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**Catch a Tiger by the Tail:
The NALP Foundation's Latest Research and
Insights**

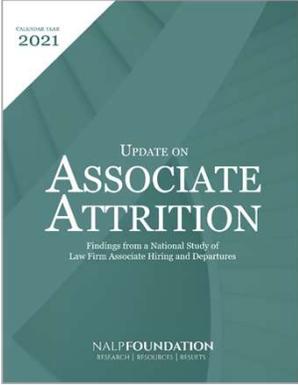


NALP 2022 AEC Presentation
April 7, 2022

1



**Update on
Associate Attrition
2007-2021**



CHALLENGING YEAR
2021

UPDATE ON
**ASSOCIATE
ATTRITION**

Findings from a National Study of
Law Firm Associate Hiring and Departures

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2

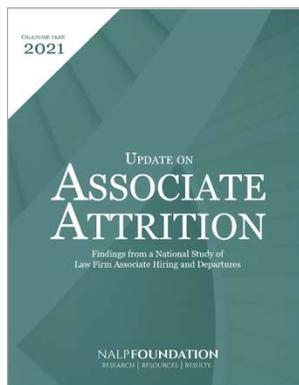
Annual Report Coverage

- Part I: Associate Hiring
- Part II: Associate Departures and Attrition
- Part III:
 - Reasons for Departure
 - Departure Destinations
 - Status at Time of Departure
 - Tenure with Firm at Time of Departure

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3

Background and Methodology



- Data collection January 3 - February 2022.
- Reflects data from 125 law firms across the U.S. and Canada.
 - 7,278 associate hires
 - 4,790 associate departures
- Empiric data aggregated; also segmented by firm size and demographic features.
- New questions added to address:
 - Departure date tracking for each associate
 - Rehires
- New reasons for departures tracking:
 - DEI
 - Support for mental health/well-being
 - Community/connectivity
 - Remote/flexible work
 - Vaccination/testing policies
- Full report will be released Spring 2022.

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4

Associate Attrition

5

Associate Attrition Rate Overall and by Firm Size 2007-2021

YEAR	Overall	100 or fewer attorneys	101-250 attorneys	251-500 attorneys	More than 500 attorneys
→ 2021	26%	27%	25%	24%	28%
2020	16%	15%	15%	17%	15%
2019	18%	15%	18%	19%	19%
2018	19%	15%	20%	20%	20%
2017	16%	16%	14%	18%	18%
2016	16%	15%	14%	18%	18%
2015	20%	20%	20%	21%	19%
2014	18%	17%	17%	19%	19%
2013	17%	17%	17%	16%	17%
2012	17%	13%	17%	18%	18%
2011	18%	15%	18%	20%	19%
2010	18%	19%	15%	19%	18%
2009	17%	16%	16%	19%	18%
2008	16%	16%	15%	17%	16%
2007	18%	17%	17%	18%	21%

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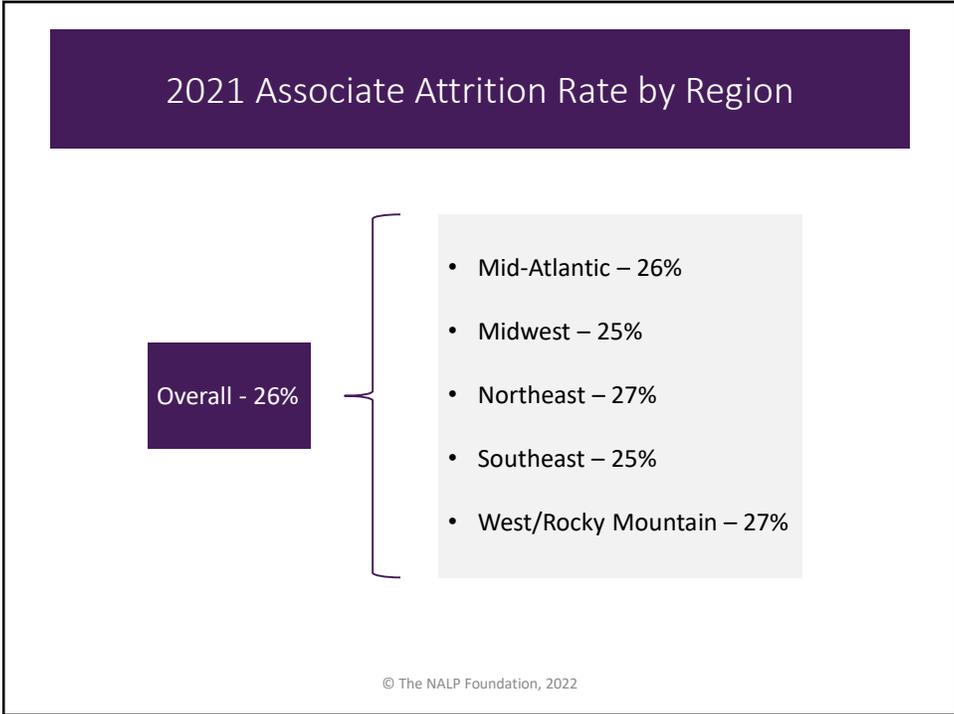
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2021 Associate Attrition Rate Overall and by Law Firm Size

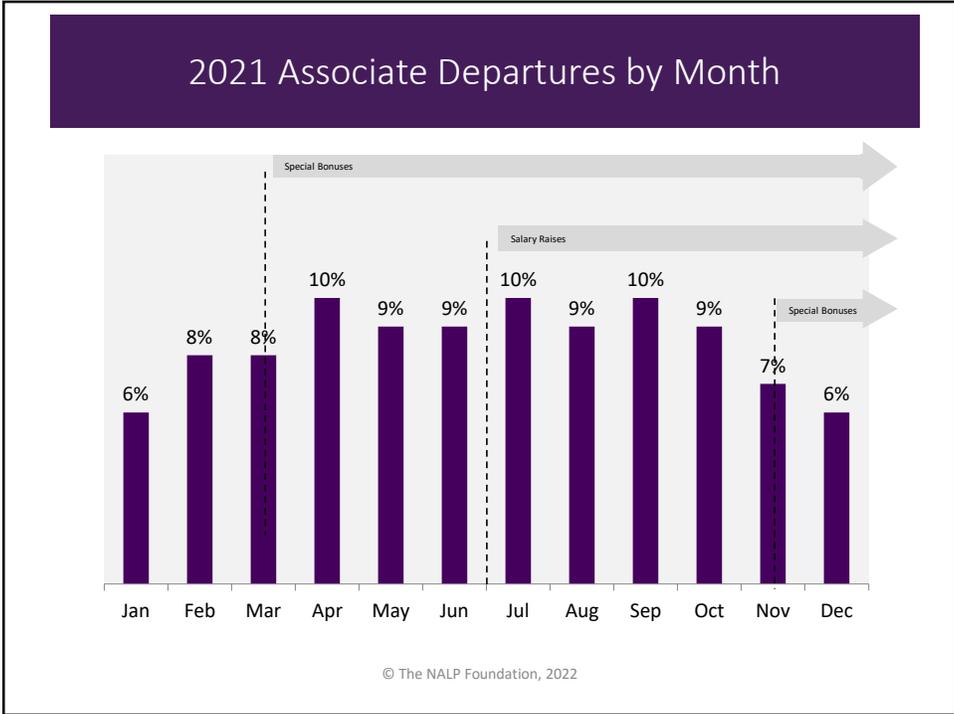
Law Firm Size				
Overall	100 or fewer attorneys	101 – 250 attorneys	251 – 500 attorneys	More than 500 attorneys
<ul style="list-style-type: none"> • Mean: 26% • Median: 25% • Range: 3%-74 % <p>(n=124)</p>	<ul style="list-style-type: none"> • Mean: 27% • Median: 23% • Range: 10%-67% <p>(n=14)</p>	<ul style="list-style-type: none"> • Mean: 25% • Median: 24% • Range: 3%-50% <p>(n=45)</p>	<ul style="list-style-type: none"> • Mean: 24% • Median: 25% • Range: 13%-45% <p>(n=27)</p>	<ul style="list-style-type: none"> • Mean: 28% • Median: 27% • Range: 17%-74% <p>(n=38)</p>
<p><i>Note: Total associate departures, 1.1-12.31.2021/total employed as of 1.1.21. Firms with incomplete data were excluded from the calculations.</i></p>				

