoft looks internally to identify the intern managers and practice groups that are most committed to intern training and development, as well as those that have substantive assignments to offer.

By taking these factors into consideration, Microsoft ensures that their placement determinations are grounded in substantive need, with an eye toward maximizing the experience for company and intern alike. Although this pairing can be quite challenging (and Microsoft cannot always satisfy intern preferences), the legal department tries its best to optimize matches between interns and managers/practice groups. Success in this area depends upon clearly setting expectations for interns as well as company personnel.

VI IMPLEMENTING THE PROGRAM IN THE INAUGURAL YEAR

Planning the actual “nuts and bolts” of the summer program entails a wide variety of elements, including office space, resources, assignments, feedback procedures, training, mentorship, social events, and troubleshooting. Although some of these considerations may seem trivial at first blush, they are essential to ensuring a thriving internship program.

A. Logistics

Companies should make sure to allocate adequate office space for incoming interns. This can be as simple as assigning a separate office for each intern (space permitting, of course). Alternatively, as is the case with Microsoft, interns may share an office with another person—whether it be a fellow intern, attorney, paralegal, or other support staff. In addition to serving as a cost-saving measure (especially since interns will only require offices for ten to twelve weeks), office-sharing offers an opportunity for interns to get to know other people at the company easily, thus assisting to build a professional network that will prove useful in the future. Thus, the office-sharing arrangement can present both an administrative advantage and a method for encouraging the intern’s social and professional development.

Moreover, Microsoft expects that each practice group with an incoming intern will coordinate resources. This includes ensuring every intern has a proper desk, phone, laptop, mobile device, and anything else he or she needs to function as a team player in the office. Internship coordinators may easily overlook some basic resources that every attorney (and intern) needs, such as pens, paperclips, and sticky notes. To make sure your company does not forget necessary resources for interns, consider employing the simple strategy of examining offices of full-time employees to identify the essentials for day-to-day life at the office.

B. Work Assignments

A significant aspect of the implementation stage includes establishing a stratagem for distributing and following up on work assignments; some consider this element to represent the “core” of the summer program.

From the company’s perspective, the assignment process needs to flow smoothly, which requires giving significant attention to efficient assignment distribution, oversight, quality assurance, and evaluation. In addition, the available projects should add value to the company’s overall mission. From the intern’s perspective, the assignment process should not be too cumbersome, but instead needs to be manageable, transparent, and easily navigable. The assignments should provide a good balance of quality and quantity, and contain substance while providing a variety of meaningful learning opportunities. Assignment schemes that address both viewpoints sufficiently will result in a flourishing assignment process.

1. Collection and Distribution

Many companies, including Microsoft, have developed an online assignment tool that allows attorneys and paralegals to submit potential projects.⁸ The submission tool captures key information, such as assigning attorney, estimated due date, description of project, estimated hours, and date completed. This example should help your company design its own assignment submission tool that will streamline the process.

One challenge in this process is actually getting staff to submit a sizeable amount of quality assignments for the interns. Meeting this challenge will require constant outreach to various practice groups in the office. In Microsoft's case, the overall internship program manager asks practice groups to prepare three to five projects for each intern before the summer class arrives. The manager follows up on this request by creating a checklist for the practice group.⁹ The program manager places great emphasis on leveraging corporate communications to help obtain assignments. For instance, the department's regular e-mail newsletter includes calls to action for assignment submissions. With continued reminders and personal requests, staff members ultimately prove accommodating by sending in projects for the interns.

As mentioned in Chapter IV of this guide, Microsoft identifies a group of intern managers (or mentors)—one for each intern—and these individuals help to publicize the need for assignments. For example, the overall internship program manager provides these intern managers with a template e-mail to send out to their respective practice groups to solicit assignments, with the expectation that practice group members will be more inclined to submit assignments when they see requests coming from a member of their own group.¹⁰ The task of obtaining assignments essentially requires a marketing campaign, which can be accomplished easily by leveraging internal communication tools (*e.g.*, intranet, e-mail, corporate newsletters), constant outreach, and personal requests.

2. Work Coordinator

As assignments come in, your company will need a mechanism for providing quality assurance and oversight to ensure that the projects submitted are relevant to and worthwhile for the interns. This will also ensure that interns are not overburdened by very time-intensive and long-term assignments, or lack enough to do—two outcomes that can undermine an intern's summer experience.

Microsoft utilizes work coordinators to serve this function. These individuals act as gatekeepers of the assignments by enforcing important assignment guidelines, such as the

⁸ See Appendix E for a screenshot of Microsoft's online assignment submission tool.

⁹ See Appendix F for the Intern Program Checklist for Practice Groups.

¹⁰ Included in Appendix B is template e-mail text introducing a summer intern to the practice group.

requirement that all projects should generally require fewer than forty hours of estimated completion time, contain appropriate substantive value, and present a clear description of the scope and issue. Where necessary, they coordinate with assigning attorneys to adjust projects to make them more manageable and intern-friendly. They also coordinate with mentors to ensure workloads are well balanced and provide a variety of assignments for interns. One goal was to make sure that each intern was assigned no more than two forty-hour projects during their tenure, so that they could benefit from a diverse workload and greater exposure to people across the department.

3. Online Project Submission Tool

As mentioned earlier, Microsoft uses an online tool, created using Microsoft SharePoint, for handling submission and distribution of projects. When submitters fill out a standard form outlining their project, work coordinators and interns receive an alert about the proposed project. Work coordinators “approve” a project after vetting it, which makes the project available for any intern to “grab” it off the site. In the event that an intern expresses an interest in a particular project before it is approved, he or she can reach out to the work coordinator or mentor to request it. Once assigned, the intern should reach out to submitting attorney to discuss the project, timeline, and deliverables. Microsoft prepared a project assignment form¹¹ that interns should use during this first discussion with the assigning attorney; the form also helps interns in conducting regular check-ins with the attorney to discuss progress. Such check-ins proved invaluable to ensure the intern was on the right track, and to avoid wasting time and effort in preparing the wrong work product.

