



the global voice of
the legal profession

Developing, implementing and maintaining a young lawyers' organisation

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FOREWORD

The Association Internationale des Jeunes Avocats (International Association of Young Lawyers (AIJA)), the ABA Young Lawyers Division, and the International Bar Association Young Lawyers' Committee endorse the following guidelines for setting up young lawyers' divisions among the local and national bar associations (Guidelines). The Guidelines are based on the ABA Young Lawyers Division's YLD Leadership Academy Handbook and addresses the points raised at the meeting of the Young Lawyers' Committee at the IBA Congress in Chicago on 20 September 2006. The purpose of the Guidelines is to assist new Young Lawyer Organisations (YLO) address many issues raised by the development, implementation and maintenance of a YLO.

1. Overview

Starting or reactivating a YLO can be complicated, overwhelming and time consuming. However, the potential benefits of a YLO to the community and its young lawyers will likely outweigh the initial difficulties of developing the YLO.

Getting started

The first item to consider in starting or reactivating a YLO is whether the community has had a YLO in the past and, if so, the failures and successes of the old YLO. A historical review of the YLO will help you avoid past failures and reinventing the wheel. Secondly, consider the reasons and justifications for having a YLO in your community. Do factors and needs exist in the community that will allow the organisation to be successful? For example, is there a need for an organisation to provide training for young lawyers or an opportunity for young lawyers to network? If the senior bar is simply a social organisation for very senior members of the bar, such a need may exist. Do young lawyers in the community have an opportunity to influence their profession through the senior bar? Is a portion of the legal community ignored or excluded, such as governmental attorneys or small firm attorneys? Do the young lawyers in the community want an excuse to get together for social activities, such as participating in sport leagues? Do the young lawyers or the senior bar want to provide more service to the public?

Next steps: resources and strategy

Once you determine that a YLO would be beneficial to the community, you must analyse the resources available to the YLO to determine whether it can be successful – importantly, is there a sufficient number of young lawyers in the community willing to operate and build the YLO? Are existing bars willing to cooperate with the new YLO?

Before going public with the YLO, you should carefully draft a mission plan and recruit a well-balanced and responsible group of individuals to serve as the organisation's initial leadership. Once you have your plan for the YLO and your initial core leaders, you are ready to introduce the YLO to the community using large-scale marketing and promotional efforts.

Identify purposes and keep to them

Once you've recruited new YLO members, you have to provide them with meaningful opportunities, whether it's endowing certain motivated individuals with leadership positions, or creating social functions for all members to attend. Keep in mind that the first few years of a YLO's existence are the most important, as the direction and potential of the organisation will, to a large extent, be determined during this time. Even after the first years of running a successful YLO, you must continue to analyse the purpose, goals, successes and failures of the YLO, which should continue during the lifetime of the YLO.

YLOs should supplement and not compete with an existing local or national bar, or engage in any activity that violates the rules or by-laws of an existing bar. Importantly, YLOs should be politically, religiously and socially neutral and non-discriminatory.

For assistance in creating a YLO, please contact any of the sponsoring organisations of these Guidelines identified at the end of this document.

2. Understanding the YLO

It is absolutely essential for YLO leadership to thoroughly understand the activities, policies, organisational structure, procedures, constitution, by-laws and other organisational documents of the YLO. You, as the incoming chair, and other YLO leaders should review the minutes, agendas and newsletters of the YLO from previous years. Often, history will repeat itself and you will be considering similar topics at similar times of the year. You and other YLO leaders should also meet with your respective immediate predecessors to get a sense of the YLO's history and purpose.

3. Chairing a YLO

Your year as chair of a YLO is likely to be exciting, time-consuming and stressful. It is helpful to limit your year to one or two overall themes. After you have picked a particular theme, stick to it. Being a leader also involves presenting a role model of an individual who has a commitment to the profession and the community, someone who can somehow find the time to work as a lawyer and be a leader in the bar.

To do that you will want to sponsor an orientation programme during the summer for committee chairs and board members to set forth the objectives for your year and to delegate responsibility for completing each programme. Prepare a YLO calendar as part of creating your working plan, which will be extremely helpful in getting you organized as Chair. Make and revise lists of things to do, which will help you sort out

and prioritise the many tasks you need to take care of and help you avoid forgetting important events and activities.

4. Starting the year off right

The first steps in planning your year as chair of the YLO should occur well before you are ever elected or appointed to become chair. Once the bar year has commenced, it is too late to begin planning.

Prior to creating the YLO working plan, it is essential that the incoming leadership have thorough discussions with existing leadership, seeking their suggestions, criticisms and complaints. Creation of this working plan should begin at least *three months* prior to the incoming leadership's assumption of office, but preferably *six months to a year* in advance. Also, be ready to modify your plan when necessary.

