Finding a Federal Mentor

Mentoring improves career outcomes and satisfaction for virtually everyone, including attorneys. The following six steps explain how to connect with a mentor of one's own.

BY KARIN CIANO

in Six Simple Steps

"There are very few people in the world whom you can't learn something from, but even rarer are those souls who can reveal whole worlds to you if you observe them carefully." Sonia Sotomayor, *My Beloved World*[1]

Professionals in the private sector have long recognized the benefits of networking, which is "widely regarded as essential to positive career outcomes."[2] The fact that an estimated one- to two-thirds of all jobs are unadvertised, filled by candidates who come to an employer's attention through word-of-mouth referrals from a trusted source, often an insider,[3] makes networking even more essential for job seekers.[4] Additionally, networking is a time-honored way to find mentors, who in turn can extend a network even further.[5]

Mentoring improves career outcomes and satisfaction for virtually everyone, including attorneys.[6] The ability to observe and speak with experienced attorneys, including mentors, influences career and skill development, especially in regard to interpersonal and judgment skills.[7] Protégé attorneys can also get an insider's view on how to succeed, learning about marketing skills and an office's unofficial practices and policies. Having a relationship with a seasoned employee can give protégés access to new and varied work experience and high-ranking individuals within the firm.[8] This "relationship capital" offers valuable opportunities mediated through personal connections.[9]

In addition to helping advance their protégées' career development, mentors "socialize" new attorneys into the principles of professionalism unique to the law and serve as role models.[10] The importance of mentors as role models cannot be overstated. As Justice Sotomayor has observed, "[a] role model in the flesh provides more than an inspiration; his or her existence is confirmation of possibilities one may have every reason to doubt, saying, 'Yes, someone like me can do this.'"[11] Perhaps not surprisingly, formal mentoring programs effectively help underrepresented groups gain traction in the legal profession.[12]

Studies of networking and mentoring come largely from the private sector, and in law, usually reflect the experiences of associates in large firms. A law student or new graduate interested in a federal career might reasonably wonder: Do these principles hold up in public interest or government service?

Absolutely.[13] Networking in federal service is essential, and mentors can provide critical support in a federal job search.[14] Here's why.

Lawyers who work for the federal government are in a special category: exempt from civil service hiring rules, they can be hired, fired, and transferred less formally, as in the private sector.[15] Available evidence suggests there is a robust invisible federal job market for lawyers in government and public service. Richard Hermann observes that "[m]ost federal jobs that never see the light of publication are attorney positions."[16] Insiders may know about an agency's needs well before positions are posted.[17] Networking and mentoring can help a candidate perform the due diligence needed to identify and pursue opportunities.[18] Lawyers are hired not by a monolithic Fed, but by specific agencies, offices, and departments with distinct missions and needs. As a professor of administrative law has observed, "[a]n aspiring federal lawyer will have to mount a multipart campaign to find the specific agency that needs his talents and then has to use all available networks to get into the agency manager's field of awareness."[19]

Contacts and mentors familiar with the hiring office can help a candidate understand those needs and advise the candidate on preparing an application tailored to meet them. Best of all, insiders vouch for people they know and trust, which helps an applicant stand out in the flood of job applications currently inundating federal offices.[20] Relationships and trust matter as much in federal service as elsewhere.

When should you start networking and looking for a mentor?

As in the proverb about planting trees, the best time is 20 years ago; the second best time is now. Networking and mentoring are tools for the long game. In his book *Outliers*, Malcolm Gladwell posits that achieving mastery in any given field requires about 10,000 hours (about 10 years) of deliberate practice.[21] It may not take that long to find your first federal job, but it may take several years of building skills and contacts[22] before you get your break. While some federal offices hire new graduates, usually through honors programs, many prefer to hire lawyers with a few years of experience.[23] So don't be discouraged—it may help to view your first federal job as a step toward achieving mastery in a field you are passionate about.

So let's assume you're a student or recent law school graduate who hasn't spent the last 10 years building the skills and contacts you need to find the federal opportunity you've been dreaming about. Are you going to give up? Heck no. You're going to read on. Where do you start?

Step One: Discover Your Passion for Public Service

A fulfilling federal legal career demands a "passion for public service, and especially federal government service."[24] (If you keep score with money, you've already figured out that there's more to be made in the private sector.[25]) Networking and mentoring both depend on personal relationships, which in turn depend on trust, authenticity, and shared values.[26] If you see public service as a fallback to pay the bills until you get a "real" job, believe me, it'll be obvious to everyone you meet. Your genuine enthusiasm and willingness to commit will be equally apparent.