The online tool also is extremely useful for tracking projects and preparing metrics at the end of each summer with regard to type of project, hours worked on each project, and average hours worked per intern. Each year, Microsoft’s interns completed an average of seven to ten projects during a summer of ten to twelve weeks. Often, however, work is obtained informally by interns by networking with attorneys in their practice groups or across the department. When this happens, interns are advised to gently remind the assigning attorney that every project must be assigned using the online tool—thus ensuring that all informally suggested work will be formally submitted by the assigning attorney, and thus captured by the system for metric-measuring purposes. If necessary, the work coordinator or manager can make this request of the assigning attorney.

4. Writing Samples

Often, interns wish to use their work product as a writing sample in their future professional endeavors. It is up to the assigning attorney whether the end work product is appropriate for disclosure outside of your company. As a result, advise your interns to seek

¹¹ A copy of this form is provided in Appendix G.

permission from the assigning attorney at the start of the project; if permission is granted, then the assigning attorney is required to review the redacted version (*e.g.*, one that removes any confidential names or reference to sensitive issues) for final approval prior to any public release. With any work assignment, interns should be reminded that they are subject to your company's policy regarding confidentiality, and that those policy restrictions apply even after the intern has returned to school or elsewhere. Be prepared to advise your interns about how they can discuss their summer experience without violating these confidentiality obligations.

5. Project Evaluations

Regardless of whether your company decides to implement official work coordinators, it will remain important to establish some sort of quality-control check on projects submitted and assigned. Moreover, any assignment process would not be complete without an evaluation or feedback component separate from the formal mid-summer or end-of-summer review, which will be discussed later. Evaluation or feedback procedures for assignments facilitate the learning and development of interns by demonstrating what they did correctly and incorrectly, or what could have been done differently.

One of the most challenging aspects of this component entails ensuring that assigning attorneys complete evaluations for interns. Assigning attorneys often have busy workloads and can lose sight of completing evaluations. Because this is a particularly instructive experience for interns, however, it is imperative that the process of obtaining evaluations is managed properly. Microsoft handles this process by having its HR representative coordinate the completion of assignments. As assignments are completed, the representative will then ask assigning attorneys to complete the online feedback forms associated with each project. In recognition of the inherent difficulty in obtaining completed formal evaluations from attorneys, Microsoft has found that the right amount of friendly “reminding” from this quarter helps make completing this administrative task more feasible. Feedback forms are provided directly to the intern managers, who then decide on the best way to deliver the information to the intern. The HR representative also requests that assigning attorneys deliver feedback to interns personally. This usually consists of a verbal “debriefing” session between attorney and intern, and tends to occur more frequently than the formal evaluations.

Overall, Microsoft has found that assigning a staff person to track evaluations is an effective way to make the feedback process more efficient. Your company may want to consider following this model.

C. Conducting an Orientation

Your company will need to develop an orientation program that will welcome interns and provide them with introductory guidance. Depending on the length of the summer program, it may be advisable to create an internship guidebook that serves as a reference point for interns and orients them throughout the summer.

The welcome orientation program should lay the groundwork for interns. It should familiarize them with “house rules,” duties, responsibilities, expectations, assignment/feedback procedures, summer events, and expectations for the coming weeks. Further, it should introduce them to the company—its leadership, core values, culture, mission, and vision. Similarly, the orientation should inform interns about the legal department, its leadership, the various practice groups, and other department-specific information. These basic program elements should be discussed by the program staff and communicated to the interns, and should be molded to fit your company’s needs and priorities.

If your company chooses to provide interns with a guidebook, then that resource should include items discussed in the welcome orientation. It also may provide administrative content, *e.g.*, policy information, a calendar of events, a sample daily schedule, important contact information, a directory of fellow interns, a campus map, and/or a “Things to Do” or similar visitor’s guide to the city/region. This resource helps to answer interns’ FAQs, and will also make the lives of program staff much easier, as they will not have to answer oft-repeated questions multiple times.

In an effort to assist interns in making a smooth transition, Microsoft currently offers a welcome orientation in addition to providing an intern welcome notebook. Instead of having a separate orientation for legal interns, Microsoft sends its interns to the general orientation for all interns in the company. This not only emphasizes the concept that interns should feel like they are part of the company, but also conserves resources and prevents duplication of efforts.

Microsoft provides each intern with his or her own Legal Intern Welcome Notebook, which serves as a guide to the legal intern program.¹² The notebook, in part, informs interns of key events, legal department structure, company structure, assignment procedures, social activities, and opportunities and policies relevant to the development of an intern’s legal competencies. Interns have found this guide, which had its genesis in a recommendation by an intern in the company’s inaugural class, to be an instructive and useful tool during their summer.

¹² See Appendix C for the table of contents for the Intern Welcome Notebook; see Appendix H for a copy of the “Day in the Life” document that exemplifies the way in which interns generally should schedule their work days.

D. Training as an Evolutionary Process

With regard to the development of legal skills, effective internship programs incorporate training opportunities into their summer programs. These opportunities should be spread throughout the summer to allow interns to learn skills and apply them at a reasonable pace. Often, summer programs will make the mistake of scheduling most training sessions in a compressed segment of the summer. Interns do not gain as much from this as they otherwise might. Although interns leave the training sessions with a lot of information, they have little time to actually apply what they learned. In addition to increasing effectiveness, distributing the training events across the summer helps keep the intern schedule manageable.

Another training-related decision to make involves the number and types of events to include in the program. A good rule of thumb is to conduct one training session for every two weeks of the internship. This schedule prevents interns from feeling overwhelmed, especially in light of the other summer activities going on (not to mention the demands of a considerably busy work schedule).