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7



8



9

Reasons for Departures

10

2021 Reasons for Departures

Top Reasons

All Entry-Level Associates		All Lateral Associates	
Pursuit of specific practice Interests	23%	Career change to other legal job type	17%
Career change to other legal job type	17%	Pursuit of specific practice interests	16%
Desire for new geographic locale	13%	Better compensation/bonuses	13%
Better compensation/bonuses	11%	Unknown reason(s)	12%
		Work quality standards were not met	10%

COVID-19 Related Reasons

All Entry-Level Associates		All Lateral Associates	
Vaccination/testing policy	<1%	Vaccination/testing policy	<1%
Return to office policy	<1%	Return to office policy	<1%
Health/health of dependent/family member	<1%	Health/health of dependent/family member	<1%
Dependent care	<1%	Dependent care	<1%
Downsizing due to COVID-19	<1%	Downsizing due to COVID-19	0%
Furloughed prior to departure	<1%	Furloughed prior to departure	0%
Dependent educational needs	0%	Dependent educational needs	0%
Other COVID-19 related	<1%	Other COVID-19 related	<1%

New Support/Balance Related Reasons

All Entry-Level Associates		All Lateral Associates	
Desire for remote/flexible work arrangements	1%	Desire for remote/flexible work arrangements	2%
Desire for more DEI within organization	1%	Desire for more DEI within organization	1%
Better support for well-being/mental health	1%	Better support for well-being/mental health	1%
Lack of community/desire for connectivity	1%	Lack of community/desire for connectivity	1%

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11

Top Reasons for Departure - Entry Level Associates 2007-2021

Year	Top Reason for Departure
2007	Pursuit of practice interests – 19%
2008	Unmet work quality standards – 17%
2009	Firm downsizing – 32%
2010	Career change to other legal job type – 19%
2011	Unmet work quality standards – 17% Desire for new geographic locale – 17%
2012	Unmet work quality standards – 15% Pursuit of specific practice interest – 15% Career change to other legal job type – 15% Desire for new geographic locale – 15%
2013	Unmet work quality standards – 17% Pursuit of specific practice interest – 17%
2014	Pursuit of specific practice interest – 17%
2015	Unmet work quality standards – 14%
2016	Pursuit of specific practice interest – 18%
2017	Career change to other legal job type – 17% Pursuit of specific practice interest – 17%
2018	Pursuit of specific practice interest – 20% Career change to other legal job type – 16% Desire for new geographic locale – 16%
2019	Pursuit of specific practice interest – 20% Career change to other legal job type – 17% Desire for new geographic locale – 15%
2020	Career change to other legal job type – 22% Pursuit of specific practice interest – 19%
2021	Pursuit of specific practice interest – 23% Career change to other legal job type – 17%

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12

Top Reasons for Departure – Lateral Associates 2007-2021	
Year	Top Reason for Departure
2007	Unmet work quality standards – 18%
2008	Unmet work quality standards – 22%
2009	Firm downsizing – 31%
2010	Unmet work quality standards – 22%
2011	Unmet work quality standards – 21%
2012	Unmet work quality standards – 20%
2013	Unmet work quality standards – 23%
2014	Career change to other legal job type – 20%
2015	Unmet work quality standards – 20%
2016	Unmet work quality standards – 17% Career change to legal job type – 17%
2017	Unmet work quality standards – 20%
2018	Career change to other legal job type – 16% Pursuit of specific practice interest – 16%
2019	Career change to other legal job type – 16% Pursuit of specific practice interest – 15% Unmet work quality standards – 15%
2020	Career change to other legal job type – 17% Unknown reasons (s) – 16% Unmet work quality standards – 16%
2021	Career change to other legal job type – 17% Pursuit of specific practice interest – 16%

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13

Departure Destinations

14

2021 Departure Destinations

- Law firm associate
 - overall: 47%, up from 40% in 2020.
 - entry-level: 48%, up from 41% in 2020.
 - lateral: 45%, up from 37% in 2020.
 - top entry-level and lateral associate departure destination in all years except for 2009.
- Corporate in-house counsel
 - overall: 24%; up from 21% in 2020.
 - entry-level: 23%; up from 19% in 2020.
 - lateral: 26%; up from 24% in 2020.
 - 2nd most reported destination in all years.
- “Unknown destination”
 - 8% in 2021, down from 11% in 2020.
 - top response in 2009 for entry-level and lateral associates.

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15

Status at Time of Departure

16

Status at Time of Departure Entry-Level Associates

Year	Associate's Departure was...		
	Unwanted	Desired	Neutral
→ 2021	70%	12%	18%
2020	58%	22%	20%
2019	66%	16%	18%
2018	64%	16%	21%
2017	59%	20%	21%
2016	60%	23%	17%
2015	64%	21%	15%
2014	56%	20%	26%
2013	51%	24%	25%
2012	54%	22%	24%
2011	57%	22%	21%
2010	53%	24%	23%
2009	31%	42%	26%
2008	45%	26%	29%
2007	50%	31%	19%

