



SHOULD I STAY OR SHOULD I GO?
Retention Strategies in the Private and Public Sectors

Sherry M. Cohen, Bureau Chief, Legal Recruitment,
Bronx County District Attorney's Office
Trisha A. Fillbach, Assistant Director, Office of Attorney
Recruitment and Management, U.S. Department of Justice
Tiffani Lee, Partner, Holland & Knight LLP



April 24 – 27, 2018 • Hollywood, FL

What We Will Cover

1. Metrics
2. Statistics
3. Retention challenges
4. Strategies for retaining top performers
5. Discussion



2018 NALP Annual Education Conference

April 24 – 27, 2018 • Hollywood, FL

How Do We Measure?

- Studies, including *Update on Associate Attrition: Findings from a National Study of Law Firm Associate Hiring and Departures – Calendar Year 2016*, The NALP Foundation (2017)
- Exit Interviews
- Exit Surveys



Departure Statistics – Private Sector

2016 Percentages	Departures
16%	Average associate attrition rate for law firms (a 4% decrease from 2015)
17%	Overall attrition rate for female associates
20%	Overall attrition rate for minority associates
23%	Departing associates who had been on the job for two years or less
75%	Associates who left their firms within five or fewer years of their arrival

Source: *Update on Associate Attrition: Findings from a National Study of Law Firm Associate Hiring and Departures – Calendar Year 2016*, The NALP Foundation (2017)

Departure Statistics – Reasons (Entry-Level Private Sector)

2016 Percentages	Reason for Departure
18%	Pursuit of specific practice interests
16%	Career change to other legal job type
11%	Unmet work quality standards Hired by firm client Desire for new geographic locale
9%	Unmet productivity standards
8%	Better compensation/bonuses Desire for more regular schedule Better support for work-life balance

Source: *Update on Associate Attrition: Findings from a National Study of Law Firm Associate Hiring and Departures – Calendar Year 2016*, The NALP Foundation (2017)

Departure Statistics – Destination

2016 Percentages	Destination
37%	Law Firm Associate
23%	Corporate In-House
10%	Unknown
8%	Other Government Legal Job
4%	Judicial Clerk

Source: *Update on Associate Attrition: Findings from a National Study of Law Firm Associate Hiring and Departures – Calendar Year 2016*, The NALP Foundation (2017)

Public Sector

- Fewer statistics on departures in the public sector
- Studies done on specific types of jobs in geographic areas.
 - Florida – state attorneys and public defenders have a 12-15% turnover rate, Pensacola News Journal (January 5, 2017)
 - Missouri – In 2017, the turnover rate in the public defender system was approximately 18%, Missouri Public Defender Commission's annual report
- Why do attorneys leave public service?



Challenges



One Solution: Employee Engagement



Engagement

Research Shows

- Engaged employees are:
 - Four times as likely to stay in their current jobs
 - Five times more likely to recommend their workplaces to others
 - Five times as likely to report being “very satisfied” in their jobs

This is about how we
create the conditions
in which employees
offer more of their
capability
and
potential

David Macleod

Strategies



- Set Engagement Goals and Reevaluate
- Mentoring/Sponsorship/Career Coaches
 - Diversity Mastermind Program
- Management Training
 - Prioritization
 - Communication
 - Feedback
- Employee Committees
- Policy and Recruitment Strategy
- Employee Assistance Programs
- Work/Life Balance Strategies
- Professional Development Opportunities
- Recognize and Reward
- Succession Planning

Discussion



Contact Information

Sherry M. Cohen

Bureau Chief, Legal Recruitment
Bronx District Attorney's Office
(718) 838-7530
cohenshe@bronxda.nyc.gov

Tiffani Lee

Partner
Holland & Knight LLP
(305) 789-7725
tiffani.lee@hklaw.com

Trisha A. Fillbach

Assistant Director, Office of Attorney
Recruitment and Management
U.S. Department of Justice
(202) 514-2134
Trisha.A.Fillbach@usdoj.gov