During your year as chair of the YLO, you should meet with staff to discuss objectives and set priorities for the next year. You should discuss with staff members the issues you find important, the areas you are interested in changing and the goals you would like to accomplish during your term. Keep in mind that your goals can include setting up mechanisms or laying groundwork for projects that will continue long after your term has ended.

Also, during the bar year, you should emphasise public service and consider creating programmes around that theme. In addition, you should properly convey a commitment to the legal profession and the community. Chairing means leadership, and leadership involves channelling the efforts of people with strong, often contrasting opinions towards a common goal as well as motivating people and making them feel important and good about what they are doing for the organisation and the community. However, chairs cannot do everything themselves. They must delegate responsibilities to officers, council members, committee chairs and staff. Chairs must also prepare a YLO calendar (as part of the working plan) containing all programmes, officer and/or executive committee meetings, council meetings, etc, make and revise lists of things to do and set deadlines for YLO members; prepare meeting agendas well in advance; attend most, if not all, YLO events; and treat all volunteers and members with sincerity and respect. The overall goal is to communicate to all your constituents what the YLO is doing (eg, make calls, write letters, and 'meet and greet').

5. Needs and goals of the YLO

Needs

You should understand the needs and desires of your members, including: the services or benefits that your members demand or like; the services or benefits that would attract new members; the services or benefits that were successful in past years; and which services or benefits should be altered or discontinued.

Further, the YLO should look at how it can provide services to the public. Thus, you need to understand the public service projects that your members want to undertake; the public service projects that are needed in your community; which of these projects the YLO can successfully implement; and which of these projects will most benefit the YLO.

The financial needs of the YLO should be reviewed and performed on an annual basis. The review should include consideration of:

- the funds on hand;
- the normal expenditures each bar year;
- the normal income revenues each year;
- expected increases or decreases in expenses or revenues your bar year;
- the need for fundraising or changes in dues;
- reasonable expectations of fundraising;
- the need for different investment strategies;
- financial controls; and
- reimbursement policies.

Also, the YLO's articles and by-laws should be reviewed and any necessary changes should be formally made to them. A related determination is whether liability insurance is needed for the organisation or the directors and officers. In addition, the annual review should consider whether additional employees (or replacements), including an executive director, are needed to manage the YLO. Further, the annual review should determine whether the leadership communicates effectively with YLO members and the public.

Goals

After determining the needs of the YLO, it is time to determine whether your goals are compatible and acceptable by your board and members. Accomplishing your goals requires thorough planning, which should include consulting with leaders and members of the YLO, and determining specifically what goals for member services, public services, and other areas you intend to work towards. Prepare a calendar for your year as soon as possible and, if possible, develop a theme of your bar year that can be shared with others – the theme should explain in a few simple words what you hope to accomplish and the focus of your bar year. Importantly, effective communication is key and you must communicate your message to as broad a group of people as possible. You will also need to designate committees and individuals to help you implement new projects. Lastly, be sure to include the board in planning sessions and discuss the goals of the board members.

6. Long-term planning

Although short-term planning and day-to-day operations are crucial for the operation of a YLO, long-range planning is a necessity in order to avoid stagnation and to ensure that the YLO continues to meet the changing needs of its members and the community. Once completed, a long-range plan provides the organisation with a philosophical framework and ensures continuity from one administration to the next. Long-range planning will aid the organisation in avoiding reinventing the wheel and frequently altering the organisation's focus and projects, which may prevent the organisation from accomplishing anything of lasting value.

The first step in developing a long-range plan is to form a long-range planning committee. The second step is for the committee to identify areas of challenge and opportunity for the YLO. The third step is to develop goals, which should be put in writing. Finally, remember that a plan on paper will not benefit the YLO if it is not implemented or if it is not periodically reviewed and modified.

Developing a long-range plan

As the YLO and the environment in which it finds itself change over the years, those goals may change or need to be changed. By systematically determining both its internal needs and the needs of those it serves, as well as considering the available financial and manpower resources, long-range planning enables a YLO to make conscious and informed decisions about the broad goals of the YLO and the narrower objectives that, if achieved, will result in the goals being met.

The first step in developing a long-range plan is a needs assessment to determine the needs of the YLO and your community. Generally, your assessment should not just inquire into current needs, but also seek to identify the needs and issues that are expected to emerge over the next five years. The areas to assess fall into two broad categories: (1) the environment in which the YLO operates; and (2) the YLO itself. Since the general purpose of any bar organisation is to serve the profession and the public, it is necessary for the YLO to assess the needs of the profession and the public in order to fulfil your underlying purpose. In conducting your organisational assessment, you will find it helpful to trace the development of the YLO in addition to looking at its current status and future development. Getting information about its history is usually necessary to understanding current organisational policies and politics.