To fully benefit from networking and mentoring with people interested in public service, you need to share their passion. The key is to find an agency or field that aligns with your interests and values—and the first step is self-knowledge.[27]

There are several ways to crystallize your interests and values into a plan for finding public service work. For example, the website Idealist.org offers abundant information and guidance on developing career self-awareness and beginning a public interest job search. Another tool, developed by New York University's Wagner Graduate School of Public Service, describes five "lenses" that help public-sector job seekers identify what it is about public service that attracts them: an issue or value they care about, a role they want to play, a population they want to serve, a system in which they want to work, or an organization they want to join.[28] These "lenses" can help you focus on which type of federal legal work generally suits you, and help you see whether a particular job posting aligns with your interests and values. You can also reflect on what you did before law school, and what you do with your free time. One lawyer chose to pursue a career in food and drug regulatory law because it complemented her interest in food and cooking.[29]

While law school courses can point you in the direction of your passion, they may be less important than you think. A recent law school graduate obtained an entry-level federal position doing immigration litigation despite never having taken an immigration course or clinic. She observed, "[m]y past work in human rights and criminal prosecution had a direct link to the kinds of issues arising in immigration law. So while I lacked classes, I was able to have a narrative that linked my experience with my interests."[30] When you understand your passion, that narrative will fall into place.

Next, seek places in federal service where people are doing the kind of work you want to be doing. Richard Hermann's *Landing a Federal Legal Job*[31] provides an overview of career possibilities in all three branches of government. Websites such as Makingthedifference.org and Bestplacestowork.org also offer suggestions for how to explore federal job opportunities. Students and new grads often find their way into entry-level federal legal positions through internships, fellowships, and agency honors programs. At least 19 agencies currently have honors programs.[32] The federal Office of Personnel Management website describes its attempts to streamline the hiring of students and recent graduates.[33] Federal job postings themselves may be found on USAJOBS.gov, and a mix of federal, state, and local opportunities may appear on PSJD.org, the National Association for Law Placement's (NALP) website for public interest postings. It seems likely that agencies will use social media to reach out to entry-level candidates as well.[34] Your school's career services office may have access to the widely recommended *University of Arizona Government Honors and Internship Handbook*, which collects application information and deadlines for summer and entry-level positions.[35]

While you should be reasonably focused about the kind of work you want to do, try to remain open minded about how and where to do it. Bear in mind that many federal legal positions may not involve litigation but rather regulation, advising, or policymaking; avoid setting rigid limits on the entities to which you apply. The recent graduate I mentioned earlier wanted to work for a particular agency that was not hiring at the time—a common problem in this age of tight federal budgets. Her mentors at that agency—people she met during a student internship—encouraged her to apply to a different office that did related work, where she ultimately found a position.[36]

The best way to network is to "hang out" with the people who are already doing the work you want to do. If you're a student, you have a substantial advantage, because federal internships provide not only the opportunity to learn and build skills, but also to meet and spend time with people who share your passion.

Because of the premium federal employers place on federal experience, a position in one agency or office "puts you in a strong position to move laterally" within your workplace and to other federal jobs as well.[37] Also consider location: federal law offices are concentrated first in Washington, D.C., second in the 10 Federal Regional Centers, and third in other major U.S. cities,[38] so being able to relocate may make it easier to find the work you'd like to do.

Above all, trust your instincts and pay attention when you hear about a job that sounds right for you. Justice Sotomayor recalls that one of her Yale classmates was "aghast" when she interviewed for a low-paying entry-level position with the Manhattan District Attorney's Office—yet in the end, she trusted her instincts,[39] and all things considered, it appears to have turned out very well.

In summary: be focused about why you want to go into public service and what you want to do, and create a compelling narrative that

connects the two. But when it comes to how, where, and for whom you work, be prepared to cast a wider net. And when it comes to finding contacts in your chosen field, it's time to cast the widest net of all.

Step Two: Find People Who Share It

Richard Hermann recommends that federal job applicants be both reactive, in the sense of keeping an eye out for postings, but also proactive, meaning "taking affirmative steps to alert a prospective federal employer to your credentials, even without benefit of a vacancy announcement"[40]—for example, by networking.

