

MEMORANDUM

TO: Fred Thrasher, NALP Deputy Director

FROM: Tim Henderson, Finnegan
Donatella Verrico, Lowenstein Sandler

DATE: October 18, 2023

RE: Second Board Report – Legal Employer Chief Officers Interest Group

Since our last report, we held meetings in July, September, and October. In addition, we have a NALP Chief Symposium scheduled for November 15 and 16 in Washington, DC.

July 19, 2023 Meeting:

1. Antony Cooke of Chambers provided a brief demo of their new engagement survey/platform.
2. Other topics addressed:
 - a. What are you measuring that is helpful? What should we be measuring that we are not? What software/tools are you using to measure? Who has access to these metrics and how often are they produced/presented and to whom?
 - b. Expected yield for 2023 summer class- Retention studies/costs of attrition.
 - c. Pipeline initiatives considering recent Sup Ct decision.
 - d. Status of 2023 Summer Associate Programs-Any Change in timing of Offers to be Extended 2023 Fall Associates; Any Changes in start date; How are interviews being conducted for 2024 Summer and Fall Associate positions via videoconference or in person
 - e. Update on Chief in person symposium

September 1, 2023 Meeting:

1. More information on November's NALP Chief Symposium
2. NALP Foundation Stay Study
3. Attorney Career Mentor Programs.
 - a. Does your Firm have an Attorney Career Mentor Program (i.e. Mentor Program for Attorneys After their First Year of Employment)?
 - b. If you do have an Attorney Career Mentor Program is it one on one Mentorship or Group Mentorship
 - c. Who coordinates the program i.e. HR, Professional Development?
 - d. Do you use a technology platform to help manage the program ? (I.e. Ten Thousand Coffees)
 - e. Member Professional Development
 - i. As Chiefs, how involved are you really?
 - ii. How open are your partners to change? Has it gotten better or worse since the pandemic?

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- iii. How many of us are struggling? I speak to recruiters regularly who say very openly "no one is happy right now," so maybe, as the most senior staff, we should start talking about it. Why are we not happy? Why are our teams not happy? If they are not happy, how are they supposed to promote a peaceful and happy workplace? Have we come back from the pandemic striving for a world that does not exist anymore? Why do partners think we can turn back the clock?
- iv. How do we like our jobs again?
- f. Precruiting- if you can't beat 'em, join 'em - but how? For the smaller, midsized firms, who cannot compete with the brand names scooping up students June 1, how do you recruit a summer class? How are you doing it and how do we make it fairer?
- g. The new summer programs- It's not 2007. Summers are leaving events early or not coming at all. Junior attorneys who are meant to be leading the charge want more balance and could not care less about this rite of passage (i.e. entertaining the juniors with karaoke after an event). What are you all doing to keep it interesting and increasing involvement?
- h. What does your training look like, specifically in the corporate department, for first year associates? Is it firm-led, more practice specific? Are there firmwide general corporate programs or is it more day-to-day training?
- i. Affinity Groups- how firms structure them.
- j. Departure process- When to remove partners from email distribution lists?

October 18, 2023 Meeting:

1. Our teams: Evaluation process roles, coaching roles, and operations roles. Our firms: Remote Work Policy iterations and helping lawyer managers with dispersed teams. Us: how to effectively manage dispersed teams.
2. Does your firm do social media checks for all hires? Who does it- internal or by background check company? How many years back do you go?
3. NALP Membership site upgrade
4. Update on November Symposium
5. Meeting Frequency – monthly or once every other month?
6. What firms are doing for Israel conflict
7. Ways to sell Partnership as something that is desirable

November 15-16 Chief Symposium, Washington, DC:

The agenda is still being finalized, but topics will include:

1. Stay Study Results- Sneak Peak, by the NALP Foundation, Fiona Hornblower, introduction by Cathy Duke
2. Integration Hackathon Luncheon Donna Manion/Nicole Archibald
3. Session: *Students for Fair Admissions v. President & Fellows of Harvard College*- How Firms Are Interpreting and Applying It, or Not., panel moderated by Shauna Bryce.