There are two basic ways of undertaking a needs assessment: personal interviews and surveys. Interviews should be conducted with a cross-section of individuals in the justice system, the bar, and the community – try not to limit your interviews to people in leadership positions. While surveys provide you with richer information because they are open-ended and provide for greater flexibility, your resources will probably restrict how random they may be. Make sure that you are also covering a cross-section of organisations and political/social attitudes. As to your membership, statistical reliability is more important and a survey is strongly recommended. Obtaining an accurate reading of the needs and interests of your membership is critical to defining your purpose and developing your programmes. A long-range planning committee should be appointed with the responsibility for conducting the needs assessment and developing the long-range plan for the YLO.

Implementing a long-range plan

You should allow about six months to complete the needs assessment; the exact amount of time depends on the breadth of your assessment. The actual development of the plan will likely take another few months. The Guidelines suggest planning in five-year cycles, since it is unlikely that there will be significant changes across a broad range of items included in the needs assessment in a shorter period of time, and the needs assessment process is sufficiently volunteer-intensive that most organisations would not want to repeat it more frequently.

You need to decide which organisations and/or individuals will be doing the needs assessment in each area that you have chosen to prioritise. You will also need to identify the concerns of the person or organisation being interviewed and any thoughts that they may have regarding their interaction with the YLO. Once you have decided whom you are going to interview and have designed the interview questionnaires, you should send an introductory letter to each individual requesting the interview. You should also survey members (and non-members), train long-range planning committee members, draft the needs assessment report, and develop goals and objectives. In other words, once all of the long-range planning committee members have had a chance to digest the needs assessment report, each committee member should think through, based on the findings in the report, what the goals and objectives of the YLO should be. The committee will then have to meet several times to discuss the various suggestions of its members and come to a consensus as to the goals and objectives and their relative priority.

7. Creating a working plan

The Chair-Elect should prepare a working plan well before assuming office as Chair. The Chair-Elect must meet often with the core group of 'ideas' people. Prior to creating the working plan, it is essential that the incoming leadership have exhaustive discussions with existing leadership, seeking their suggestions, criticisms and complaints. They should discuss in particular projects that need revitalisation.

The steps to create a working plan start with the draft of a checklist of things to do and benchmarks, including the following:

- identification of all committees to function during the bar year;
- identification of all committee chairs, vice-chairs and, as soon as possible, members;
- identification of all projects to be undertaken during the bar year, with assignment of such projects to specific committees;
- identification of all affiliate, executive council, officers' and directors' meetings to be held during the year;
- identification of target dates for accomplishment of each of the above activities; and
- analysis of the budget (availability and allocation of funds).

The second step is to draft a skeleton calendar for the year and agendas for each board meeting.

From time to time, events may dictate change. The organisation and its leadership must constantly monitor and evaluate the YLO's progress through the year.

8. The budget

Considerable advance planning must go into developing a budget based on the current and future needs of the YLO, while keeping in mind the sources of revenue available to fund the YLO. The threshold task in planning a budget is to review the allocation made in the previous year's budget. The adoption of a line item budget using a format that includes prior year requests and actual expenditures effectuates this comparison. The budget should include a separate line item for each programme, or committee, that will require funds for its operation. Expenses and income for each line item programme should be included in a separate budget comparison. A summary sheet should tabulate total expenses and income to calculate an overall budget allocation.

Preparation

In the months before the bar year starts, a draft budget should be prepared by the YLO treasurer. The draft should be reviewed by you and discussed with the Treasurer before being finalised.

After reviewing the prior year's budget, committee plans of action should be used to determine the resources necessary for the coming bar year. A plan of action utilises a specific format that should be sent to each prospective committee chair well before the formal budgetary process begins.

Each bar association operates under a different review and approval process. It is most common for a proposed budget to be discussed and approved by the executive council of the YLO. Review and approval by the finance committee and/or executive council of the senior bar is commonly also required. Thus, the line item budget and a summary budget justification based on a synopsis of each plan of action (or the plans of action themselves) should be presented to both executive councils. Larger YLOs may delegate review of the budget to separate budget, finance or planning committees.

Locating sources of revenue to fund YLO programmes is also very important. Typical sources of revenue are the local and state bar associations and their funds, private funding, revenue generating projects, publications or CLE programmes. Each funding source should have its own approval process. The YLO treasurer should maintain a careful running total of the amount of funds being spent. The YLO should also adopt a policy statement concerning reimbursement and travel expenses, food and drink, entertainment expenses, etc, that, if allowed, require advance approval for any such expense, or for expenses over a specified amount. Successful implementation of a budget requires cooperation by the respective programme chairs that will be spending the money.