Your network consists of everyone you already know. Seriously, everyone. Your classmates from every school, training course, or continuing legal education (CLE) seminar you've ever attended.[41] All your former teachers. Everyone you've ever worked for or with. The people you volunteer with. Neighbors. Family. Your kids' friends' parents. Your accountant, hairstylist, mechanic, babysitter, barista.[42] When it comes to networking, no one is invisible; it is precisely the people in the "third ring" of your network (friends of friends of friends) that have information that could lead to your next job.[43] "Breaking into the hidden market isn't about old-school networks or special favors. ... The most important and effective aspects of networking are about finding things out, filling gaps, making connections."[44]

So whether or not you realize it, you probably know someone (or know someone who knows someone who knows someone) who is, or has been, in federal service. Remember, a given field will likely have a presence in government service (federal, state and local), academia, nonprofits, and private practice; indeed, any person's career path may travel through all of these different sectors. Networking does not mean cold-calling someone in a federal agency. It means calling a professor you know, or going to lunch with a former employer, or having coffee with a classmate who had an internship, or emailing someone recommended by your school's career services office, or reaching out to someone you're connected to on LinkedIn—any of whom might be able to connect you with someone who can tell you more about the agency.

The best way to network is to "hang out" with the people who are already doing the work you want to do.[45] If you're a student, you have a substantial advantage, because federal internships provide not only the opportunity not only to learn and build skills, but also to meet and spend time with people who share your passion.[46] A recent graduate has observed, "interning in a federal agency provides the upper hand because you can then use your contacts to vouch for you when seeking full-time work."[47] Your law school often can connect you with alumni in public service—as in the discussions and panels sponsored for NYU Law students through the Guarini Government Summer Series in Washington, D.C.

If you're a new graduate and don't have the benefit of an internship, you'll have to get more creative. One great way to find people who share your passion is by joining organizations where they are likely to volunteer. Juanita Hernandez of the Securities and Exchange Commission Office of the General Counsel has been involved for years with the American Bar Association, Federal Bar Association, and the Hispanic National Bar Association. Says Hernandez, "For a young lawyer, bar associations provide professional networking, potential mentors, pro bono experience, and substantive seminars. They also give you an opportunity to develop and showcase your organizational and leadership skills to other leaders in your profession and the community."[48] Bar association sections or committees in federal subject matter, or in administrative and regulatory law, may be a helpful place to network.[49] Naturally the FBA is widely recognized as a great place to meet federal practitioners of all kinds, and the FBA's Young Lawyers' Division events—such as the Thurgood Marshall moot court competition in April and the summer reception for federal interns in Washington, D.C.—provide great opportunities for students to connect with federal practitioners.[50]

Attending related conferences, trade shows, and CLE seminars offer another way to find people who share your passion. The Next Generation of Government Training Summit is aimed at federal employees representing Generations X and Y.[51] Industry, civic, and trade associations may also be great places to find nonlawyers who share your interests and values.[52] Conferences not only furnish a golden opportunity to approach presenters on breaks, but also surround you with other people interested in the topic, many of whom may be actual (or aspiring) government lawyers.

Yet another way is to read and write—which, more than ever, have become opportunities for genuine dialogue. Reading books, articles, and blogs keeps you up to date on your passion and gives you a reason to reach out to authors with appreciative questions and comments (and perhaps invitations to meet for coffee). Writing increases your visibility, improves your communication skills, demonstrates your commitment to the field, and gives you an opportunity to interview and seek feedback from people who know your topic.

A subtext to all of these suggestions is that you will need to invest your own time and money in building your network. Have a budget for organization dues, continuing education, and treating your contacts to lunch and coffee; take a professional-quality digital photograph of yourself for social networking sites; and if there's any money left over, buy thank you notes made out of actual paper made from trees.[53] I understand that for students and new lawyers, the thought of finding additional time or money to network may seem daunting, but you will find investing in these small professional touches will make a lasting good impression.

In summary: share your passion with those you already know, and look for opportunities to meet those who share it. You are hoping to meet people who share your passion long before they can help you. Expect it to take time, and cultivate patience.

