

DEC. 19. 2000 4:45PM

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Bcc:

Subject: "TOO BUSY" AND "BUSY" DEFINED

Attachment:

Date: 3/23/94 8:32 PM

IT HAS COME TO MY ATTENTION (LARGELY BECAUSE OF MY INABILITY TO STAFF DEALS). THAT EVERYONE CLAIMS TO BE "TOO BUSY". HOWEVER, EVERYONE HAS HIS OR HER OWN DEFINITION OF "TOO BUSY" WHICH CAN CAUSE INEQUITIES IN ASSIGNMENTS. THE ONE TRUE DEFINITION OF "TOO BUSY" IS BEING PHYSICALLY UNABLE AND HAVING NO MORE TIME TO DO MORE WORK (NOT TO TAKE ON ONE MORE DEAL).

LET'S DEFINE "BUSY". YOU ARE "BUSY" IF YOU ARE WORKING EACH WEEKDAY AT LEAST 16 HOURS AND AT LEAST 16 HOURS ON THE WEEKEND. THESE ARE WORKING HOURS- NOT TRAVELING, GABBING OR EATING TIME. IF THESE ARE NOT YOUR HOURS AT THE OFFICE, YOU HAVE THE CAPACITY TO TAKE ON MORE WORK. VACATIONS, WEEKEND PLANS, ROADSHOWS, OVERSTAFFED DUE DILIGENCE OR DRAFTING SESSIONS MUST TAKE A BACK SEAT TO GETTING WORK DONE. IF YOU ARE PLANNING ANY SUCH ACTIVITIES YOU SHOULD SEE ME BEFORE GOING.

AS YOU KNOW, WE RELY ON YOUR JUDGMENT IN TAKING ON NEW DEALS. BED CHECKS, BEEPERS, SIGN-IN SHEETS, ETC. ARE NOT PART OF OUR CULTURE. FAIRNESS AND EQUITABLE TREATMENT ARE PART OF OUR FABRIC. AND IF SOMEONE IS NOT PULLING AS HARD ON THEIR OAR AS OUR HARDEST WORKER, THEN THEY ARE, PARDON THE EXPRESSION, FREELOADING. SINCE NONE OF YOU ARE HELD ACCOUNTABLE FOR REVENUES, THE ISSUE COMES DOWN TO FAIRNESS OF THE DISTRIBUTION OF WORK.

AT A TIME WHEN WE ARE TRYING TO ESTABLISH DLJ AS THE BEST FIRM ON WALL STREET, WE ALL HAVE TO PULL TOGETHER EQUALLY UNTIL MORE HELP ARRIVES. IT'S ONLY FAIR TO YOUR COLLEAGUES.

-1-

Weekdays

16

+ 1.5 travel/gab

18.5

7.5

92.5

Weekend

16

+ 2 travel

3 food/gab

21

= 113.5 / 168