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17

Status at Time of Departure Lateral Associates

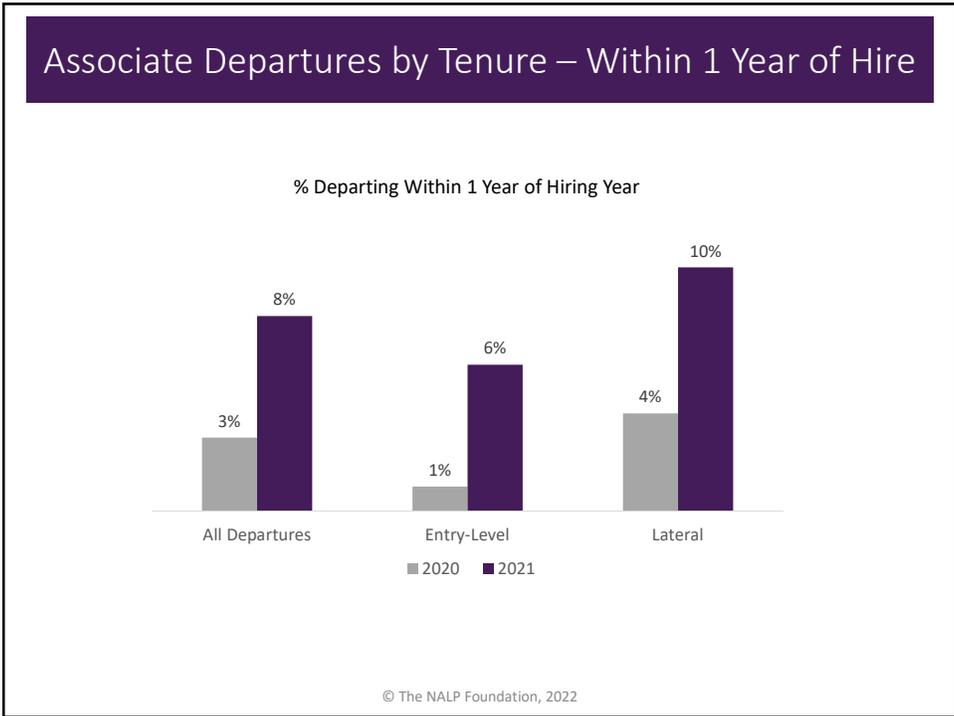
Year	Associate's Departure was...		
	Unwanted	Desired	Neutral
→ 2021	63%	17%	20%
2020	56%	28%	16%
2019	62%	21%	17%
2018	56%	22%	23%
2017	49%	28%	24%
2016	51%	27%	22%
2015	52%	33%	14%
2014	50%	25%	25%
2013	41%	31%	28%
2012	45%	30%	25%
2011	45%	30%	25%
2010	44%	30%	26%
2009	25%	49%	26%
2008	36%	36%	28%
2007	39%	31%	30%

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18

Tenure with Firm at Time of Departure

19



20

Overview of 2021 Associate Departures by Tenure with Firm

	% Departing within...				
	1 year of hiring year	2 years of hiring year	3 years of hiring year	4 years of hiring year	5 years of hiring year
All Departing Associates	8%	19%	43%	64%	76%
Entry-Level Departing Associates	6%	14%	35%	57%	71%
Lateral Departing Associates	10%	25%	51%	71%	82%
Departing Associates Who Had Been Summer Associates with Firm	6%	13%	34%	55%	70%
Departing Associates Who Had Not Been Summer Associates with Firm	10%	25%	50%	71%	81%
Departing Male Associates	8%	21%	45%	65%	77%
Departing Female Associates	8%	18%	41%	62%	75%
Departing White/Caucasian Associates	7%	18%	41%	62%	74%
Departing Associates of Color*	9%	22%	47%	68%	81%

*Includes Asian, Black or African-American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, multi-racial and other non-white/Caucasian associates.

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21

Overview of 2021 Associate Departures by Tenure with Firm

	% Departing within...				
	1 year of hiring year	2 years of hiring year	3 years of hiring year	4 years of hiring year	5 years of hiring year
Departing Associates of Color*	9%	22%	47%	68%	81%
Asian Associates	7%	19%	42%	65%	78%
Black/African-American Associates	10%	23%	52%	73%	87%
Latinx Associates	11%	26%	48%	70%	80%
Native American or Alaskan Native Associates	0%	8%	23%	39%	54%
Native Hawaiian or Other Pacific Islander Associates	20%	40%	100%	--	--
Multi-racial Associates	7%	19%	47%	63%	78%
Other Associates of Color	29%	42%	55%	84%	94%

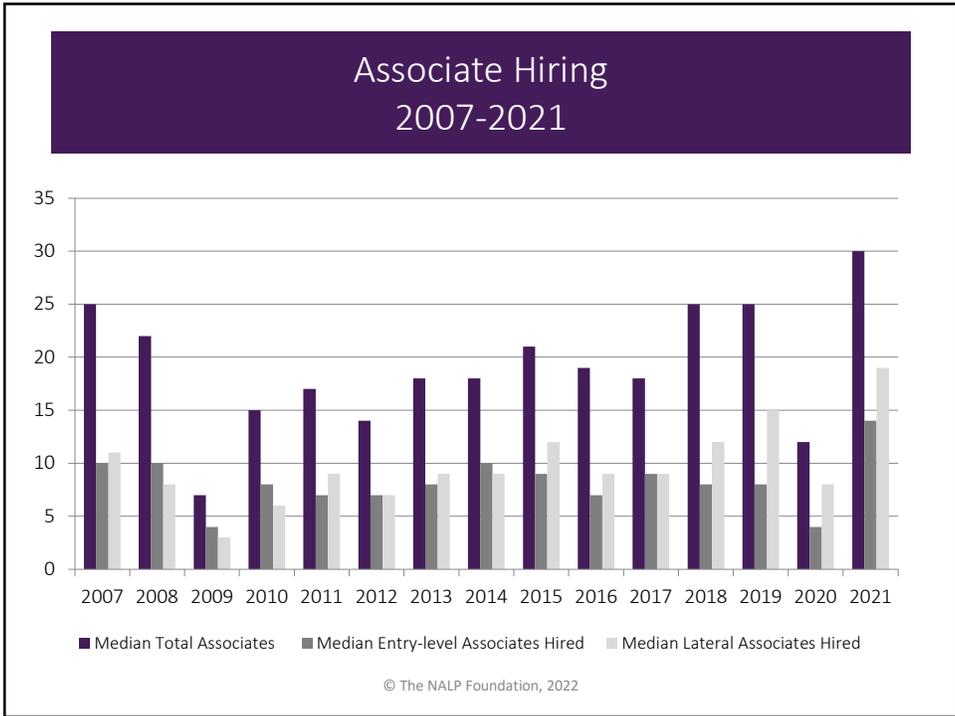
*Includes Asian, Black or African-American, Latinx, Native American or Alaska Native, Native Hawaiian or other Pacific Islander, multi-racial and other non-white/Caucasian associates.

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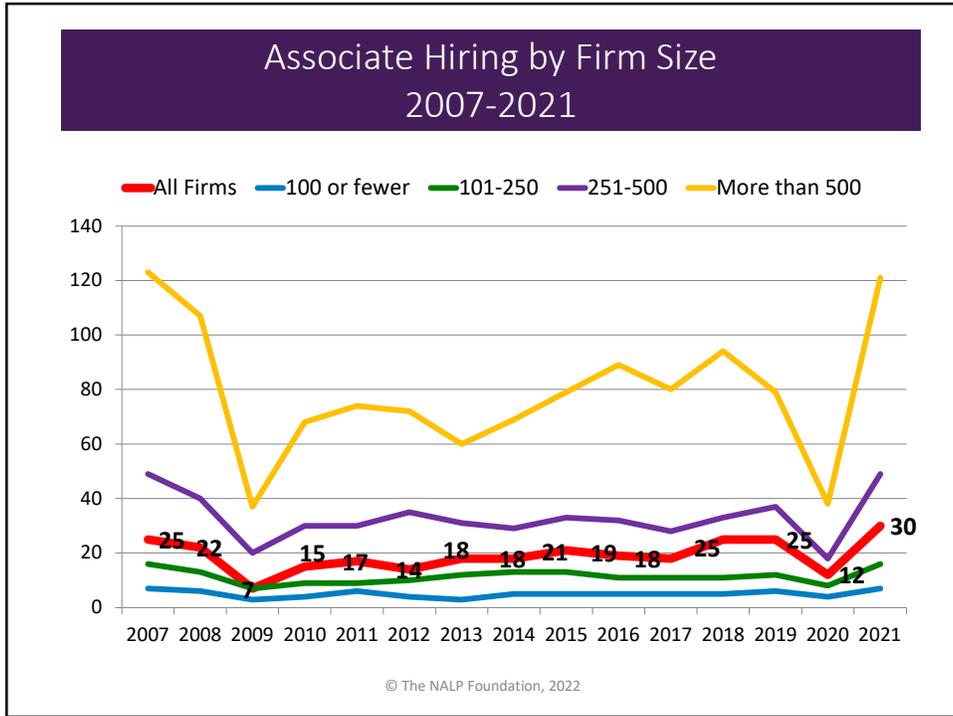
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Associate Hiring