Step Three: Meet Them

Networking is about giving, not getting.[54] Law students and recent graduates at the start of their career may reasonably wonder what they have to offer more senior lawyers. Obviously it's great if you can share useful information or business contacts, but the answer is even simpler: "even if you give nothing but your attention, your presence, and your warmth, that is a lot, and people appreciate it and remember it."[55] Another gift you can give is authentic, deeply felt gratitude—for their expertise, time, wisdom, suggestions, and willingness to help.[56] Introverts take note: informal, face-to-face, one-on-one networking appears to be at least as effective as working the room at a crowded event, so feel free to meet your contacts in a setting where you're comfortable.[57]

While networking is essential to finding a job, it is not the same as interviewing. Please repeat after me: Networking is *not* job interviewing. You should never ask for a job in an informational interview.[58] Speaking of which, you may want to think twice about asking for an "informational interview." To me an informational interview sounds tedious and raises suspicions that someone might put me on the spot

and ask me for a job. But meeting up for coffee or lunch or a few minutes' chat about what I do for a living? Now you're talking.[59]

While you should never use a networking meeting to ask for a job interview, once you're already in a job interview, it's fine to go ahead and ask the kind of questions you'd ask in a networking meeting. The recent graduate I mentioned recalls once asking an interviewer for tips on interesting cases to observe in court later in the day, which not only affirmed her enthusiasm for the work, but conveyed a "sense of proactivity and good time management skills."[60]

When you schedule informal meetings, try to meet people at times when you're likely to be at your best, and consider rescheduling (with appropriate notice) if you're stressed or distracted.[61] Before a meeting, do your homework—search your new contact's website, do a Google news search, and learn what you can to avoid asking questions that can be answered by "that's on the website." If they've written an article, read it. If they've written a book, at least know the subject. If you happen to be meeting someone involved in newsworthy federal litigation, consider checking out recent electronic court filings available on PACER (the account is free, and downloads are 10 cents a page). You're not stalking; you're preparing to ask informed questions, to respond intelligently if you're asked for your thoughts, and to feel calm and relaxed enough to really listen to what your contact will be sharing with you.

Networking meetings should be short—20 to 30 minutes is plenty of time—and focused. Your task is to listen and convey your passion for the field. Your objectives are to gather new information, add contacts to your network, and if you're lucky, gain what executive search consultant Marcia Ballinger calls an "evangelist": someone willing to connect you with others right away.[62]

While it's essential to be proactive in meeting people, it's equally important to be prepared for unexpected meetings. Justice Sotomayor describes meeting her first "true mentor," Yale General Counsel Jose Cabranes, by chance. A friend of Sotomayor's visited Yale to interview Cabranes for his undergraduate research and stayed with Sotomayor. She was invited to lunch with Cabranes, and a great mentoring relationship was born.[63]

In summary: First do your homework, then look for opportunities to have short, focused conversations where you can share your passion for public service. Listen to your contacts, learn from them, and let them connect you with others.

Step Four: Stay in Touch with Them

"[D]on't be shy about making a teacher of any willing party who knows what he or she is doing." —Sonia Sotomayor[64]

Follow up—that is, follow up *by you*—transforms contacts into mentors. You may notice one of your contacts shares your passion for public service and some of your key values. Maybe you're connected through an Inn of Court, an employer, a formal school or bar association mentoring program, or an online mentor matching program such as GovLoop.com.[65] Or maybe you just met at a CLE or a garden show or a softball game. However it happens, look for "chemistry," the secret ingredient that "actually makes a mentoring relationship work."[66]

Mentoring is rewarding—done right, it benefits the mentor as well by providing a meaningful relationship with someone with similar interests.[67] One lawyer has observed, "[h]ad I known the rewards of mentoring, I wouldn't have been so hesitant to seek out mentors as a young attorney."[68] If you do not connect with a mentor through a formal program, don't despair; research suggests that mentoring relationships initiated informally are just as effective, if not more effective, than formal ones.[69]

If you can connect with a judge through an internship or clerkship, you should. A great deal has been written on the mentoring relationships between judges and their law clerks.[70] Judges make legendary mentors: they know a lot of people, they've seen a lot of lawyering (good and bad), they had careers before the bench, and most of all, they value on mentoring young lawyers.[71] Yet always remember that mentors may be found not only on the summit of the profession, but also on the slopes and foothills. Junior people, just a few years ahead of you, may have great perspective and guidance to offer.[72] So when you find someone you like, junior or senior, make the first move.[73] You don't have to ask "will you be my mentor," but you do need to seek out opportunities to watch them work, and, with their leave, ask questions:

- Would you send me a copy of your next [article, complaint, brief]?
- Would you mind if I observed your next [deposition, trial, oral argument, settlement conference]?
- Is there something coming up [in court, at the legislature] that I should watch?
- Are there resources I should buy or read?
- Are there organizations I should join?
- I'm writing a paper. Where would you recommend I submit it for publication?
- Is there anyone else I should talk to?[74]