Decisions regarding event types and actual substance will depend on a number of factors, including (in part) company preferences and priorities, intern interests, logistical feasibility, and budgetary constraints. Many summer programs feature workshops that provide hands-on training to interns. The practical nature of this type of training resonates well with the interns, as they tend to learn more through interaction. Topics for these workshops may include legal writing, public speaking, networking, or career planning. Substantive-oriented training may include sessions on subjects pertinent to the company's legal practice areas, such as intellectual property, litigation, antitrust, or government affairs. The choice of topics depends not only on what issues are relevant to your company and the intern's experience, but also who is available to teach the workshop. Candidates for conducting these trainings may be found among your department's attorneys, outside counsel at law firms, and/or professors from law schools. You may also wish to partner with your law firms to provide joint trainings to your interns and the firms' summer associates.

Microsoft's summer intern training schedule primarily consists of a speaker series taught by the department's attorneys. These sessions train interns on substantive issues specific to the company, and address topics to which 1L interns generally would not have exposure. Regular topics include Government Affairs, Legal Fundamentals & IP 101, Patent Litigation, and Contract Drafting & NDAs, among others.¹³ During the summer program, Microsoft holds approximately seven events in which attorneys from the relevant practice groups will speak to interns on the different topics. Each training session includes an interactive question-and-answer component.

¹³ For a detailed list of Microsoft's training offerings for interns, see Appendix I, Key Training and Social Components of the Intern Experience.

Microsoft also conducts a career-counseling workshop for its interns. Attorneys and staff review intern resumes and writing samples, provide constructive feedback, and discuss on-campus interviewing strategies for employers of interest. This has proved to be an innovative way to prepare interns for the 2L recruiting season and position them well for their next summer positions. Over the years, interns have offered favorable reviews for this training session.

Microsoft offers additional trainings, such as a session on effective use of the LexisNexis legal database, to make sure interns are up-to-speed on legal research skills and are able to accomplish research-intensive assignments swiftly and completely. Microsoft's experience in conducting its internship program demonstrates that the best recipe for a vibrant training program is variety, practicality, applicability, and a reasonable pace.

E. Social Events

As is the case with training events, your company will want to determine how many and which types of social events it should offer during the summer. In practice, one to two social events per week seems to provide enough benefit for participating interns; your company will need to weigh the benefit of any additional events on the summer calendar against the need to ensure interns are not stretched so thin that they cannot attend pre-planned social events. Your company also should consider attorney schedules to make sure they are able to attend and are represented at the events.

The underlying purpose of these events is to allow ample opportunity for interns to mingle with one another and with company employees in a relaxed setting. This enables interns to learn more about the company and its culture, broaden their professional network, and take a break from the daily routine with an entertaining activity. Event types can vary, and commonly include lunches, dinners, local tours, community service events, sporting events, or outings to music and art performances. Similar to your company's training events, the types of social events that your company schedules will depend upon company preferences, intern interests, and logistical and financial feasibility.

Microsoft offers a variety of social events during the summer. Events include a happy-hour kickoff at the start of the summer, an informal brown-bag lunch series with deputy general counsel, dinner with the general counsel, a local attractions tour, and others. The dinner with the general counsel is one of the most notable social events. This usually takes place outdoors, and brings together senior members of Microsoft's legal department, program staff, and the entire summer legal intern class and their managers. The dinner provides interns with the opportunity to network with high-ranking legal executives, learn more about the company from a strategic perspective, and understand the legal department's core objectives at a deeper level.

Legal interns also are welcome to participate in events hosted by Microsoft's company-wide internship program. Although these events are optional, they afford legal interns with

another opportunity to develop their professional network and interact with their counterparts in other divisions within the company. These events have included a trip to a Major League Baseball game and a day at the zoo.

Microsoft has developed another innovative collaboration approach: During the summer, Microsoft teams up with other legal departments and local law firms to hold joint internship events. The logistics involved with planning these events can pose challenges resulting from the fact that the other legal departments and law firms may not have equivalent class sizes or shared interests. One way to overcome similar logistics hurdles is by developing focused events in which interns provide presentations to one another regarding their respective companies or firms. The collaborative events serve as a useful way for interns to learn about others' experiences, compare those experiences to their own, sharpen presentation skills, and expand their networks. Moreover, these joint events have proven to be particularly advantageous for Microsoft in that they encourage the cultivation of new relationships with corporations and law firms, while solidifying existing relationships.

Your company may wish to consider adopting this approach, as this benefits not only the interns, but also the overall business. One caveat to keep in mind is to monitor the growing list of activities on the interns' schedules; program management has the ongoing obligation to evaluate whether each social networking event will add significant relative value compared to others offered solely for your company's interns. A final caveat is to recognize the list of ideas for social events in this section may be scaled appropriately both for your program's size and budget.

F. Conducting Reviews

Given an intern's strong desire for feedback, and the value it can have in shaping an intern's legal career, conducting reviews at the midway point and at the end of an intern's summer represent key components to a successful internship program. The intern's manager/mentor is in the best position to conduct both of these reviews, since he or she is closer to the daily work performed by the intern. The overall attorney program manager should conduct similar check-ins at these intervals to see how the relationship is going between the intern and manager, and as well as the intern's overall experience with the program. These check-ins also provide valuable opportunities for the company to obtain feedback for improving the program in future years.

1. Mid-Summer Reviews

Mid-summer reviews permit your company to gauge the interns' progress and determine whether any problem areas exist for the interns or in the program itself. During the mid-summer review, program staff should meet with each intern, discuss progress on assignments, review project evaluations received to date, explore any performance issues, and solicit feedback from interns regarding the program to that point. The mid-summer review serves as an excellent preliminary metric that benefits interns and companies alike by conveying helpful information and addressing issues head-on before they become potentially serious problems. Everything discussed during this review should be properly documented and placed in the intern's file in the same manner that full-time employee reviews are handled.