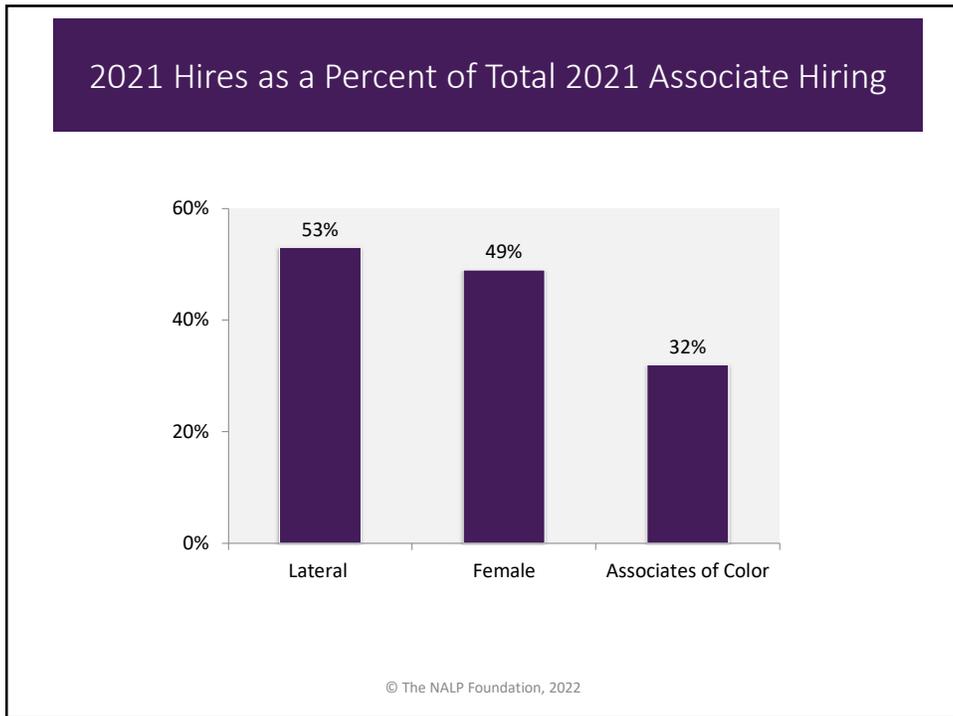
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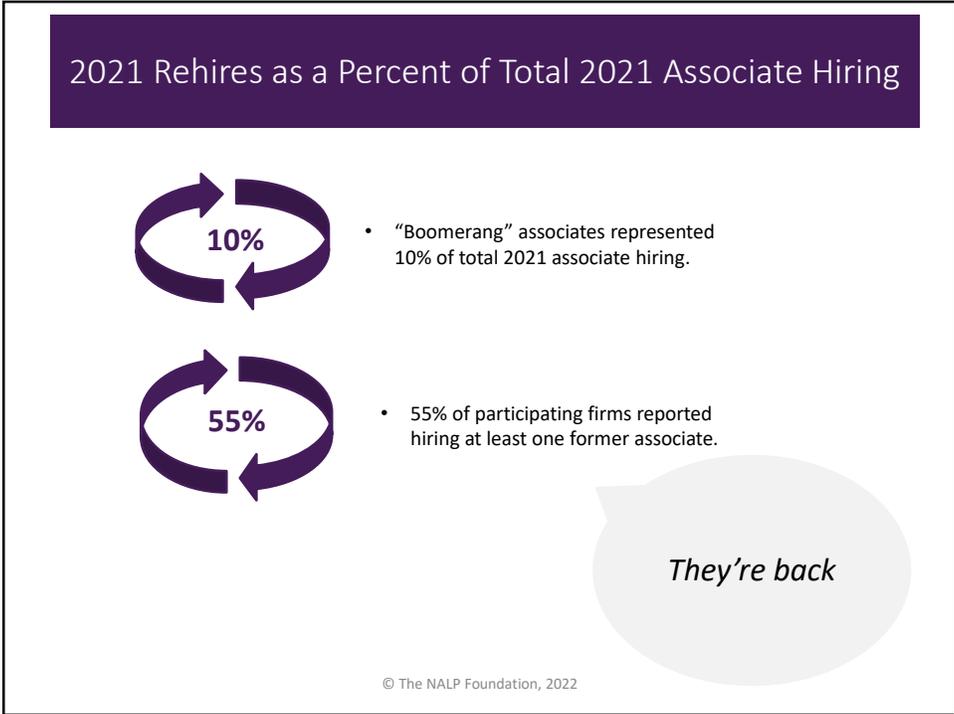
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26



27

Using Attrition Study Data

Law Firms	Law Schools
<ul style="list-style-type: none"> • Benchmarking firm attrition rates against national averages and peer firms <ul style="list-style-type: none"> – Overall – By specific associate cohorts – Departure date tracking • Identifying areas that may warrant further organizational attention • Assessing optimal weight between entry-level and lateral recruiting • Impact of summer programs on retention • Lateral sourcing 	<ul style="list-style-type: none"> • Tool and resource for <ul style="list-style-type: none"> – Student advising – CSO education • Differentiating employers • Alumni advising

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28

Customized Reports

Individual Associate Attrition Report for Firm XYZ

Associate Departures by Selected Demographics and Law Firm Size						
Demographic (Percent of 2021 Qualifying 2019 Base)	Departures from All Firms	Departures from Firm XYZ	100 or fewer	101-250	251-500	More than 500
Gender	48%	49%	50%	52%	49%	48%
White/Caucasian	72%	72%	74%	73%	72%	69%
Racially/ethnically diverse*	28%	28%	26%	27%	28%	31%
Entry-level hires	30%	40%	30%	41%	40%	34%
Lateral hires	30%	40%	41%	39%	38%	46%
Plus summer associates	42%	37%	40%	37%	37%	40%

*Racially/ethnically diverse includes from Black or African American, Latinx, Native Hawaiian or other Pacific Islander, multi-race and other non-white/Hispanic associates.

