



# New and Alternate Career Models for Lawyers: Implications for Law Firms and Career Services Offices

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# Before We Plunge In

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- Who are we?



- Who are you?



# AGENDA

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- The New Career Models Task Force
- Business Drivers for New Career Models
- Initial Considerations for Employers
- Recruiting for the New Models
- Integrating Attorneys in New Roles
- Opportunities for Law Schools



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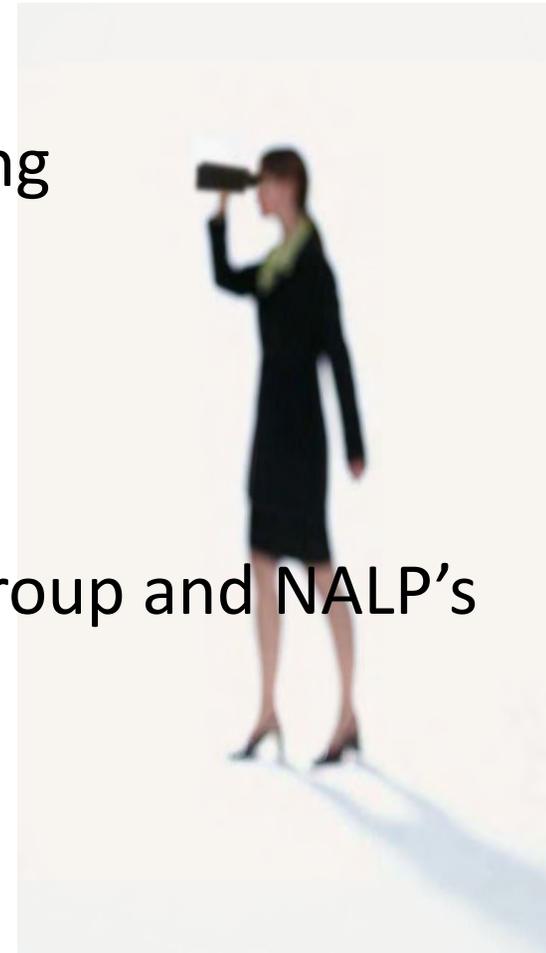
# The New Career Models Task Force

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- Charges
  - Study the Growing Trend of nontraditional-track positions and programs in law firms
  - Evaluate the Implications for law schools
  - Propose changes to NALP survey instruments (e.g., NDLE)

# The New Career Models Task Force

- Our Approach
  - Extensive environmental scanning
  - In-person meeting (Hawaii)
  - Collaboration with NDLE work group and NALP's research colleagues



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# The New Career Models Task Force

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- Work Product
  - Initial Report to the membership (March 2013)
  - Resource Guide for law firms and law schools (post-conference)
  - Task Force to continue in 2013-2014 (We're Baaack!)



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# Background—The Business Drivers

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- Decreased demand for legal services
- Fierce competition for new business
- Changing pricing models
- Clients' unwillingness to pay for work performed by junior associates



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# Background—The Business Drivers cont'd.

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- Proliferation of lower cost legal services providers
- Law firms' desire to maintain profitability
- Tight market for law **graduates** and alumni without business



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# Initial Considerations for Law Firms: A Word about Titles

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- Task Force
  - Nontraditional track (non-partner track)
  - Traditional track (partner track)
- Actual titles can and should vary by firm depending upon how role defined
- Ideal to avoid describing individuals by what they are not (e.g., non-partner track)

# Initial Considerations: Nontraditional Staffing Models

- Litigation Support
- Price-Sensitive Commodity Work
- Sophisticated and Specialized Work



# Initial Considerations: Getting Started

- Industry research
- Take stock and assess needs
  - Do you have non-partner track lawyers already?
  - Do you have practices that are under pricing pressure?
  - Are there opportunities to discuss nontraditional staffing models?

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# Initial Considerations: Firm Culture

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- Assess impact firm's culture may have on nontraditional staffing models
- More challenging if firm has entrenched ideas and more traditional staffing approach



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# Initial Considerations

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- Routine or commoditized services in-house or using third-party vendors?
- Hiring nontraditional track attorneys in a lower cost market or a lower-cost location within the same market?

