



Photograph of El Morro fort by Luis A. Muñoz

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**Easing the Transition of
Deferred Associates**

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Assessment Interviews

- Find out what your associates learned/experienced during their deferral
 - Deferred associates can be more like lateral hires than new associates
 - Potential opportunity to balance experience with firm's culture

Mentoring

- Mentoring relationships will be particularly important
 - Re-building relationships; make firms' commitment to deferred associates clear
 - Re-engage attorneys

Using Client Service Experience

- How can you leverage the skills and talents they developed?
- How can you help redefine who the client is?
- How can you reinforce that all experience is valuable experience?

Speed Bumps

- Staggered start dates
- What do we call them?
- Potential of revisiting law school's competitive culture
- The search for immediate and meaningful involvement
- Navigating different levels of practical experience
- Managing associate culture and environment shock
- Potential for increased attrition

Good Things

- Opportunity to revisit/revamp orientation programs
- Opportunity to revisit/revamp mentoring programs
- Deferred associates will possess higher levels of maturity
- Potential opportunity to shift culture and "the way it's always been done"
- Opportunity for firm to consider ongoing fellowship relationships with public interest organizations

But really, at the end of the day, it's about you!