9. Structure reorganisation

As Chair-Elect, you should determine whether the YLO's structure should be modified, particularly if the YLO is not functioning as effectively as you believe it could. To determine whether reorganisation is necessary, you should first thoroughly review the YLO's by-laws to gain an understanding of what modifications may be possible within the by-laws – note that it may be necessary to amend the by-laws if you decide that modification of the YLO's structure is desirable. Also, you will need to assess and evaluate the YLO's current structure, the roles of your board members and committee chairs, the purpose and success of your board or governing council's meetings, and the YLO's general membership. As you consider these issues, you should be able to make an overall assessment of the size, structure and success of the YLO. You may decide that the YLO structure could benefit from relatively minor modification. Alternatively, you may decide that a complete overhaul is the most appropriate course of action.

10. Selecting your committees

It is important to evaluate periodically the progress of the YLO and determine whether the YLO programmes are consistent with the YLO mission statement, by-laws and needs and interests of the membership. The committee structure is used to produce specific programmes and other activities of the YLO, and the existing committee structure must be reviewed to determine its effectiveness. In contemplating such a review, it is important to establish what existing committees there are, and whether the needs of the membership and community are being met. After evaluating the committees, you may then focus on *three types* of committee each with distinct purposes and functions:

- membership support committees (oriented toward member services)
- public service committees (oriented toward development of programmes for presentation to the public); and
- board committees (designed to assist in the implementation of policy).

You should also encourage committee and bar group cooperation, which means cooperation not only between different committees of the same YLO, but also cooperation between different organisations as well. Several small organisations, each with limited resources but similar service goals, may successfully combine their efforts to produce quality public service projects.

Selecting committee chairs

Running a YLO effectively depends on getting other members involved in committed teams efforts. You should create or use existing committees to focus and carry out particular tasks and then choose skilful committee chairs that will energise and move forward with projects. The following points should be considered when selecting committee chairs: assess your current committee chairs (eg, how have they performed? Should they continue or be replaced, and if so by whom?); identify candidates with proven track records (perhaps current or past officers, members of the board of directors, or retiring committee chairs who may have recommendations); create co-chair positions with one co-chair as the veteran who

will train the new co-chair; the chair position should be attractive to the candidate; ensure that the incoming chair will be supported by you and the YLO leadership; reward the chair with recognition; meet personally with the chair; and replace inactive appointees when necessary. The goal is to ensure that the committee chairs are well-established so that they can generally run themselves.

Educating committee chairs and officers

Before the start of the bar year, you need to assemble a handbook for each committee chair to use as a reference tool during the year. The handbook should include basic information about the structure of the YLO and the senior bar, where it fits into a state bar or local bar, and information about all of its committees. The handbook should also describe the duties and responsibilities of the officers, directors and committee chairs, and staff members, and how to organise and operate the committee, including the preparation of a plan of action and annual report, planning and scheduling meetings and events, etc. Further, the handbook should include financial guidelines and procedures, and in the appendix there should be a copy of the YLO's by-laws, a sample plan of action, reimbursement forms, the names and addresses of all committee chairs and council members or directors, and a schedule of all meetings and major events during the year.

The roles of each of the officers must be specifically defined. The officers are your bar leaders who must motivate your executive council members as well as the membership at large in order to accomplish your goals during the year. Prior to the first meeting of your board or membership you should meet with your officers to go over your plans and objectives for the year.

It is important to set regular meetings or telephone conferences for your council or board and for committee chairs. Council/board meetings should be held at least every month, committee chair meetings at least once every other month.

11. Motivating volunteers

There are several different strategies that can be used to motivate volunteers, including delegating responsibility up and down the vertical chain. Defer some decision-making authority to your directors and committee heads, as they will be grateful for your confidence in them. Also, it is important to have reasonable expectations, acknowledge volunteers' successes, and ensure that they get the recognition that they deserve. And last but not least: work hard but have fun.

12. Increasing and maintaining membership

A first step in attracting new members is forming a membership committee with a chair and vice-chair. In jurisdictions where there is a voluntary and mandatory bar or a voluntary bar alone, the primary goal of the membership committee will be to increase membership of the senior bar and of the YLO, both

in numbers of members and in numbers of active members. The membership objectives of the senior bar and the YLO cannot be separate, because it is likely that the majority of new members will be YLO members. The YLO should also maintain a high profile for the membership committee in the senior bar and the YLO, so that membership will continue to be a high priority for the YLO and resources will be used to increase membership on a continual basis. For those jurisdictions that have only a mandatory bar, the objective of the YLO will be primarily to attract volunteers for activities and to inspire present members into more activity.