Attrition Rate of Male and Female Associates Overall and by Law Firm Size			
	Overall	Male	Female
All Firms	Mean: 16.7% Median: 14.7% Range: 9% - 23%	Mean: 15.7% Median: 13.7% Range: 9% - 23%	Mean: 16.7% Median: 15.7% Range: 9% - 23%
Firm XYZ	14%	16%	12%
100 or fewer attorneys	Mean: 15.7% Median: 9% Range: 3% - 100%	Mean: 9% Median: 9% Range: 3% - 33%	Mean: 18.7% Median: 17% Range: 5% - 100%
101-250 attorneys	Mean: 17.7% Median: 17% Range: 7% - 41%	Mean: 14.7% Median: 11% Range: 7% - 26%	Mean: 17.7% Median: 15% Range: 7% - 41%
251-500 attorneys	Mean: 17% Median: 17% Range: 5% - 26%	Mean: 17% Median: 16% Range: 5% - 26%	Mean: 17% Median: 15% Range: 5% - 26%
More than 500 attorneys	Mean: 16.7% Median: 11% Range: 7% - 23%	Mean: 16.7% Median: 11% Range: 7% - 23%	Mean: 16.7% Median: 11% Range: 7% - 23%

Note: Attrition Rate is equal to total associate departures divided by (December 31, December 31, divided by the associate population of January 1. Firm and associate data are aggregated from the population.

- Individual participant
- Peer firm
- AmLaw 100 and 200
- State or regional
- Customized for a single or multiple years
- Historical reports for participating firms

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29

Sample Collection Form: Firm Demographics

NALP Foundation Associate Attrition Survey - Firm Demographic Worksheet

FIRM DEMOGRAPHIC DATA - Calendar Year 2021

- Firm Size as of December 31, 2021 (Total attorneys in primary country, U.S. or Canada)**
(Select one from the drop-down list.)
- Associate Population in Primary Country (U.S. or Canada) (as of January 1st, 2021)**
Total associates employed (as of January 1st, 2021)
Total female associates employed (as of January 1st, 2021)
Total associates of color employed (as of January 1st, 2021)
- 2021 Associate Hiring in Primary Country (U.S. or Canada)**
(Number of associates hired January 1 - December 31, 2021)
Total entry-level associates hired during 2021 (If none, please enter a zero.)
Total lateral associates hired during 2021 (If none, please enter a zero.)
Total female associates hired during 2021 (If none, please enter a zero.)
Total associates of color hired during 2021 (If none, please enter a zero.)
Total associates rehired during 2021 (If none, please enter a zero.)
- 2021 Associate Departures in Primary Country (U.S. or Canada) (If none, please enter a zero.)**
- Is the number of associate departures you reported above based on all of your firm's offices in your primary country (U.S. or Canada) or is it partial data? (Select one answer from the drop-down list.)**

The following information is requested in the event that there are questions regarding this data submission. The Foundation guarantees firm confidentiality. No identifying information will ever be released or reported.

Firm Name:
 Contact Name:
 Email address:
 Phone:
 Location of your firm's largest office:

- Firm size
- Employment
- Hiring
- Rehired
- Departures

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30

Sample Collection Form: Departures

- Year hired
- Demographic information
- Departure date
- Practice area
- Summer associate
- Reasons for departure
- Destinations

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31

Customized Reports

- Individual report
- Peer firm report
- AmLaw100 or AmLaw200
- Regional or state
- Historical

To order a custom report:

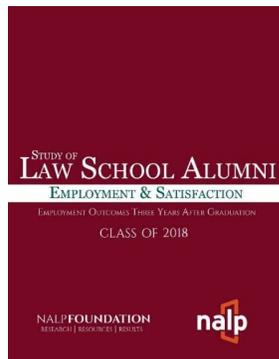


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32

Law School Alumni Employment & Satisfaction Classes of 2010 - 2018



Law School Alumni Employment & Satisfaction: Outcomes Three Years After Graduation

Key Findings: Classes of 2010-2017



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33

Background & Methodology

- Study developed by NALP and the NALP Foundation to obtain data beyond the ABA/NALP 10-month post-graduation reporting mark on:
 - Employment
 - Career satisfaction
 - Return on investment in legal education
- Frequency and Scope:
 - Class of 2010 Beta study
 - Conducted annually since then
 - Expanded in 2017 to include Canadian law schools
- All ABA accredited law schools invited to participate via their Deans each year.
- Each school's primary contact receives a unique survey link to share with their alumni, as well as a study distribution guide.
- Aggregate results from over 17,000 alumni.

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34

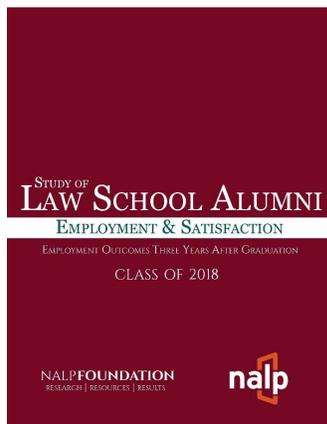
Report Coverage

- Part I: Employment Status
- Part II: Annual Compensation
- Part III: Mobility
- Part IV: Work Setting and Career Trajectory
- Part V: Dimensions of Satisfaction
- Part VI: Experiential Learning Opportunities
- Part VII: Post-Graduate Engagement
- Part VIII: Educational Debt
- Part IX: Impact of the Pandemic & Economic Downturn

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35

Class of 2018 Study



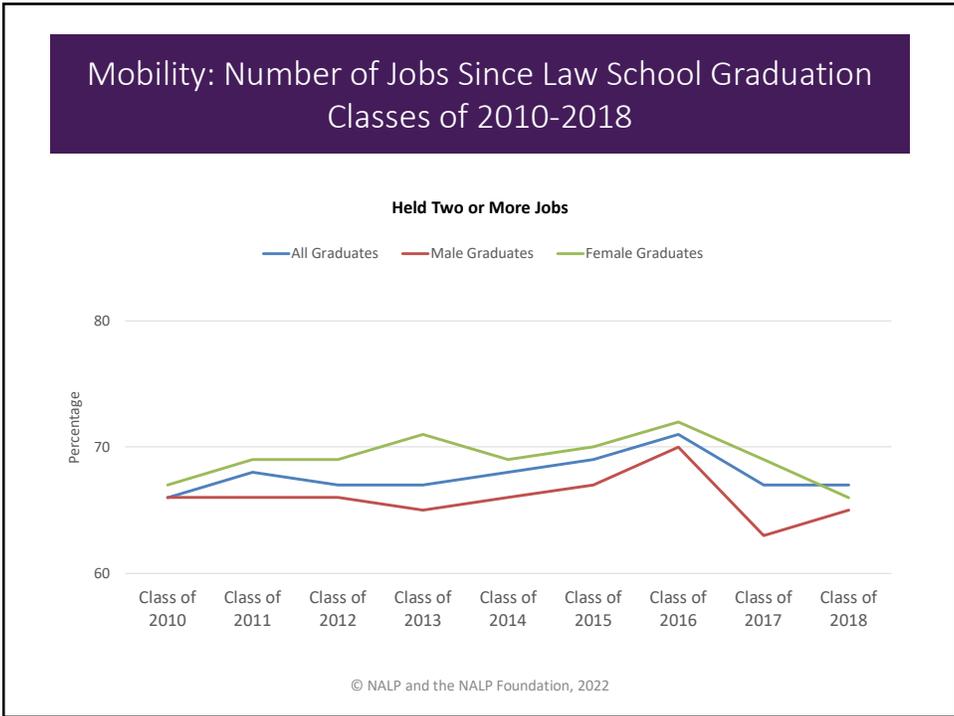
- Data collection September 2021 through January 2022.
- Reflects the aggregate information collected from 1,818 alumni responses:
 - 1,477 alumni from 30 U.S. law schools
 - 341 alumni from four Canadian law schools
- New questions added to address:
 - Alumni preferences re engagement with law schools
 - Educational debt
 - Remote work
- Continued to examine the impact of the pandemic on alumni careers.