# Initial Considerations: Structural

- Challenge: attracting talent and managing costs
- Willing to train inexperienced lawyers for these roles?
- Ensuring diversity
- Compensation and bonuses
- Flexible schedules



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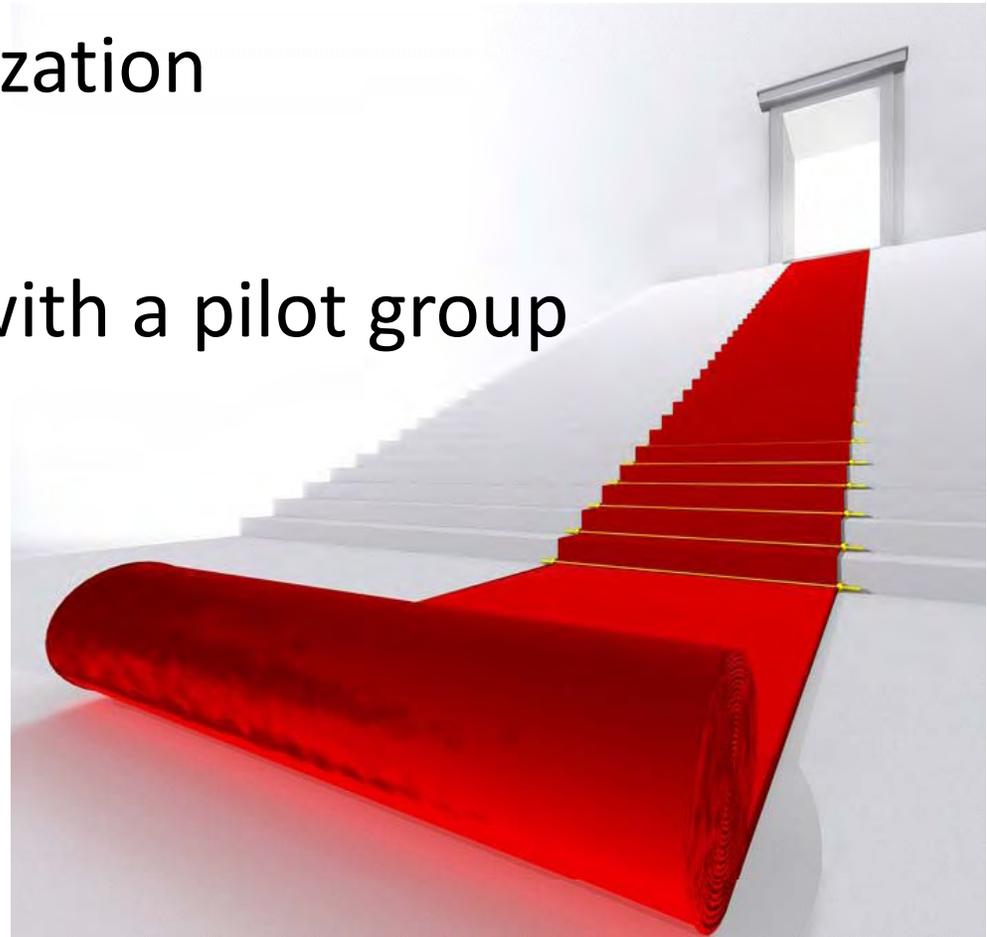
# Initial Considerations cont'd.

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- Benefits
- Billable and non-billable hours and pro bono work
- Performance expectations beyond hours
- Billing rates
- Titles
- Assignments and switching tracks