Before the membership committee launches its annual membership campaign, it should obtain a better understanding of its actual and potential membership by determining: how many members of the YLO it has and how many of them are active; the various identifiable groups of the bar population as prospective members (eg, minorities, women, solo practitioners, large-firm lawyers, in-house counsel, judges, etc); and the percentage of your membership that each potential group might constitute. You will also need to target new members to the bar.

A primary goal of the YLO will be to retain your current members while you are attracting new members, preferably ones who are interested in taking an active role in the YLO. The key to attracting new members and retaining current member interest is effective communication. An easy way to communicate is to publicise your successful events and committee activities, for example, through the YLO newsletter or website. Another effective method of communicating with young lawyers is to establish a young lawyer contact person in each city, and in each major law firm, corporation and government agency.

13. Running an effective meeting

Conduct a face-to-face meeting only if it is absolutely necessary. Usually teleconference calls or e-mailing can address many if not most of the issues that could be addressed in a face-to-face meeting. Planning a meeting requires proper planning and preparation. The following factors should be considered when planning a meeting:

- **Planning and timetables**
- **Audience profile:** Before setting the agenda or deciding on objectives and prepared statements, take the time to profile your audience.
- **Agenda:** Agendas need not be set in stone, but without at least a loose structure any meeting will wander. In addition to the list of items to be covered, the agenda may include ground rules for the meeting, such as the length of time for opening statements and discussion, as well as rules for voting and submission of materials.
- **Facilitates profile**
- **Objectives**
- **Opening statements:** They should include a review of the agenda, requests for changes to the agenda, statement of ground rules and expected closing time.

- **Introductions**
- **Record keeping**
- **Volunteer recognition and motivation**
- **Running discussions:** Pre-set ground rules are very important. Let the members know how long the discussion should go on and how long each person should speak.
- **Voting**
- **Closing statements**
- **Follow-up**
- **How to improve future meetings**

14. Public relations

Good public relations is the foundation of a successful YLO and a successful bar event. Good public relations publicise events and people and show them in their best possible light. If you do not have the luxury of your own public relations personnel, you should use whatever public relations expertise is already available to the senior bar.

The first thing you must do in arranging publicity for any event is decide who your audience is and how you want to reach that audience; you must then determine the type of media you need to use to in order to achieve that. Public relations planning should be a major part of the project's timetable and execution – do not leave preparations until the last minute! Also, do not forget to publicise the success of the event once it has taken place.

15. Developing close relationships outside the YLO

You should establish and develop relationships with other organisations in the legal community, particularly your senior bar counterpart. The key to a successful relationship with the senior bar, like many relationships in life, is communication and involvement. To this end, there are several steps that your affiliate should be taking to nurture and enhance your relationship with the senior bar:

- attend senior bar meetings;
- get involved in senior bar governance;
- meet one-on-one with senior bar leaders;
- show the senior bar the value of having young lawyer involvement;
- seek publication opportunities; and

- invite senior bar leaders to meetings.

Sustained cordial relations with the senior bar may result in financial and other assistance from the senior bar.

You will also want to cultivate and maintain good relations and communications with a number of other organisations, including the International Association of Young Lawyers, the American Bar Association, and the International Bar Association – these three organisations can be tremendous sources of information and inspiration.

16. Closing out the year

Planning for the transition to the next group of leaders is essential to the continued success of the YLO. This planning should begin approximately *three months* before the end of your term. At that time, a review of ongoing projects and other YLO work needs to be undertaken. Decisions need to be taken about what can be completed and what will need to be carried over or postponed until the following year. As the bar year ends, you should make a list of outstanding projects, committee work, and other ongoing activity of the YLO.

An important point is that retiring chairs should remain on the long-range planning committee, assuming the YLO has one, as their experience and know-how will be very beneficial to the new chairs. You should also communicate to the senior bar and other relevant bar organisations of the change of leadership.

17. Conclusion

YLOs have tremendous potential to benefit young lawyers, the senior bar and the public. Congratulations on your decision to create a lasting Young Lawyer Organisation.

