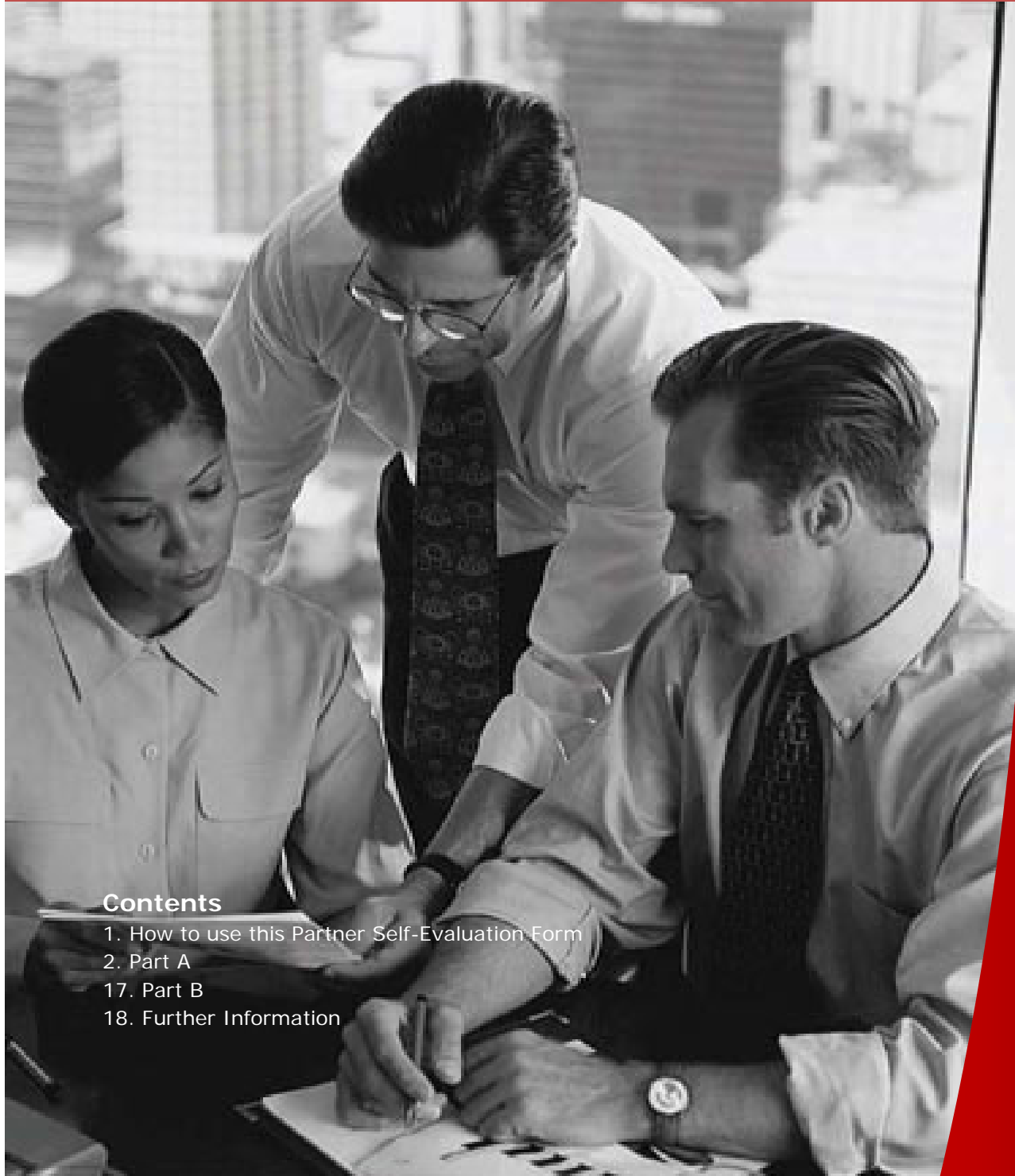


# Partner or Principal Self Evaluation

... an essential part of the success matrix of a professional firm

*Expert knowledge means success*



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## How to use this Partner Self-Evaluation Form