By the way, it's expected that you'll have multiple mentors over your career—different ones at different times.[75] Studies recognize four basic functions of mentoring: career mentoring, psychosocial mentoring, role-modeling, and professionalism mentoring.[76] Career mentoring, usually found within an organization, focuses on career advancement, including better work assignments, performance coaching, exposure to contacts, protection, and sponsorship.[77] In their first years of practice, students and new graduates may benefit most from career mentoring that focuses on learning, skill building, and exploration.[78] But as you meet people inside or outside your organization who are good role models and coaches, and who can offer guidance on the expectations of the profession, you should not hesitate to learn from them. A "constellation of developmental relationships" yields greater benefits for both you and your mentors over time.[79]

A mentoring relationship provides an opportunity to show your work and ask for feedback. U.S. Magistrate Judge Jeanne Graham's first mentor was her law school trial skills coach, who introduced her to her second, U.S. Magistrate Judge Jan Symchych.[80] "My mentors were dynamite professors and practitioners," Judge Graham observes, and "I did my very best—working hard and volunteering to do whatever they needed." Such opportunities to demonstrate your skills and seek feedback are essential. "In the end, it doesn't matter if you have a great mentor if you don't give them the tools to say wonderful things about you later."[81]

A mentoring relationship provides an opportunity to let someone you trust get to know you as a person. General Mills executive Kimberly Nelson recently shared a mentor's advice that she should get to know the company leadership personally because "they're not going to hand the keys to the kingdom over to a stranger."[82] The same holds true in any relationship: to be trusted, you must be known. So

when you've found someone you trust, it's okay to talk (respectfully and professionally of course) about what happens in your lives outside of the office. To truly benefit from mentoring, you need to give them the tools to say wonderful things about you—both based on your work and on who you are as a person.

Most of all, you need to stay in touch. Whether you have one mentor or many, whenever someone takes the time to mentor you, it is essential to communicate not only your questions but your gratitude.

If you can connect with a federal judge through an internship or clerkship, you should. A great deal has been written on the mentoring relationships between judges and their law clerks.

Take their advice, or explain why you don't. Buy them lunch. Thank them in writing (that's what those paper notes are for). Keep your mentors posted whenever you reach out to their contacts, publish an article, or find a new position.[83] A recent grad observes she has stayed in touch with mentors from law school and from her internships as she moves into entry-level federal service.[84] Maintaining these relationships makes it more likely you'll be thought of for positions that go unannounced,[85] and when the time comes, that you'll be able to seek your mentors' detailed advice on how to navigate the application process.[86]

In summary: When you feel "chemistry" with someone who shares your passion for public service, invest time in getting to know them, and letting them get to know you. Learn from them, look for opportunities to do your very best work for them, and ask for feedback.

Step Five: Build (and Demonstrate) Your Skills.

If you're in law school, you have access to internships that will offer a pathway into federal service. If you figure it out for the first time after graduation, not to worry. As you build your network, you can look for opportunities to build your skills.

Which skills? The recent graduate I mentioned observes that interns and entry-level hires must be good writers who can research legal issues quickly and cost effectively and should be "outgoing, extremely organized, and disciplined."[87] A recent study of student interns in judicial and other government and public interest placements confirmed that certain work habits are especially needed: attention to detail, efficient and high-quality research, initiative, and confidence.[88] Federal judges in particular have identified "intellectual excellence, superior work habits, and an exceptional ability to get along with others" as helpful for law clerks.[89] Not surprisingly, judges in a study indicated that the most important factor in hiring clerks was law school performance (for law students) or prior work experience (for graduates). The next most important factor? Personality.[90]

You may notice a theme here. General skills that are expected of new attorneys—clear writing, quick and cost-effective research, solid organization and work habits, confidence, attention to detail—can be developed in many contexts, improved by feedback from mentors, and communicated through networks to federal lawyers looking for a few good attorneys. If you want to identify more specific skills needed in your field, ask your contacts and your mentor. And once you know, look for opportunities to demonstrate them to your mentor by working hard and volunteering to do whatever is needed—working on a case, volunteering on a committee, helping write an article or speech, planning an event.

But remember that legal skills alone aren't the end of the story: employers also look for personality and fit. So a major skill to cultivate is the ability to work well with others and to quickly fit in and come up to speed in a workplace. By introducing you to other people and giving you the opportunity to learn from them, networking and mentoring build your people skills as well.