18. Contact information

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Developing, implementing and maintaining a young lawyers' organisation checklist

<i>1. Analysis and planning</i>	<i>checked</i>	<i>rechecked</i>
Has a young lawyers' organisation (YLO) existed before?	<input type="checkbox"/>	<input type="checkbox"/>
Reasons for success or failure of previous YLO	<input type="checkbox"/>	<input type="checkbox"/>
Reasons why no pre-existing YLO existed	<input type="checkbox"/>	<input type="checkbox"/>
Number of interested young (define!) lawyers around	<input type="checkbox"/>	<input type="checkbox"/>
Number of potential volunteers	<input type="checkbox"/>	<input type="checkbox"/>
Future leadership potential	<input type="checkbox"/>	<input type="checkbox"/>
Goals for short, medium and long term	<input type="checkbox"/>	<input type="checkbox"/>
Recruitment plan for members (and six to seven leaders)	<input type="checkbox"/>	<input type="checkbox"/>
Incentive to join for future leadership	<input type="checkbox"/>	<input type="checkbox"/>
Establish short mission statement as selling phrase	<input type="checkbox"/>	<input type="checkbox"/>
Reasons why young lawyers would join	<input type="checkbox"/>	<input type="checkbox"/>
Why they wouldn't join	<input type="checkbox"/>	<input type="checkbox"/>
<i>2. Themes and emphases</i>	<i>checked</i>	<i>rechecked</i>
Judicial training in new areas of the law or new laws	<input type="checkbox"/>	<input type="checkbox"/>
Training in the business of the lawyer	<input type="checkbox"/>	<input type="checkbox"/>
Skill training	<input type="checkbox"/>	<input type="checkbox"/>
Discussing entry into the lawyers' profession	<input type="checkbox"/>	<input type="checkbox"/>
Networking occasions beyond the legal field	<input type="checkbox"/>	<input type="checkbox"/>
Casual get-togethers	<input type="checkbox"/>	<input type="checkbox"/>
Public service and aid to the needy	<input type="checkbox"/>	<input type="checkbox"/>
Distinguish between long-term plans and operational lobbying for the interest of young lawyers	<input type="checkbox"/>	<input type="checkbox"/>
Other reasons to establish a YLO	<input type="checkbox"/>	<input type="checkbox"/>
Create commissions or committees	<input type="checkbox"/>	<input type="checkbox"/>
Establish final mission statement	<input type="checkbox"/>	<input type="checkbox"/>

3. Possible one-time or annual events	<i>checked</i>	<i>rechecked</i>
Kick-off event upon incorporation (think big!)	<input type="checkbox"/>	<input type="checkbox"/>
Annual general assembly	<input type="checkbox"/>	<input type="checkbox"/>
Seminars	<input type="checkbox"/>	<input type="checkbox"/>
Meeting of the officers of the YLO or its commissions	<input type="checkbox"/>	<input type="checkbox"/>
Young lawyers' reception within annual bar meeting	<input type="checkbox"/>	<input type="checkbox"/>
Luncheons and dinners	<input type="checkbox"/>	<input type="checkbox"/>
Casual (and fun!) social events	<input type="checkbox"/>	<input type="checkbox"/>
Attend bar admittance ceremonies	<input type="checkbox"/>	<input type="checkbox"/>
Visit law schools	<input type="checkbox"/>	<input type="checkbox"/>
Joint ventures with other YLOs or international associations	<input type="checkbox"/>	<input type="checkbox"/>

4. Basic definitions	<i>checked</i>	<i>rechecked</i>
Age limit: when is a 'young lawyer' no longer young?	<input type="checkbox"/>	<input type="checkbox"/>
Mission statement and goals (member/public service?)	<input type="checkbox"/>	<input type="checkbox"/>
Only litigators or also in-house and governmental?	<input type="checkbox"/>	<input type="checkbox"/>
By-laws, charter	<input type="checkbox"/>	<input type="checkbox"/>
Produce a time plan for starting	<input type="checkbox"/>	<input type="checkbox"/>
Annual elections and possibility of unlimited re-elections?	<input type="checkbox"/>	<input type="checkbox"/>
Incoming president, president and immediate past?	<input type="checkbox"/>	<input type="checkbox"/>
Treasurer and secretary as part of the board?	<input type="checkbox"/>	<input type="checkbox"/>
Strong single leadership or group leadership?	<input type="checkbox"/>	<input type="checkbox"/>
Sufficient resources for active delegation of tasks	<input type="checkbox"/>	<input type="checkbox"/>
Name and logo to create corporate identity	<input type="checkbox"/>	<input type="checkbox"/>

5. About the team leaders	<i>checked</i>	<i>rechecked</i>
Group of more than six leaders	<input type="checkbox"/>	<input type="checkbox"/>
Respectability, reliability, communication skills, and ambition	<input type="checkbox"/>	<input type="checkbox"/>
List of individuals	<input type="checkbox"/>	<input type="checkbox"/>
Establish a nominating committee?	<input type="checkbox"/>	<input type="checkbox"/>
Create possibilities for interested members to join in	<input type="checkbox"/>	<input type="checkbox"/>