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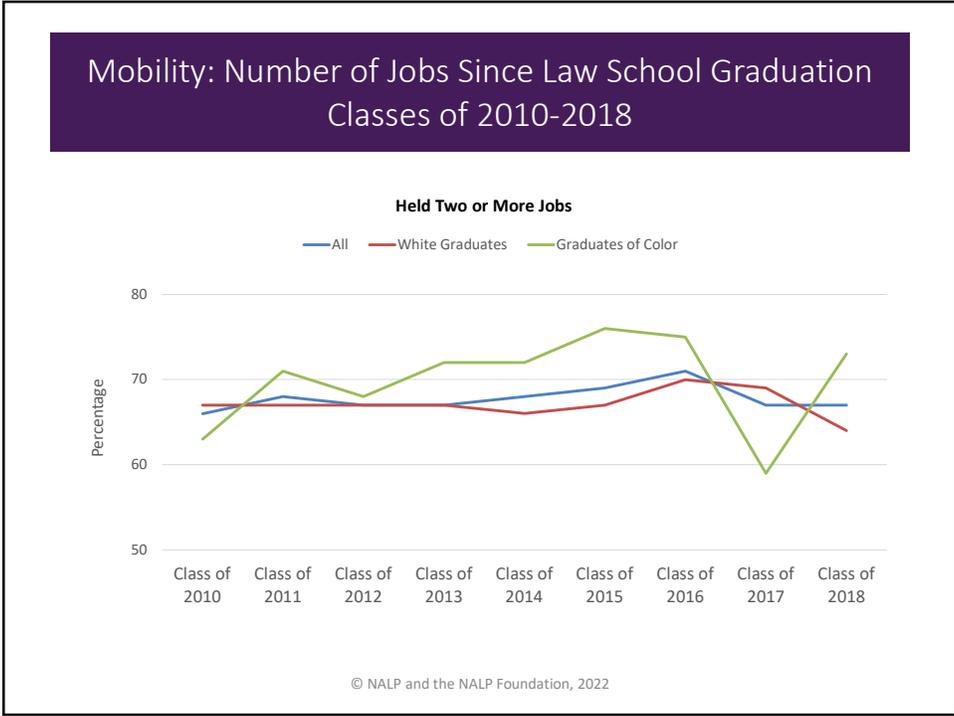
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Mobility

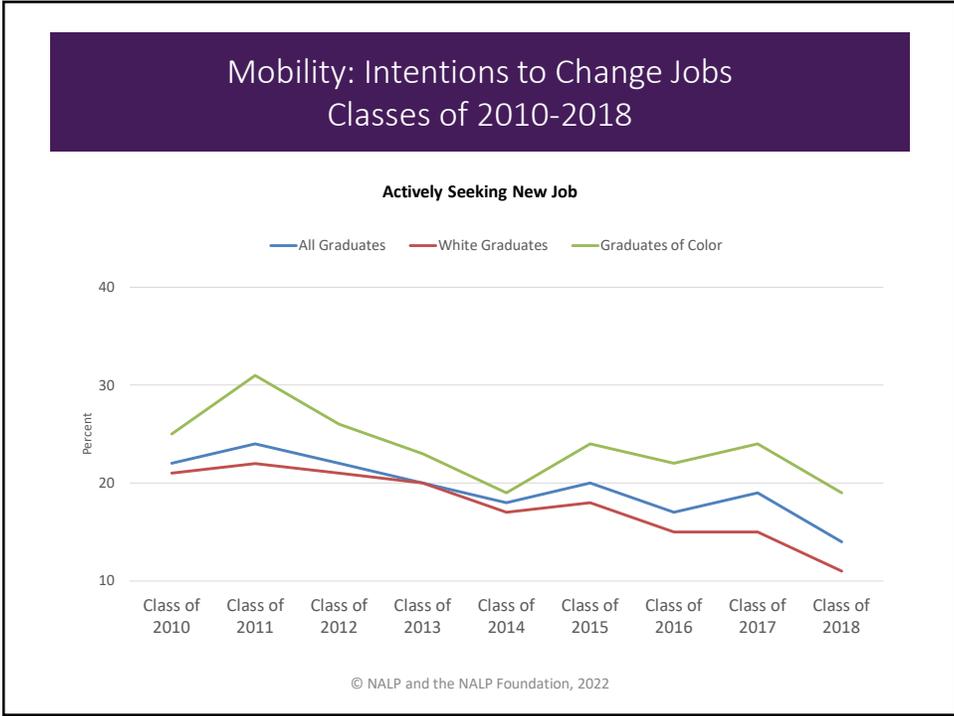
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38



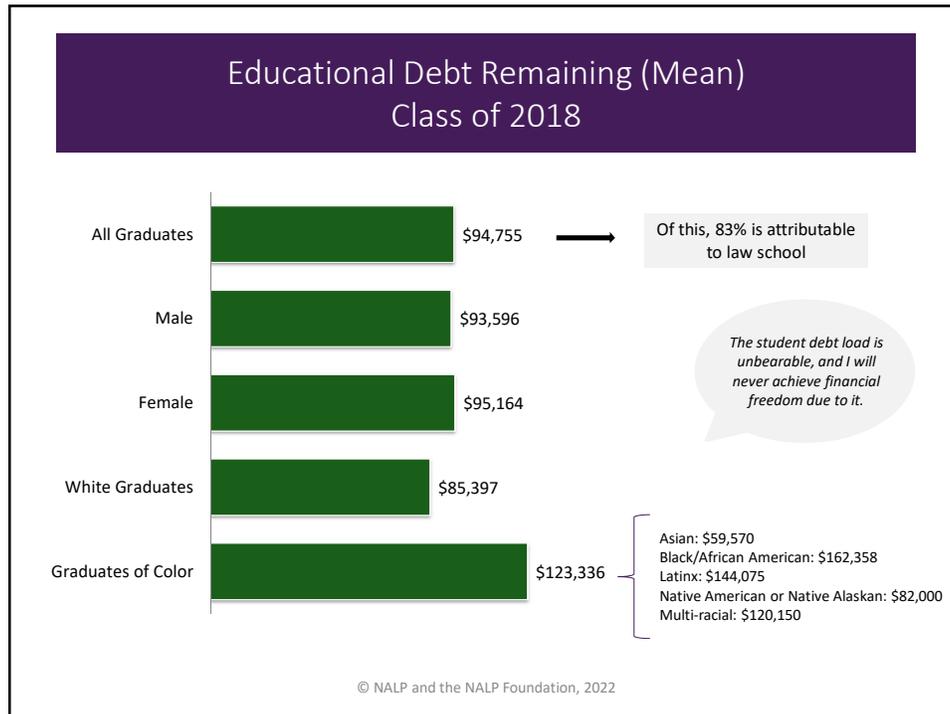
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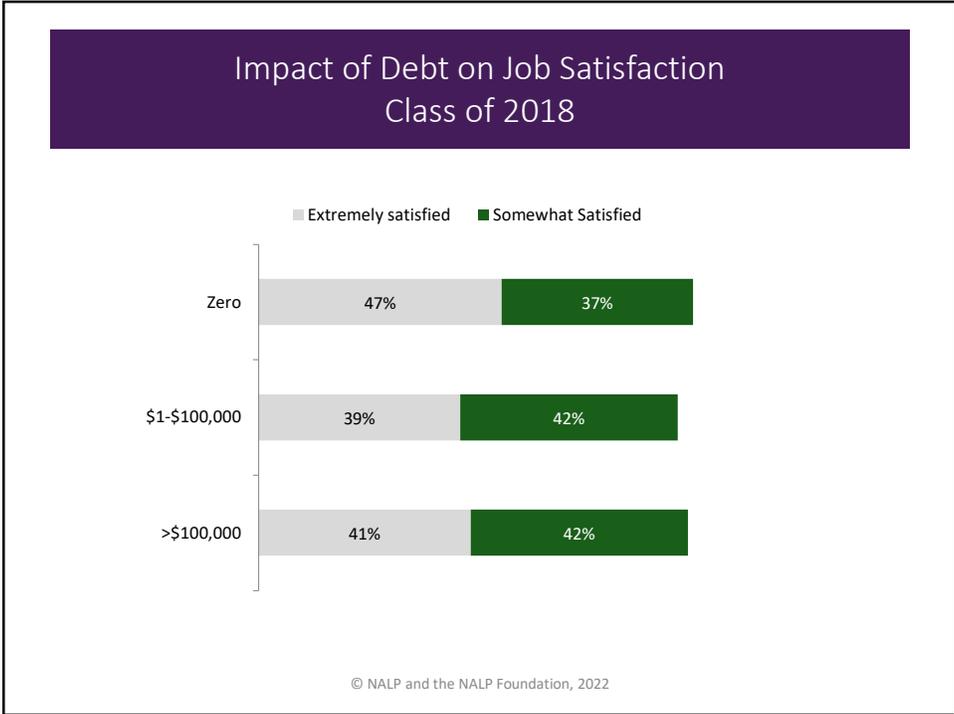
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Financing Legal Education: The View Three Years After Graduation