In summary: Focus on improving your research and communication skills, and ask your contacts and mentors what other skills are needed in your field. Your mentors can identify which skills are in demand, give you opportunities to practice them, and help you develop "an "exceptional ability to get along with others."

Step Six: Give Back

Sooner than you're ready, you'll be asked to be a mentor. Someone newer than you will ask you to share your time and insight. Do it.[91] The newbie could use your help; you will learn from their questions; and in no time at all, your protégées will be out practicing and connecting you to people they know.

In Conclusion

Once believed to be in decline in the legal profession,[93] mentoring is making a comeback, with law schools, bar associations, and public service organizations all providing more opportunities for students and new lawyers to meet mentors. Social media make it easier than ever to make and maintain connections. Public interest law in general, and federal service in particular, are now understood as distinct career paths requiring specialized techniques and support, and so law school career services offices are better placed to connect students and new graduates with mentors and opportunities. And an unprecedented amount of information on internships, job postings, and federal public service work is freely available online, making it easier than ever to do the homework necessary to understand and apply for a federal law job.

Finding a federal legal job can be a long and challenging process. The well-established benefits of networking and mentoring can help you leverage your time and talent, wherever you are in the search. ⊙

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Endnotes

[1]Sonia Sotomayor, My Beloved World (Knopf 2013) at 176.

[2]Cindy A. Schipani et al., *Pathways For Women To Obtain Positions Of Organizational Leadership: The Significance Of Mentoring and Networking*, 16 Duke J. Gender, L. & Pol'y 89, 95 (2009).

[3]Marcia Ballinger et al., The 20-Minute Networking Meeting: How Little Meetings Can Lead To Your Next Big Job (KeyStone Search 2012) at 19; John Lees, *Crack the Hidden Job Market*, Harvard Business Review Blog Network, available at blogs.hbr.org/cs/2011/08/crack_the_hidden_job_market.html ("one-third of jobs are filled through word-of-mouth connections"); Nick Corcodilos, *Ask The Headhunter: The Four Best (Not Easiest!) Ways to Land a Job*, www.pbs.org/newshour/businessdesk/2013/04/ask-the-headhunter-the-four-be.html.

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[5]Kay Kavanagh et al., Excellence in the Workplace: Legal and Life Skills (Thomson West 2007) at 41, 43.

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[7]Neil Hamilton et al., *Fostering Professionalism Through Mentoring*, 57 J. Legal Educ. 102, 112 (2007).

[8]Oseid, *supra* at 406.

[9]Kay, *Principals in Practice*, 31 Law & Policy 69, 70 (2009) (surveying new and experienced attorneys in Canadian system, which requires a period of apprenticeship).

[10]Hamilton, *supra* at 108-109.

[11]Sotomayor, *supra* at 178.

[12]Deborah L. Rhode, *From Platitudes to Priorities: Diversity and Gender Equity in Law Firms*, 24 Geo. J. Legal Ethics 1041, 1071 (2011); Juanita C. Hernandez, contributing author, Dear Sisters, Dear Daughters: Strategies for Success from Multicultural Women Attorneys (American Bar Association 2009) at 67.

[13]James T. O'Reilly, Careers in Administrative Law and Regulatory Practice (American Bar Association 2010) at 51 ("Should I network? Absolutely.").

[14]E-mail interview with recent graduate attorney in federal service, April 11, 2013, on file with the author ("Recent Grad Interview").

[15]Richard L. Hermann, Landing a Federal Legal Job: Finding Success in the U.S. Government Job Market (American Bar Association 2011) at 10, 18, 143.

[16]Hermann, *supra* at 146, 323.

[17]Hermann, *supra* at 323; O'Reilly, supra at 16.

[18]Hermann, *supra* at 328.

[19]O'Reilly, *supra* at 17.

[20]Hermann, *supra* at 233; Recent Grad Interview, supra.

[21]Malcolm Gladwell, Outliers 39-40 (Little, Brown & Co. 2008).

[22]Courtney Rubin, "How to Make a Career in Public Service," U.S. News & World Report, (Oct. 28, 2010) www.usnews.com/articles/2010/10/28/how-to-make-a-career-in-public-service. For excellent 10-year career timetables for new lawyers, please see Kavanagh and Nailon, *supra* at 330-332, and Douglas E. Motzenbecker, "Rainmaking," in The Young Litigator: Tips on Rainmaking, Writing and Trial Practice (American Bar Association 2011) at 20-24.