<i>6. Members and supporters</i>	<i>checked</i>	<i>rechecked</i>
Young judges	<input type="checkbox"/>	<input type="checkbox"/>
Prominent senior judges	<input type="checkbox"/>	<input type="checkbox"/>
Prominent lawyers	<input type="checkbox"/>	<input type="checkbox"/>
Members interested in doing background work	<input type="checkbox"/>	<input type="checkbox"/>
Establish a membership recruitment committee?	<input type="checkbox"/>	<input type="checkbox"/>
Establish a priority list of expectations of new members	<input type="checkbox"/>	<input type="checkbox"/>
Have a new member package	<input type="checkbox"/>	<input type="checkbox"/>
Have a new member event	<input type="checkbox"/>	<input type="checkbox"/>
Establish a distributable membership list	<input type="checkbox"/>	<input type="checkbox"/>
<i>7. Finances</i>	<i>checked</i>	<i>rechecked</i>
Funds from existing bar	<input type="checkbox"/>	<input type="checkbox"/>
Decide on membership fees	<input type="checkbox"/>	<input type="checkbox"/>
Public or foundation funding?	<input type="checkbox"/>	<input type="checkbox"/>
Sponsorship (law firms, banks, insurance companies, etc)	<input type="checkbox"/>	<input type="checkbox"/>
Revenue-generating events such as seminars	<input type="checkbox"/>	<input type="checkbox"/>
CLE events	<input type="checkbox"/>	<input type="checkbox"/>
Careful budgeting and controlling of expenditures	<input type="checkbox"/>	<input type="checkbox"/>
<i>8. Basic administration</i>	<i>checked</i>	<i>rechecked</i>
Membership drive at every event	<input type="checkbox"/>	<input type="checkbox"/>
Create a possibility to join at every event	<input type="checkbox"/>	<input type="checkbox"/>
Establish and maintain an easy-to-use database of members	<input type="checkbox"/>	<input type="checkbox"/>
Have a basic document of information available to distribute	<input type="checkbox"/>	<input type="checkbox"/>
Filing of all minutes, memorandums, resolutions, etc	<input type="checkbox"/>	<input type="checkbox"/>
Reimbursement policies	<input type="checkbox"/>	<input type="checkbox"/>
Meeting place and meeting time principles	<input type="checkbox"/>	<input type="checkbox"/>
Produce an annual calendar	<input type="checkbox"/>	<input type="checkbox"/>
Hiring, if possible, and supervision of staff	<input type="checkbox"/>	<input type="checkbox"/>

9. <i>Basics for meetings and events</i>	<i>checked</i>	<i>rechecked</i>
Planning of date, timing, extent and timetable	<input type="checkbox"/>	<input type="checkbox"/>
Create audience profile and invitation circle	<input type="checkbox"/>	<input type="checkbox"/>
Set agenda	<input type="checkbox"/>	<input type="checkbox"/>
Arrange venue, room, lunch and breaks	<input type="checkbox"/>	<input type="checkbox"/>
Objectives for meetings and events	<input type="checkbox"/>	<input type="checkbox"/>
Opening statements: to be brief, well prepared and motivating	<input type="checkbox"/>	<input type="checkbox"/>
Introductions	<input type="checkbox"/>	<input type="checkbox"/>
Record-keeping, minutes and articles	<input type="checkbox"/>	<input type="checkbox"/>
People management (member/non-member, follow-up)	<input type="checkbox"/>	<input type="checkbox"/>
Launching, maintaining and closing discussions	<input type="checkbox"/>	<input type="checkbox"/>
Voting and ballots	<input type="checkbox"/>	<input type="checkbox"/>
Closing statements: include summary, thank yous and arrange next meeting	<input type="checkbox"/>	<input type="checkbox"/>
Follow-up	<input type="checkbox"/>	<input type="checkbox"/>
10. <i>Strategies</i>	<i>checked</i>	<i>rechecked</i>
Achieve a seat in senior bar association	<input type="checkbox"/>	<input type="checkbox"/>
Seat for representative of senior bar association in YLO	<input type="checkbox"/>	<input type="checkbox"/>
Leadership opportunities in YLO	<input type="checkbox"/>	<input type="checkbox"/>
Launch projects, continue, terminate or replace them	<input type="checkbox"/>	<input type="checkbox"/>
Be a section of the senior bar or a stand-alone YLO?	<input type="checkbox"/>	<input type="checkbox"/>
11. <i>Tasks of a candidate or an incoming president</i>	<i>checked</i>	<i>rechecked</i>
Talk with former leaders	<input type="checkbox"/>	<input type="checkbox"/>
Surveys and individual interviews with old/new members	<input type="checkbox"/>	<input type="checkbox"/>
Know minutes, activities, by-laws etc	<input type="checkbox"/>	<input type="checkbox"/>
Notebook of highlights or problems as guidance	<input type="checkbox"/>	<input type="checkbox"/>
Choose one or more themes	<input type="checkbox"/>	<input type="checkbox"/>
Establish a list of priorities for chosen themes	<input type="checkbox"/>	<input type="checkbox"/>
Ensure themes touch on public and member issues	<input type="checkbox"/>	<input type="checkbox"/>
Form a skeleton calendar with meetings and follow-up	<input type="checkbox"/>	<input type="checkbox"/>