1. This document is mailed or emailed to the relevant partner.
2. The partner completes Section A by an agreed date and returns it to the Firm's managing partner.
3. The Firm's managing partner reviews Section A of the Self-Evaluation Form and sets up a conference with the partner concerned.
4. During the conference, agreements are reached as to correctness of both evaluation and goals. Any additions or changes are recorded in the appropriate sections. Section B is completed by the Firm's managing partner and agreement is reached with the reviewed partner as to conclusions and actions.
5. The Firm's managing partner will then make a presentation of the evaluations to the executive committee\*\* for its consideration when awarding salary/bonus or units of ownership (if applicable).

\*\* Note: if there is no executive committee, consider the possibility of making a presentation to the other partners.



### Partner/ Principal Self- Evaluation

In this publication, "Partner/Principal" includes partners in a general partnership, members in a limited liability partnership and directors in a limited company.

## Part A

(To be completed by partner or principal)

Name \_\_\_\_\_

Office \_\_\_\_\_ Date \_\_\_\_\_

### Job Description:

Summarise what you consider are your duties as a partner:

### Value to the Firm:

What do you see as your value to the Firm?

# Partner or Principal Self Evaluation

## Client Activities:

### 1. **New Clients**

List the main new clients the firm has acquired through your efforts during the last fiscal year including an estimate of annual fees (use a separate schedule if required).

Client name	Type of Assignment	Estimated annual fee in £s

### 2. **Clients lost:**

List clients lost during this last fiscal year, including the reason for the loss and an estimate of annual fees (use a separate schedule if required).

Client name	Reason for Loss	Annual fee in £s



## Objectives for the next 12 months:

List at least four objectives you would like to achieve in the next 12 months:

### Objectives:



### Value:

Estimate of annual fees to be generated through new clients.	£
Estimate of your total chargeable time (existing and new clients)	hours

## Administration:

1. What has been your participation in recruiting activities? List University/college/school visits if applicable.
2. What has been your participation in staff training activities?
3. What has been your participation in special assignments (*authorised projects, etc.*) for the firm?
4. What are your objectives for the present year (as regards administrative duties/responsibilities)?



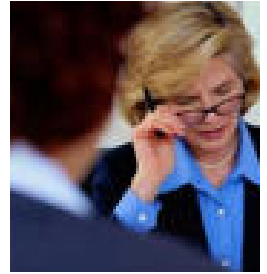
# Partner or Principal Self Evaluation

## Educational Courses, Seminars or Conferences Attended:

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1. Details:

Description	When	Learning Outcome



2. Objectives for the present year. Please indicate what area of expertise or niche you wish to develop.

## Other:

If factors other than those listed above should be considered, please indicate below or summarise on memo form and attach to this evaluation.

# Partner or Principal Self Evaluation

## Your Needs:

What are your major developmental needs in the technical and management areas? (List no more than four.)

Needs	Comments

Additional comments concerning the above (if any):

# Partner or Principal Self Evaluation

## Client Relationships:

	Improvement Needed	Meets Requirements	Exceeds Requirements
Client satisfaction.			
Timely response to client request.			
Ability to inspire a client's confidence in your technical ability.			
Maintain contact at highest possible level in client organisations.			
Relations with the personnel at the client organisation.			

Additional comments concerning the above (if any):

# Partner or Principal Self Evaluation

## Development and Motivation of Others:

	Improvement Needed	Meets Requirements	Exceeds Requirements
Contribute to a positive and supportive climate.			
Contribute to the Firm's recruiting efforts.			
Ability to utilise staff talents and develop new talents.			
Evaluate and provide feedback to staff concerning performance.			
Other areas (if any).			