2. Final Reviews

As the summer program closes in on its final week of operations, your company should schedule concluding reviews. These reviews will be similar to the mid-stream reviews, but with greater depth and breadth. During the concluding review, program staff will meet with each intern, determine overall progress made throughout the summer, review all assignment evaluations, revisit any prior issues from the intern's file, discuss any new issues, and extract feedback from interns to figure out what worked well, or needs improvement, with respect to the program.

The final review presents invaluable information for interns and program staff that can be applied in the future. Interns receive constructive feedback from all of the assignment evaluations—whether positive, neutral, or negative—allowing them to learn what they did right or wrong, or what they could have done differently. These lessons learned will become part of their professional foundation as they develop and advance in their careers.

From the company's perspective, the critical take-away involves the feedback that interns provide about the program. This will come into play in ensuring viability of the program (as will be explored in the following chapter), but it is important to note in this discussion that this feedback will allow your company to re-evaluate the summer program and maintain its evolutionary aspect. The opinions imparted by interns helps create opportunities and reasons for change, as the interns are primary sources that can provide first-hand accounts regarding what aspects of the program were effective from their perspective, as well as identify areas that need improvement. This feedback naturally requires filtration, as planning and implementation involves much more than simply the intern's perspective; nevertheless, intern comments prove useful in the long run, and shed light on how to make a good summer program into an outstanding one.

Microsoft conducts both mid-stream and concluding reviews. The mid-summer review entails more of an informal "check in" with interns, rather than a formal review. Managers meet

with the interns to go over workload and project status, evaluations received to date, and field any questions or concerns interns may have. This session serves as a way to make sure interns are on track for a successful and rewarding summer.

By contrast, the concluding reviews are much more formal in tone and scope. During the final week of the summer, the manager schedules a formal review of the intern's substantive work to drill down on an intern's performance. In addition to reviewing the slate of completed feedback forms, the manager often will reach out to assigning attorneys to obtain verbal feedback about the intern's performance on a particular project. During the end-of-summer review, the manager will provide compiled feedback to the intern and provide recommendations on where to improve.

In addition to the formal substantive review with the manager, the overall attorney manager and HR representative will schedule an exit interview, usually on the intern's last day of work. In preparation, each intern must complete an exit survey using an online tool. Results from the exit survey are compiled before the actual review, so that program staff can examine the information and be ready to discuss it during the session. The exit interview poses questions to interns about what they liked or disliked in regard to the program generally, the quality of the work projects and social events, the effectiveness of the mentorship efforts, impressions of Microsoft's corporate culture, and other program details. Additionally, the exit survey asks interns about the "top three" elements that worked well and those that need improvement.

During the exit interview, program staff will go over results from the survey and solicit additional feedback from interns about the program, particularly with regard to staff who would make a great manager in the future (thereby collecting evidence that simplifies the process of choosing managers for the following summer). Microsoft has found the exit interview results and subsequent discussions with interns to be a worthwhile endeavor; they allow Microsoft to gauge the effectiveness of many program components and collect helpful information to effect healthy change in the program. Intern feedback can be instrumental in deciding whether certain aspects of the program continue or cease.

Overall, this two-phase review structure has proved beneficial to Microsoft and its interns alike for many of the reasons mentioned earlier in this section, including developing and improving the program, maintaining its vitality, and facilitating the professional maturity of interns.

G. Troubleshooting Problems That Come Up During the Summer

The development of professional maturity is a critical component in an internship program; embracing it as a goal also provides an important impetus to address the intern problems that invariably arise during the summer. If your company has a plan to deal with conflicts and other problems, then these issues can be addressed and resolved swiftly. The problems that can arise vary widely, and may include intern performance issues, mentor/mentee

relationship issues, personal issues, problems with assigning attorneys, discrimination, or harassment.

The first step in developing a sound troubleshooting strategy consists of determining the “players” in a given situation. Your company needs to identify staff members who are capable of discussing work-related and personal problems. The next step entails figuring out how many “layers” your troubleshooting plan involves. For instance, the first staff member involved in the issue may not be able to resolve it in isolation, and the problem needs to escalate a level to achieve resolution. In other situations, it may not be appropriate for the intern to speak with the “first layer” of the problem-solving plan, as the problem may actually involve that person.

A proper internship program will formally establish specific troubleshooting procedures. These include the policies by which staff and interns alike will abide, and should address the following issues:

- How to initiate the troubleshooting process;
- An agreed-upon method of intern “intake;”
- How to exhaust all resources before making a decision to escalate;
- How, when, and to whom to escalate;
- Maintaining privacy and confidentiality where necessary;
- Following up with all parties involved; and
- Disengaging from the conflict amicably.

Microsoft approaches the issue of troubleshooting with two principles: keep an “open door” policy on communication between program staff and interns by making sure they know with whom they can address an issue; and ensure that interns are treated like regular full-time employees, *e.g.*, an intern’s manager has the same role and responsibilities as any other manager at the company, and the company’s regular HR policies therefore apply to the interns as well as full-time Microsoft employees. As a result, when problems arise, the intern should report them to the manager first. Generally, the manager will be the “front line” of the troubleshooting communication process, and will serve as the “first responder” to all intern problems.

If a problem stems from intern performance, then the mentor should be the first to raise these issues with the intern. In certain circumstances, the internship program manager may also discuss problem areas directly with the intern; alternatively, the program manager may talk to the intern’s mentor and have the mentor convey this information.

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A Guide for Development, Implementation, and Assessment**

Microsoft encourages interns to approach the internship program manager or HR coordinator, in addition to their managers, if they find themselves dealing with any issues. In the event that interns face a problem with their mentors, then they are encouraged to speak with the internship manager or the HR coordinator to resolve the issue. Although specific policy measures will vary among companies, the important concept is to have some sort of strategy in place to address the myriad issues that may arise.