Produce a draft budget	<input type="checkbox"/>	<input type="checkbox"/>
Possibly prepare a long-term plan review by committee	<input type="checkbox"/>	<input type="checkbox"/>
Existing structures (board, committee) in need of change?	<input type="checkbox"/>	<input type="checkbox"/>

12. *Tasks of a president*

	<i>checked</i>	<i>rechecked</i>
Leadership at meetings and in between	<input type="checkbox"/>	<input type="checkbox"/>
Representation of the YLO	<input type="checkbox"/>	<input type="checkbox"/>
Find out and fulfil the needs of the YLO	<input type="checkbox"/>	<input type="checkbox"/>
Recruit new members	<input type="checkbox"/>	<input type="checkbox"/>
Launch topics and projects or support such initiatives	<input type="checkbox"/>	<input type="checkbox"/>
Produce a timeline for all tasks to follow	<input type="checkbox"/>	<input type="checkbox"/>
Set deadlines and enforce them	<input type="checkbox"/>	<input type="checkbox"/>
Develop and re-enforce themes at all appearances	<input type="checkbox"/>	<input type="checkbox"/>
Network with senior bar and attend all their meetings	<input type="checkbox"/>	<input type="checkbox"/>
Meet senior bar chair	<input type="checkbox"/>	<input type="checkbox"/>
Network with special bars, minority bars, etc	<input type="checkbox"/>	<input type="checkbox"/>
Network with the courts	<input type="checkbox"/>	<input type="checkbox"/>
Network with selected offices of the administration	<input type="checkbox"/>	<input type="checkbox"/>
Network with and oversee commissions' work	<input type="checkbox"/>	<input type="checkbox"/>
Meet all attendees of events	<input type="checkbox"/>	<input type="checkbox"/>
Identify and support future leadership	<input type="checkbox"/>	<input type="checkbox"/>
Plan for use of all means of communication	<input type="checkbox"/>	<input type="checkbox"/>
Study and know constitution, by-laws and minutes	<input type="checkbox"/>	<input type="checkbox"/>
Draft and circulate agendas well in advance	<input type="checkbox"/>	<input type="checkbox"/>
Follow up chosen themes	<input type="checkbox"/>	<input type="checkbox"/>
Ensure corporate formalities are met	<input type="checkbox"/>	<input type="checkbox"/>
Motivate by solid example	<input type="checkbox"/>	<input type="checkbox"/>
Motivate by recognising and thanking volunteers	<input type="checkbox"/>	<input type="checkbox"/>
Schedule the YLO work and budget time	<input type="checkbox"/>	<input type="checkbox"/>
Check expenses and the budget	<input type="checkbox"/>	<input type="checkbox"/>
Communicate the end of office	<input type="checkbox"/>	<input type="checkbox"/>

13. *Means of communication*

	<i>checked</i>	<i>rechecked</i>
Personal encounters	<input type="checkbox"/>	<input type="checkbox"/>
Newsletters or e-letters	<input type="checkbox"/>	<input type="checkbox"/>
Agendas	<input type="checkbox"/>	<input type="checkbox"/>
Minutes of the board	<input type="checkbox"/>	<input type="checkbox"/>
Minutes of the annual meeting	<input type="checkbox"/>	<input type="checkbox"/>
Minutes of commissions	<input type="checkbox"/>	<input type="checkbox"/>
By-laws	<input type="checkbox"/>	<input type="checkbox"/>
Surveys	<input type="checkbox"/>	<input type="checkbox"/>
E-mail communication to groups	<input type="checkbox"/>	<input type="checkbox"/>
Press releases or coverage by journalists	<input type="checkbox"/>	<input type="checkbox"/>
Discussion with leaders and members	<input type="checkbox"/>	<input type="checkbox"/>
Presentations for audiences (PowerPoint, slides)	<input type="checkbox"/>	<input type="checkbox"/>

14. *Credit and contact details*

This document was established in Summer 2007 by the AIJA as an amendment of Guidelines of the AIJA, ABA and IBA.

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