Additional comments concerning the above (if any):

# Partner or Principal Self Evaluation

## Practice Development:

	Improvement Needed	Meets Requirements	Exceeds Requirements
Develop new clients.			
Expand existing professional engagements including interdepartmental referrals.			
Provide introductions to prospective clients and maintain relationships with referral sources (banks, lawyers, financial community, etc.).			
Assist other partners in practice development.			
Participate in community and professional activities.			
Visibility in the social community.			

Additional comments concerning the above (if any):

# Partner or Principal Self Evaluation

## Practice Management:

	Improvement Needed	Meets Requirements	Exceeds Requirements
Always issues engagement letter for new assignments.			
Always identifies new fee opportunities.			
Always maximises billable time.			
Adheres to Firm's policies.			
Generates proper fee and justifies unfavourable variances.			
Performs timely billings and collections.			
Ability to plan, organise and delegate.			

Additional comments concerning the above (if any):

# Partner or Principal Self Evaluation

## Self-Development:

	Improvement Needed	Meets Requirements	Exceeds Requirements
Sets example to both other partners and non-partners.			
Commits time to professional and personal development.			
Seeks out and accepts feedback on performance.			
Willing to take action to improve performance.			

Additional comments concerning the above (if any):

# Partner or Principal Self Evaluation

## Technical Effectiveness:

	Improvement Needed	Meets Requirements	Exceeds Requirements
Maintain technical proficiency.			
Develop special (new) abilities which are of value to the Firm.			
Share talents and experience with others.			
Comply with both the Firm's and professional standards.			
Ability to communicate professional knowledge within and outside the Firm.			

Additional comments concerning the above (if any):

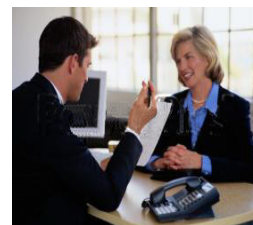
Statistical Information:



<b>1.</b>	<b>Time analysis—year ended.....</b>		
	a. Client-charged hours	Hours	
	b. Authorised non-chargeable hours	Hours	
	c. Holidays and other time off	Hours	
<b>2.</b>	<b>Client ledger</b>		
	a. Number of clients (include client groups as one client)	(insert number)	
	b. Fee charged to assigned clients	£	
	c. Recovery level (fees as % of time cost)	%	
	d. Receivable balances	<b>Start of year</b>	<b>At year end</b>
	Billed (debtors)	£	
	Unbilled WIP (including disbursements)	£	
	e. Average days outstanding for:		
	Accounts receivable	Days	
	Work in progress	Days	

## Part B

(To be completed by the evaluator - usually the Firm's managing partner. The reviewing partner will generally make a composite of the individual evaluations.)



<b>Personal Attributes (1):</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Not Observed</b>
1. Appearance and manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Ambition and initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Resourcefulness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Independence and creative thinking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Courage to support his or her ideas and convictions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Leadership ability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Maturity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Acceptance of:				
a. Inconveniences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Additional responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Communications ability				
a. Speaking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Ability to delegate effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Relationship with:				
a. Other partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Professional staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Support staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Growth potential	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other comments:

<b>Personal Attributes (2):</b>	<b>Excellent</b>	<b>Good</b>	<b>Fair</b>	<b>Not Observed</b>
1. Quality of work:				
a. Organisation and planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Technical proficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Client satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Engagement letter compliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Ability to generate proper fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Ability to bill and collect promptly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Professional responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other comments:

## Further Information

This appraisal and evaluation approach should be used as part of the management system in a professional firm. At its lowest level, it can be applied to firms with only two partners - in such firms, partners would thus be appraising each other which, if approached with honesty, is likely to produce benefits in the business relationship.

The very characteristics that make great fee earners outstanding - those with vision, persistence, client obsession and a degree of intellectual arrogance - are exactly those traits that also make them high maintenance, non-compliant individuals. All too frequently, they have a huge disregard and dislike for management in all its forms. That's why regular appraisals are an effective way of measuring what is happening and setting targets for improvement in a professional firm.

If you would like to receive further information about this subject or other publications, please call us – see our contact details on the next page.

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