VII. ENSURING THE VIABILITY OF THE PROGRAM FOR FOLLOWING SUMMERS

Some members of the department may view problems that are identified during the course of the summer program (such as those mentioned in the previous chapter) as “setbacks” or “flaws.” In truth, however, raising and addressing these issues work to strengthen and develop the program for future years. These developments send messages to the company that something needs to be changed; they also provide opportunities to learn and adapt, and offer channels for institutional growth. Your company can ensure future viability with two components: conducting a post-mortem of your summer program, and maintaining a relationship with former interns.

A. Conducting a Post-Mortem

By reviewing the effectiveness of the internship program’s initial year of operations, your company can make improvements based on problems that arose and the resulting “lessons learned.” A vital part of the program’s evolution involves holding a series of post-summer debriefing meetings, during which key program staff can assess the program, review feedback, discuss issues, brainstorm about ideas, and propose changes. This retrospective analysis will become a stepping stone for achieving an ongoing, well-rounded summer program.

1. Continuing Outreach to Partners

In preparation for these meetings, the program manager may find it helpful to continue the company’s outreach to law firms and other corporations that initially was conducted during the planning and implementation stages. These relationships will continue to serve as a valuable resource to help modify your program as needed. Your company may also want to reach out to other internship program managers, share best practices, discuss problem-solving strategies, and determine how to implement changes most effectively. MCCA can assist its member companies to connect with one another to benchmark for this purpose. Please contact MCCA’s Director of Membership for assistance in this area.

Your company also may consider the option to derive feedback from career development offices, and other mentors or advisors at the respective law schools, and integrate this information into your staff review and discussion. This will provide practical insight regarding the internship’s impact on career development as law students and, more importantly, as attorneys-to-be. A career development office can compare your intern’s experience to the experiences of other law students, and provide a well-informed viewpoint on how your program fares in comparison to others. Other intern mentors and advisors at the law schools—professors, clinical instructors, or research advisors—can offer a real-world perspective with respect to how the internship program stacks up against other programs in their personal experience. These opinions may prove useful in determining which aspects of the program may need some modification.

This post-mortem step should make extensive use of the compiled intern feedback about the program collected during the mid-summer and final reviews. Having this information handy during the debriefing meetings will help identify items for discussion and an opportunity to analyze intern feedback at the aggregate level.

2. Collecting Feedback Internally

Another important element of the comprehensive debriefing sessions entails gathering feedback from all involved levels of corporate staff. The individuals “on the inside” who planned and executed the program offer a unique perspective that cannot be overlooked if the program seeks to thrive. This internal feedback will shed light on more structurally focused items. For example, staff members can provide input on what worked and did not work with respect to the necessary time commitment, budgetary requirements, and staffing needs. This will be key information to review when considering fundamental changes in the program for future years.

3. Analyzing the Data and Revisiting Goals

Once program staff has had a chance to digest all of this information, then your company will be in a solid position to revisit the internship program’s mission and goals, and include new elements as potential vectors for implementing change in the following year. Staff must scrutinize the program from the “35,000 feet” perspective, ask difficult strategic questions, and provide honest answers. Was the mission of the program accomplished? How did the program fare in achieving its goals? Did the program provide a value-add to interns, staff, and the company overall? If answers to these types of questions are less-than-stellar, then the company needs to take a hard look at its strategic vision with respect to the program, and implement some of the key changes identified during the debriefing meetings. This will help fill the void between goals and achievements.

At this point, your company may find it useful to draft a post-mortem document summarizing the program’s achievements during the most recent summer, and recommending appropriate changes for future years. Ideally, the program manager will present these findings to management or the senior leaders in your legal department or company as a method of seeking approval on the future direction of the program, as well as a commitment to continue resource support.

B. Staying Connected with Former Interns

The second component to ensuring viability of your program in future summers is to maintain a relationship with your former interns as they return to school and, ultimately, enter the legal profession. Former interns become your company’s “goodwill ambassadors” on campus and in future job positions, regardless of whether they remain part of the legal profession. If their summer experience at your company was a positive one, then intern alumni will promote the internship program (and recommend the company) to other students, thus serving as a helpful

recruiter and on-campus marketer. Alternatively, if your intern has a poor experience with your company, then the impact on recruitment likewise can be negative. Also, your former interns can continue to provide input on changes you may wish to make to the program.

The following suggestions present methods for engaging with your intern alumni to provide a benefit to the intern alumni and your company alike.

- Invite one or two former interns to share their experiences with current interns, highlighting how they can make the most of their opportunity. In order for current interns to make the greatest use of this perspective, schedule this presentation early on in the summer.
- When employees from your legal department visit schools or law firms that include former interns, have your employee take the former interns out to dinner.
- Set up a Facebook site or other social-media forum specifically for your company's former interns, so that they have an online community to stay in touch with each other and with the company. Be sure to update this site with information about the company and its industry that may be useful to the former interns' current careers.
- Send an electronic newsletter to former interns on a regular basis (perhaps quarterly) or tied to specific events (*e.g.*, product releases) to keep intern alumni aware of current company issues.

If you decide to institute some or all of these suggestions for maintaining a relationship with your former interns, keep in mind that you will need to set aside resources for accomplishing these activities, particularly financial and staff support. Nevertheless, this investment may provide ongoing benefits for your company in terms of encouraging intern alumni to promote your company as a quality and valuable legal workplace.

VIII. CONCLUSION

Problems are the price you pay for progress.

– Branch Rickey, executive who helped desegregate major league baseball in the modern era by signing Jackie Robinson in 1945¹⁴

Conducting a robust legal internship program may seem like a daunting task. Nevertheless, undertaking this activity can lead to several important benefits.