41



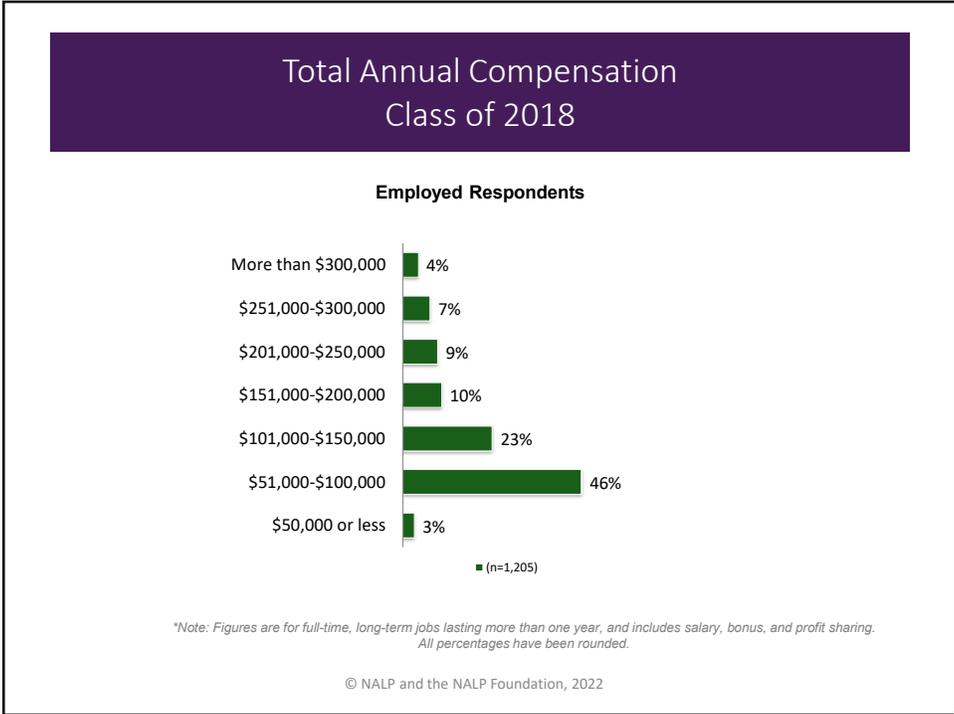
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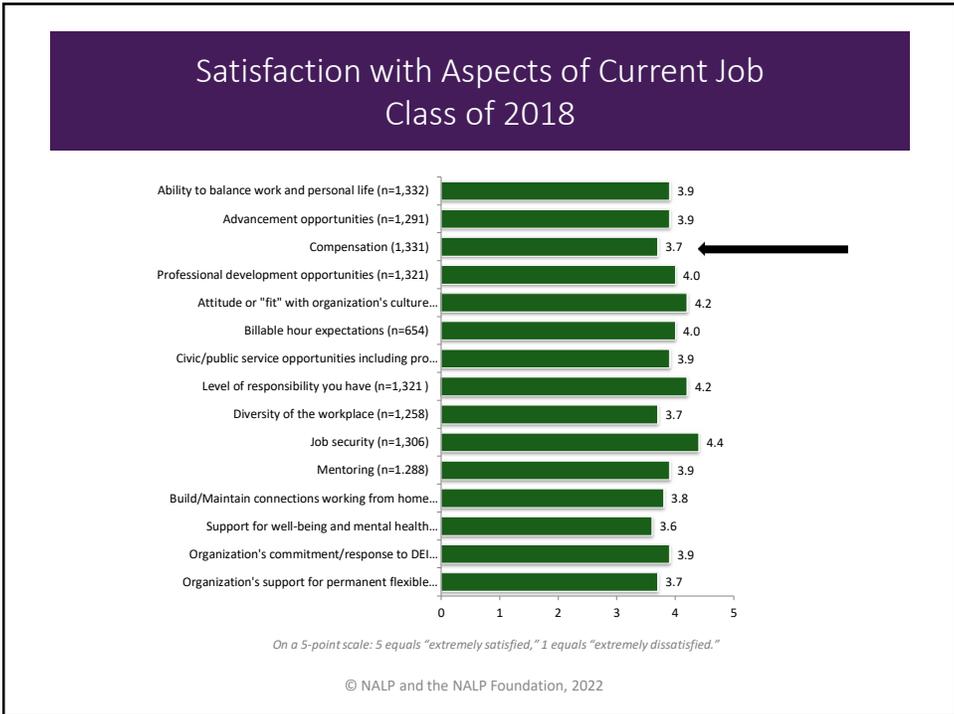
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Compensation