[23]Hermann, *supra.*

[24]Recent Grad Interview, *supra.*

[25]Hermann, *supra* at 39 ("Lawyers are indoctrinated from day one in law school with the peculiar notions that (1) you only have status and even value if you go to work for a large law firm and (2) your overall worth is demarcated by the size of your paycheck. Those are difficult notions to set aside given the barrage of such information assaulting you from all sides during law school and beyond.")

[26]Schipani, *supra; see also* Veronica Ashenhurst, *Mentoring the Lawyer, Past & Present: Some Reflections*, 42 Ottawa L. Rev. 125, 130 (2010-2012).

[27]Cathy Wasserman, "Self and Career Assessment: The Foundation of a Successful Job Search and Career," found in Chapter 3 of Meg Busse, Steven Joiner, The Idealist Guide to Nonprofit Careers for First-Time Job Seekers (Hundreds of Heads 2010) at 36, available for download at www.idealist.org/info/Careers/Guides/FirstTime; *see also* Karol Taylor and Janet Ruck, *The Importance of Career Planning in the Federal Job Search: A Practice Application Digest*, American Counseling Association Professional Counseling Digest (2010). A 30 minute, $4.95 self-assessment test may be found online at www.self-directed-search.com.

[28]Busse et al., *supra;* The fifth lens, target population, appears at www.idealist.org/info/Careers/SelfKnowledge/Lenses.

[29]Miriam J. Guggenheim, "Becoming a Lawyer with a Work-Life Balance: From Part-Time to Partner," collected in O'Reilly, *supra* at 65.

[30]Recent Grad Interview, supra.

[31]Hermann, *supra.*

[32]Hermann, *supra* at 151-52.

[33]U.S.. Office of Personnel Management, *Hiring Authorities: Students and Recent Graduates*, www.opm.gov/policy-data-oversight/hiring-authorities/students-recent-graduates.

[34]Rubin, *supra; see also* Katherine Calogero, *Become a Fan of Government Procurement on Facebook: How the Federal Government's Acquisition Workforce can use Social Networking Websites to Recruit New Employees*, 40 Pub. Cont. L. J. 808, 828 (2011)

[35]NALP and PSJD, *The Federal Legal Employment Opportunities Guide 2012-2013* at 12 (available at www.psjd.org); see also O'Reilly, *supra* at 57.

[36]Recent Grad Interview*, supra.*

[37]Hermann, *supra* at 25.

[38]Hermann, *supra* at 54.

[39]Sotomayor, *supra* at 194.

[40]Hermann, *supra* at 147.

[41]Douglas E. Motzenbecker, *Rainmaking*, The Young Litigator: Tips on Rainmaking, Writing and Trial Practice (American Bar Association 2011) at 20-21.

[42]Busse, *supra* at 56.

[43]Ballinger, *supra* at 25, 54-55.

[44]Lees, *supra.*

[45]Corcodilos, *supra.*

[46]Glen McMurry et al., "What's Next? The Transition from Law School to Solo or Firm Practice," 59 Federal Lawyer 18, 18 (May 2012).

[47]Recent Grad Interview, *supra.* Information on the Guarini Sum-

mer Series can be found at http://blogs.law.nyu.edu/lifeatnyulaw/nyu-law-students-in-d-c-the-guarini-government-summer-series/ (posted July 1, 2013)

[48]Rhode, supra at 1070; Hernandez, *supra* at 68.

[49]O'Reilly, supra at 51; Motzenbecker, *supra* at 22.

[50]McMurry, *supra* at 18.

[51]Information available at www.nextgen.com.

[52]Amy Messigan et al., "Young Lawyer's Perspective on Rainmaking: A Timeline for Success," in The Young Litigator (American Bar Association 2011) at 20.

[53]Busse, *supra* at 69.

[54]Michael Ellsberg, *The Power of Eye Contact* (HarperCollins 2010) at 118.

[55]Ellsberg, *id.*; *see also* Nick Corcodilos, *The Right Way to Get Coached*, www.asktheheadhunter.com/ hagetcoached.htm.

[56]Ballinger, *supra* at 114.

[57]Hamilton *supra* at 120-121.

[58]Busse, *supra* at 58, 68.

[59]I appear to be in the distinct minority as "informational interview" is widely and effectively used in career-services-speak. See Busse and Joiner, *supra* at 66. It's fine to think of your get togethers as informational interviews, but it's much more fun to grab coffee and chat. Just saying.