For such an endeavor to succeed, corporations should evaluate their needs, plan carefully, and invest appropriately in terms of dedicating staff time/effort and applying financial resources. By tailoring an internship program to reflect its specific legal needs, overall goals, and corporate values, a company's law department is in a position to:

- Help shape the substantive capabilities, diversity, and perspectives of the next generation of legal talent;
- Gain capable assistance on its legal matters;
- Contribute to the evolution and viability of the applicable practice area(s);
- Promote the corporation's product, brand, and professional reputation;
- Stimulate the professional development of its own legal staff; and
- Strengthen ties with partner law firms, fellow corporations, and other participants in the legal profession.

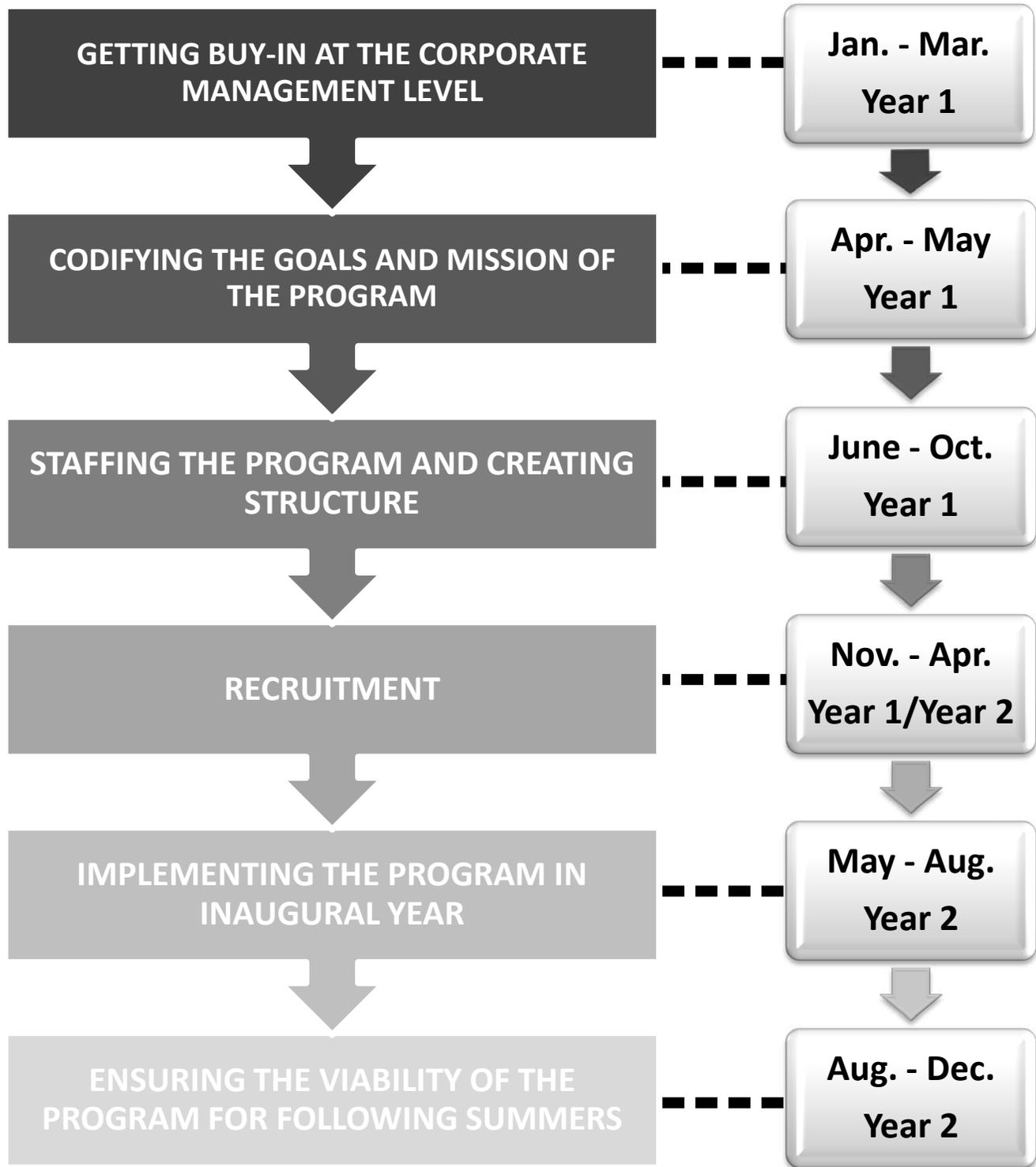
In addition to the benefits realized by interns and corporations, law schools and the legal profession in general indirectly benefit from the investments that corporations make in conducting their own summer programs. In this sense, the "labor of love" represented by these programs provide ancillary "payoffs" that can be hard to capture in a company's bottom line.

Over the course of the last several years, Microsoft's in-house legal internship program has grown in scope and in breadth. The company continues to find that the returns, both tangible and intangible, generated by the program to be well worth its expenditure of time and effort.

MCCA and Microsoft hope that this publication will prove useful in encouraging and guiding corporations to establish, maintain, and/or revitalize their individual internship programs for law students.

¹⁴ See PAYING: WEBSTER'S QUOTATIONS, FACTS AND PHRASES 4 (2008).

SAMPLE INTERNSHIP PLANNING TIMELINE FOR 1Ls



Note: this timeline contemplates an internship program comprised solely of 1L students. Programs that incorporate 2Ls must take into account the recruitment and hiring timeframes for those students, which differ from 1L parameters.

Intern Manager Checklist



Before Your Intern Arrives

1. Attend the Intern Manager Training Meeting before your intern arrives.
2. Update your commitments for the responsibilities of being an Intern Manager for the summer. Here is a sample commitment:

Actively serve as a Legal Intern Manager to the [practice group's] summer intern by: (i) regularly meeting with my intern on a weekly basis; (ii) soliciting assignments for my intern and reviewing his/her work; (iii) introducing my intern to others in my group and the department to help with networking; (iv) benchmarking with other former intern managers at least once during the summer to compare experiences; and (v) attending Intern Program events as requested. An average of 3-5 hours of work time per week is expected to be devoted to manage my legal intern.