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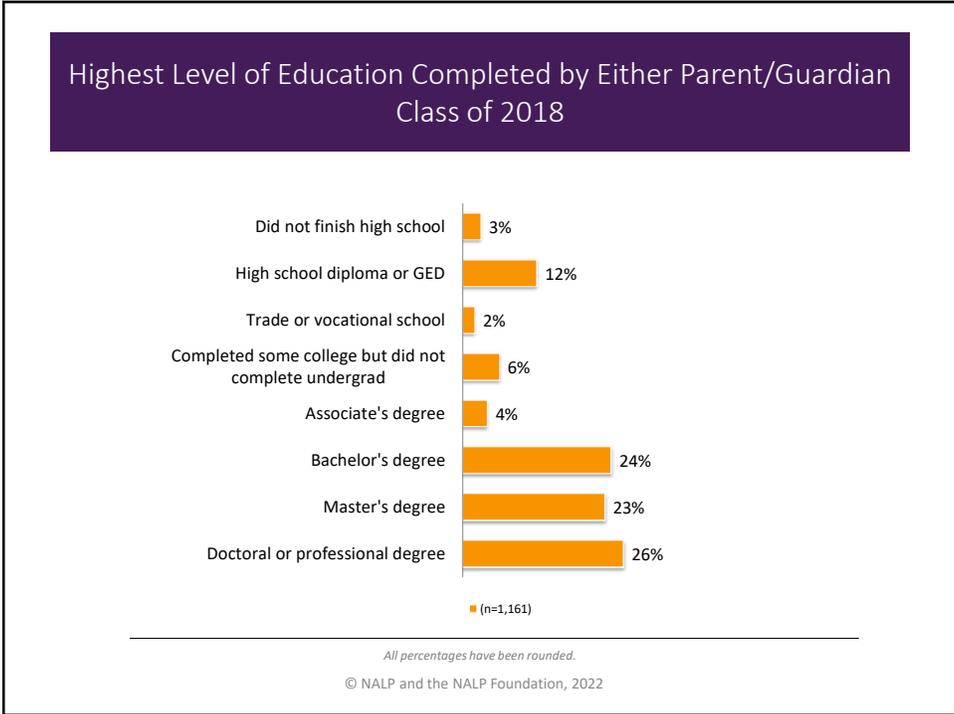
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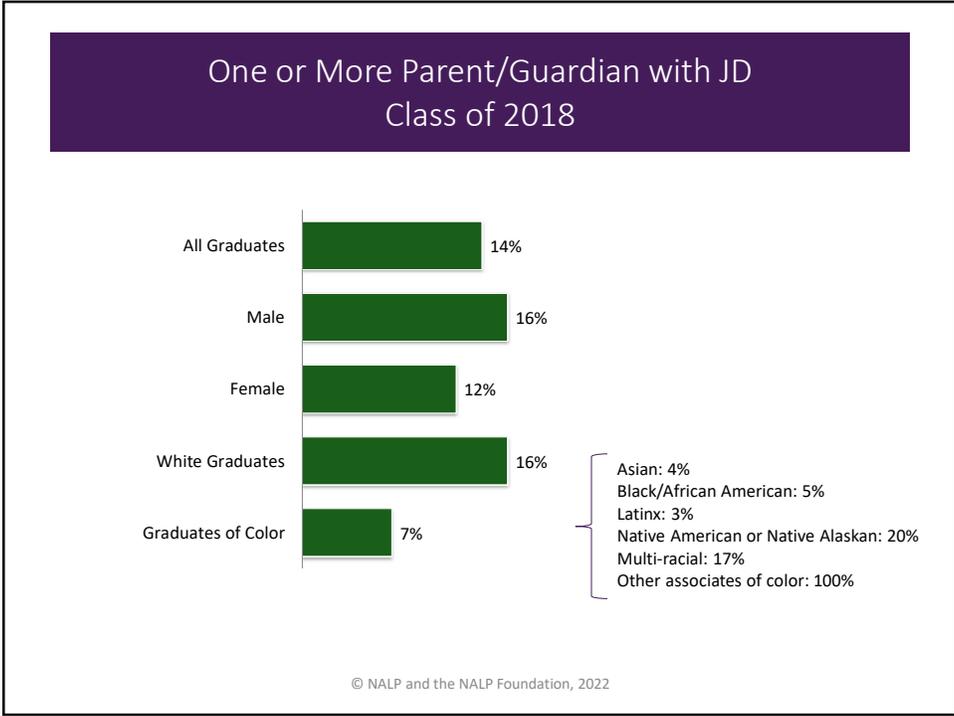
46

First-Generation

47



48



49

Impact of the Pandemic and Economic Crisis

50

Impact of Pandemic & Economic Crisis Class of 2018

- Effect of COVID-19 and economic downturn
 - Work from home: 45%
 - Affected mental health & well-being: 31%
 - Affected educational loan repayment: 20%
 - Changed jobs: 16%
 - Positive effect: 14%
 - No noticeable impact: 13%
- Impact on work location
 - Hybrid: 49%
 - 100% in person at the office: 32%
 - 100% remote work from home: 19%
 - Alumni working 100% remote reported slightly lower overall job satisfaction.

The pandemic has positively impacted my work-life balance by being able to work from home.

I will never accept employment that is not work-from-home.

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51

Using Alumni Study Data

Law Schools

- **Faculty:** Curricular planning for doctrinal, skills-based, and experiential offerings
- **Administration:** Benchmarking against other schools, nationally and locally
- **Alumni/Development:** Non-financial engagement opportunity for building connectivity with alumni
- **Admissions:** Empiric data to support unique or highly regarded aspects of the law school experience
- **Marketing:** Narrative responses and survey statistics can be used in marketing efforts

Employers

- **Assessment:** Aligning hiring criteria, professional development focus, and evaluation competencies with law school preparation
- **Law School Recruiting:** Identifying law schools with close alignment to employer needs
- **Competencies:** Curricular comparisons between law schools
- **Retention:** Framework for assessing associate mobility/attrition
- **Lateral Recruiting:** Identifying potential talent pools for lateral searches

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52

Sample Participant Report

Current Employment Status - All Respondents		
	All Participating Schools	Your School (n=106)
Employed	85%	85%
Unemployed/Unemployed	15%	15%
All percentages have been rounded.		

Reasons for Not Working/Unemployed - Unemployed Respondents		
	All Participating Schools	Your School (n=18)
Working but not	28%	22%
Period of professional education	10%	0%
Period of academic preparation	10%	0%
Period of non-legal academic preparation	10%	0%
Period of graduate or post-graduate study	10%	0%
Period of military service	10%	0%
Other	32%	78%
All percentages have been rounded.		

Employment Classification - Employed Respondents		
	All Participating Schools	Your School (n=89)
Full-time	82%	82%
Part-time	18%	18%
All percentages have been rounded.		

Employment Classification - Employed Respondents		
	All Participating Schools	Your School (n=89)
Permanent or long-term/limited duration	85%	85%
Contract/seasonal/limited	15%	15%
All percentages have been rounded.		

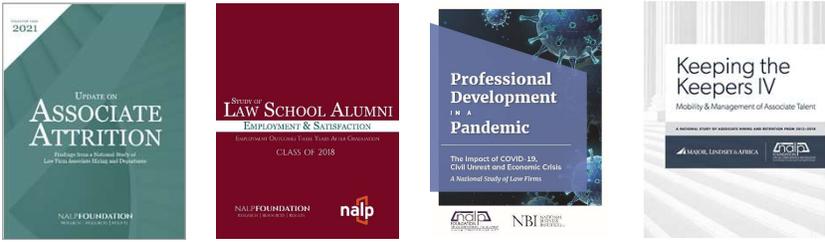
Class of 2018 Law School Alumni Employment and Satisfaction Study 1

- Aggregate data
- Tailored report
- Competitive benchmarking
- Empirical and narrative responses

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53

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56

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57

Questions

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58