[60]Recent Grad Interview.

[61]Randall Ryder, "Don't Suck at Networking Lunches," Lawyerist (posted April 16, 2013).

[62]Ballinger, *supra* at 52.

[63]Sotomayor, *supra* at 176.

[64]Sotomayor, *supra* at 72.

[65]Terrence O'Donnell, *Federal Court Practitioners Serve as Mentors to Newly Admitted Attorneys: The Supreme Court of Ohio's Lawyer to Lawyer Mentoring Program*, 57 Fed. Lawyer 28, 29 (August 2010) (describing Ohio's formal bar mentoring program). For more information on the GovLoop Mentors Program, *see* www.govloop.com/page/govloop-mentors-program.

[66]Steven Keeva, "Good Act to Follow," 81 A.B.A. Journal 74, 77 (March 1995).

[67]Oseid, *supra* at 399.

[68]Binns, *supra.*

[69]Hamilton, *supra* at 119-21.

[70]*See, e.g.*, Todd C. Peppers et al., *Inside Judicial Chambers: How Federal District Court Judges Select and Use Their Law Clerks*, 71 Alb. L. Rev. 623, 623 (2008).; Keeva, supra at 76.

[71]Peppers, *supra* at 637.

[72]Oseid, *supra* at 407.

[73]Oseid, *supra* at 407.

[74]Amy Messigan et al., "A Mentoring Checklist To Help Make the Mentoring Relationship More Productive," in The Young Litigator (American Bar Association 2011) at 52-58 (example checklist of questions to ask a mentor, tailored for a law firm setting).

[75]Erin Binns, "Navigating the Mentor-Mentee Relationship," Student Lawyer (February 2013).

[76]Hamilton, *supra* at 107-119.

[77]Hamilton, *supra* at 107.

[78]Kay, *supra* at 77 (2009).

[79]Schipani, *supra* at 5; Oseid, *supra* at 407.

[80]Email interview with the Hon. Jeanne J. Graham, U.S. magistrate judge, April 2, 2013, on file with the author.

[81]*Id.*

[82]Remarks at the Access to Leadership Conference, April 25, 2013, confirmed by email with Kimberly Nelson dated May 2, 2013, on file with the author.

[83]Nick Corcodilos, *The Right Way to Get Coached*, *supra.*

[84]Recent Grad Interview, *supra.*

[85]Beem, *supra* at 58.

[86]Recent Grad Interview, *supra.*

[87]Recent Grad Interview, *supra.*

[88]Carolyn Young et al., *What Students Don't Know Will Hurt Them: A Frank View From the Field on How to Better Prepare our Clinic and Externship Students*, 14 Clin. L. Rev. 105, 118 (2007-2008) (surveying skills reported to be most lacking in student interns).

[89]Laurie A. Lewis, *Clerkship-Ready: First-Year Law Faculty Are Uniquely Poised to Mentor Stellar Students for Elbow Employment with Judges*, 12 App. L. J. 1, 6 (2012).

[90]Peppers, *supra* at 633-34 (2008).

[91]Kavanagh, *supra* at 353.

[92]Louise A. LaMothe, *Where Have All the Mentors Gone?* 19 Litigation 1, 5 (Winter 1993).

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and will be easy to do because the judge already understands "how the world works." As you move on to other issues, remember what the judge now knows—you may be able to rely on that knowledge to make further arguments even more concise.

Conclusion

Keep this short and sweet, but also recognize the opportunity to bring the brief full circle and quickly tie it back to the main essence you established in the introduction. Scriptwriters employ this technique for blockbuster movies: tie the ending theme to the opening scene. But keep it to just a few sentences, and end with your request for exactly what the court should do (e.g., affirm, reverse, etc.). And don't tell the judges that they "must" do anything; just say that they "should." Your facts and flow will indicate to them whether they must take the action you suggest.

By taking this holistic approach to the brief, you will continuously be mindful of the judge's view as he or she learns your client's story, one section at a time. That can blend the nice brushstrokes of your work into a single masterpiece. ⊙

Endnote

[1]ABA Council of Appellate Lawyers Comments on Proposed Amendments to Fed. R. App. P. 28 & 28.1: Merging Statements of the Case and Facts, www.uscourts.gov/uscourts/RulesAndPolicies/rules/AP%20Comments%202011/11-AP-004-Comment-Finnell_ABA_Council%20of%20Appellate%20Lawyers.pdf.