3. Coordinate with your group's administrative assistant to secure office space for your intern. Although office space is tight, please make an effort to find one location where your intern can spend the majority of the summer—feedback from prior interns has been that moving from office to office over the course of the summer detracted from their experience. Your group admin will also need to submit your Intern's Pre-Hire Web form which will cover email account, phone and request computer set-up from [Help alias]. Make sure computer, phone and office are ready to go by intern's first day.
4. Schedule the welcome lunch for your intern, you and 2-3 others in your group at for the first week (this can be offsite). Reimbursements should be charged to _____.
5. Find 5 initial assignments for your intern and have them waiting so they can get started with work on day 2. Try to develop some assignments that are short-term and do not require immediate in-depth knowledge of complex areas of the law. A good first assignment might be a review of a major new case relevant to your practice, along with some short summaries of the statutes and prior precedents on which the court relied in the holding. The intern can then present their findings at one of your team meetings for their deliverable—this kind of work is exactly what our interns have been doing in law school, they will find this format comfortable, and you can develop a rapport with them early, rather than immediately launching into a complex project.
6. Send welcome mail to Practice Group introducing intern and include their bio See example on pg. 4.

Your Intern's First Day

7. Meet your intern after Company Orientation and lunch with Staffing Consultant around 1:00pm. Staffing Consultant will bring them by your office.
8. Walk your intern through the halls and introduce him or her to as many of your team's members as possible on the intern's first day.

Weeks 1-2 of Your Intern's Summer

9. Assign the first projects to your intern and go over how to get started. Explain how to handle projects on a professional basis in accordance with standard department practice. For example, interns must contact the assigning attorney to schedule a face-to-face meeting to better understand the scope and the nature of the work product that that assigning attorney expects to receive from the intern once the project is complete. Following that initial meeting, interns must send a confirmatory e-mail to the assigning attorney recapping their understanding of the project. Interns must also keep the assigning attorney updated on any key developments (e.g., check-in with the attorney at pre-set milestones and/or give advance notice if the intern is at risk of missing a deadline due to unforeseen issues).
10. Schedule weekly 1:1's with your intern by the end of your intern's first week. Review what should happen at these meetings and what you expect from your intern. In advance of 1:1s, touch base with members of your team and others who have assigned work to your intern to get feedback about your intern. One of the intern program goals is to help our interns become successful in their 2L summers and beyond, and giving meaningful feedback to our interns during 1:1s is a crucial aspect of the summer. Intern managers are expected to help interns improve their skill sets in time management, effective communication, organizational and writing skills. In addition to giving direct feedback during 1:1s, look for others in your group who you think could help your intern's development over the summer, and find ways to connect those group members with your intern over lunches, inclusion in meetings, etc. In addition to building skills, please set aside time during at least one of your 1:1s over the course of the summer to talk about the following:
 - Intern's career path for the 2L summer and after graduation;
 - Potential clinics and other law school experiences that might help the intern achieve eventual career goals;
 - People in the department who the intern should/would like to meet based upon interests and experiences;
 - Potential law review article subjects coming out of the intern's experiences here, and potential writing samples the intern could develop out of their summer projects.
11. Add your intern to all of your team's distribution lists by the end of your intern's first week.
12. Within 2 weeks of the intern's start date, help them write goals for the summer.

Your Intern's Summer

13. Invite your intern to all upcoming legal team meetings and to any client all-hands meetings.
14. Invite your intern to sit in on any interesting client meetings such as product reviews, with you or others in your group. Encourage others in your group to invite the intern to interesting client meetings.
15. Coordinate lunches, coffee outings or other informal meetings to introduce your intern to attorneys in different practice areas that are of interest to your intern. Provide café coupons to your intern or the invited attorney for these lunches. You do not need to attend these lunches, but please try to facilitate at least 5 for your intern to meet others in the department.
16. Proactively check-in with your intern from time to time to see if he/she is enjoying his/her internship and inform Intern Program Manager of any areas of concern.
17. Proactively request intern work assignments from other attorneys in your practice group and outside. Former intern managers are a great resource to make requests for work.

Two weeks prior to your Intern's End Date:

18. Schedule the goodbye lunch for your intern, you and 2-3 others in your group during the intern's last week (this can be offsite). Reimbursements should be charged to _____.
19. **Check in with intern and project assignors to verify that all projects will be wrapped up on time. Solicit comments from project assignors through the tool or informally to give interns meaningful feedback about their work.**
20. Schedule a final review with your intern during your intern's last week at Microsoft.
21. Evaluate the intern's performance over the summer and provide feedback on the final review form prepared by your intern.
22. Following the final review, submit the intern's final review form to Staffing Consultant within one week of the intern's last day at Microsoft.
23. Your group admin will need to submit the termination request for your intern.

Potential E-mail Introducing Summer Intern to Your Group

All,

I wanted to introduce you to [intern's name], who will be [Practice Group's] Legal Intern this summer – see the attached article below for more information about the program and more details about John's background and interests. [He/She] comes to us from [Law School], and will be here in [city] starting [date].

Intern Program Goals

As background, here are the Intern Program goals: [list program goals]

Intern Projects

If you have an interesting project that would give [intern's first name] good exposure to the different types of work that our group does and that would benefit from fresh and energetic perspective, please let me know. We'd like to give [intern's first name] plenty of exciting and "real world" experience working with us and clients. [Intern's first name] is very excited about this summer, and I know will find our group's work really interesting. I'd love to talk with anyone who has opportunities for [intern's first name], so please feel free to call or send e-mail to me. There is an intern project form (see below) that you will need to complete to get the process going. I am also hopeful that many of you will invite [intern's first name] to lunch or coffee over the summer so that [he/she] has an opportunity to learn about the diverse perspectives and breadth of experience we have in our group.