# Program Roll Out

- Educate the organization
- Consider starting with a pilot group



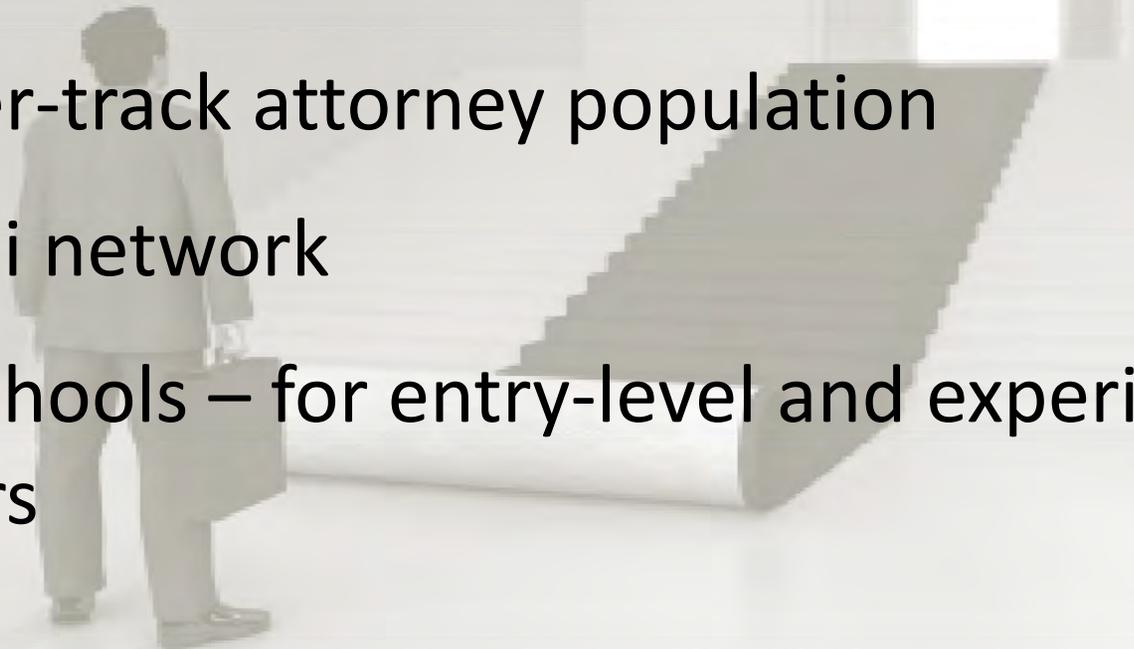
# Recruiting

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- Hiring Responsibility
- Hiring Criteria
  - Job descriptions
  - Prior experience required or desired
  - Academic performance standards



# Recruiting Sources

- Firm website – advertise positions
  - Referrals – from existing lawyers
  - Partner-track attorney population
  - Alumni network
  - Law schools – for entry-level and experienced lawyers
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# Interview Process

- Transparency is key
- Manage expectations
- Make sure interviewers understand the role of the position
- Be prepared to discuss career progression
- Offers: educate and manage expectations about the role



# Integration

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- Focus on the little things to make a big difference in the attorney's success (office; location)
- Formal Orientation:
  - Culture, values and strategic direction
  - Unique expectations of their role including reporting



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# Professional Development

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- Training
  - External vs. Internal Training
  - Inclusion in existing programs
- Mentoring
  - Non-Partner track mentors
  - Partner track mentors



# Work Allocation Approaches

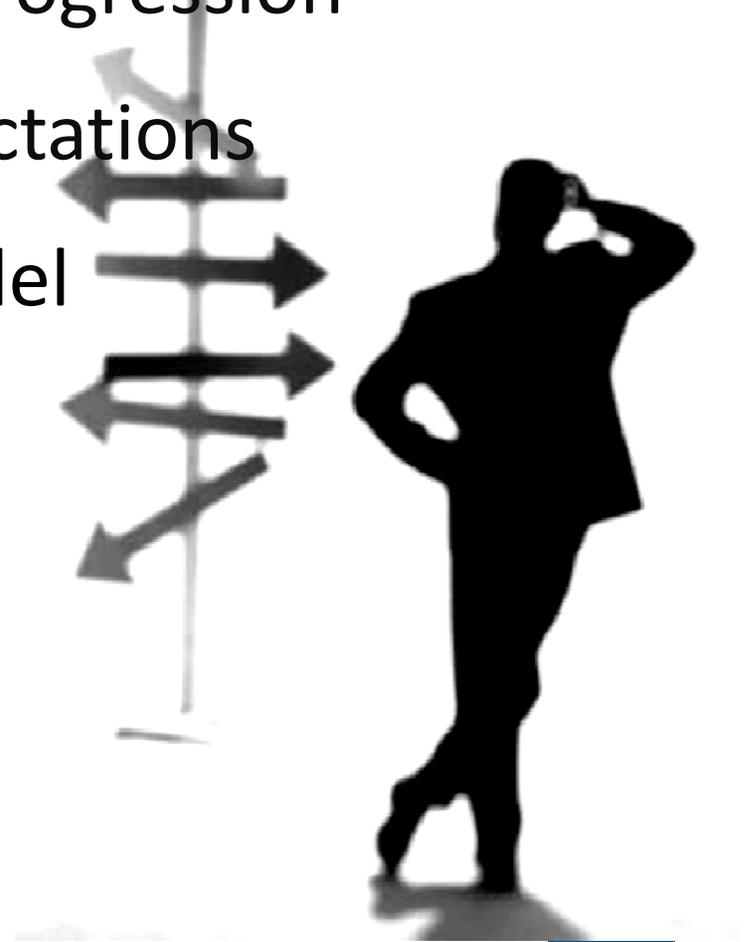
- Work Allocation Structure
  - Assignment Coordinator
  - Document Review Coordinator
  - Integrated Assignment Process
- Supervision
- Administrative Coordinator



# Career Path

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- Develop a path for career progression
- Define it and set clear expectations
- Develop a competency model



# Review Process

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- Determine the goals of the review process
- Consider who will review the attorneys
- Review Structure/Timing
  - Annual/Semi-annual
  - Project Based
- Consider feedback delivery and process management



# Opportunities for Law Schools

- Students and alumni
  - 46,000 new law graduates; 20,000 jobs
  - Learn about these positions in your legal market
  - Include these lawyers in panel discussions on practice areas and types
  - Encourage students and alumni to apply



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# Opportunities for Law Schools

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- Engage in positive messaging about these positions
- Recognize the range of these positions
- Educate Faculty and Deans: include relevant coursework in curriculum
- Work with employers to post and create interview opportunities for nontraditional-track attorneys



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# Questions?

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# Contact Information

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