[Intern's first name] will be sitting in [bldg/office], and I will let you know more contact and office information for [him/her] as it comes to me [NOTE: if this contact/office information is already established, provide it here instead of promising it in future communication].

Regards,
[Intern Manager]

Getting Started at Microsoft LCA Legal Intern Program

- I. Introduction to Microsoft**
 - a. Your 1st Day Sheet
 - b. Microsoft Key Events
 - c. LCA Overview
 - i. LCA facts and information
 - ii. LCA Practice Groups
 - 1. Who heads each group
 - 2. Short description of what each practice group does
 - iii. How Microsoft is structured (overview of company and business divisions)
- II. The Internship Experience**
 - a. Legal Intern Projects
 - i. The Legal Intern Project process
 - ii. Previous year's legal intern projects
 - iii. Sample project
 - iv. Intern Work Status Report (tracking your hours on each project)
 - v. Available Intern Projects
 - vi. Intern Project Assignment Form (tips for your 1st project kick-off meeting)
 - vii. Sample feedback/evaluation form
 - b. Example "Day in the Life"
 - c. Intern Ramp-Up Top Ten Tips
 - d. Ways to leverage your Manager
 - e. Social: things to do/places to see in Seattle
- III. Legal skills**
 - a. Intellectual Property issues (copyright, trademarks & patents)
 - b. Open source
 - c. Interoperability Principles
 - d. Legal Intern Speaker Series (1 hour presentations)
 - i. IP Basics
 - ii. New Media Revolution - User Generated Content and Copyright Law
 - iii. Contract Drafting
 - iv. LCA & the MS Product Development Cycle

Microsoft Legal Internships

Partner With Us, Shape the Future

As a Legal Intern in Microsoft's Legal and Corporate Affairs department, you'll have a unique opportunity to work alongside a diverse team of professionals who are focused on a simply stated mission: To earn, day after day, the public's trust and build our company's enduring value. This internship will expose you to attorneys and paralegals that apply their expertise in a variety of practice areas, including but not limited to product development, technology licensing, trademarks and copyrights, patents, litigation, anti-trust, compliance, and corporate law. The LCA team also includes professionals in areas such as government affairs, community affairs, intellectual property and licensing, corporate governance and compliance, and global citizenship. If you're interested in being a part of a bright, dynamic and creative department that's committed to partnering closely with Microsoft's business groups to achieve the Company's goals, a Legal internship is an ideal opportunity for you.

Legal Intern:

As a Legal Intern at Microsoft, you'll work within our Legal & Corporate Affairs department in Redmond, Washington. You'll have a broad range of responsibilities from across the department, which may include researching legal issues impacting business strategy, drafting transactional documents, attending client meetings and product reviews, and collaborating with internal teams on cross-group projects.

Qualifications:

- Applicants must be first-year law students in good standing for the degree of J.D. from an ABA accredited law school.
- Excellent analytical ability and legal drafting skills.
- Excellent oral and written communications skills and the ability to communicate effectively across a large number of diverse internal groups, teams and divisions.
- A demonstrated ability to work efficiently, meet deadlines, and manage multi-dimensional projects in a fast-paced environment.
- Ability to research and learn new concepts and legal issues quickly to facilitate problem solving.

Microsoft is an Equal Opportunity Employer and supports workforce diversity

Intern Benefits

Of course, all our internships come with competitive pay; here are some other extras our interns receive:

- Paid travel to Microsoft
- Subsidized car rental or bike purchase plan
- Health club membership (dues paid by Microsoft, but taxed as income for you)
- Shipping reimbursement
- Free bus pass
- Parties and special events
- Free training
- Software discounts

Appendix E

| | |
|---|--|
| Project Name * | <input type="text"/> |
| Submitter's Alias | <input type="text"/> |
| Phone Extension | <input type="text"/> |
| Supervising Attorney | <input type="text"/> |
| Date Submitted | <input type="text" value="12/15/2009"/>  |
| Estimated Date Due * | <input type="text"/>  |
| I'm available to meet with the Intern for a kick-off mtg: | <input checked="" type="radio"/> Immediately <input type="radio"/> Within 5 Days <input type="radio"/> To Be Scheduled |
| Practice Group | <input type="text" value=""/> |
| Description of Project | <div style="border: 1px solid #ccc; padding: 5px;"> <div style="border-bottom: 1px solid #ccc; padding-bottom: 5px;"> A A1 B I U                            </div></div> |

Key Training and Social Components of the Intern Experience

1. **Regular Speaker Series** and onboarding set up to train interns on substantive issues specific to Microsoft and not learned as a 1L.
 - Government Affairs
 - Legal Fundamentals & IP 101
 - Legal & the Product Development Cycle
 - Patent Litigation
 - New Media Revolution: User Generated Content and Copyright Law
 - Career Counseling
 - Interoperability Principles
 - Contract Drafting and NDAs

2. **Deputy General Counsel Brown Bag Series:** informal lunches with a DGC for the full class (3 scheduled during the summer)

3. **Social events** sponsored by College Intern Program and Legal throughout the summer
 - Happy Hour Welcome (for interviewers, mentors, and interns)
 - Dinner event with GC
 - Dinner with the DGCs
 - Legal Sponsored events (e.g., local attractions Tour, Premier Provider Firm Interviews, Summer Associate Day)
 - Events Sponsored by local law firms and joint events with other local corporate legal departments
 - College Program Sponsored events (Intern Day of Caring, Intern Summer Celebration)
 - Casual 1:1 lunches with attorneys

4. **Biweekly Intern Program Meetings** to review intern projects and discuss overall program issues with full class and two program staff (manager and staffing consultant).

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