

**TO:** NALP Board of Directors and Strategic Planning Advisory  
**FROM:** Laurie Mallach  
Shannon Williams  
**DATE:** February 3, 2020  
**RE:** Board Report

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The Chief Special Interest group was purposefully quiet November 2019-January 2020. Our members play an important role at our respective firms in the evaluation and compensation processes among other items and tend to be fully engaged with year-end decisions.

On Tuesday, February 4 we have a call planned to address topics that are important to our constituents. Bonnie Hurry, Chief Human Resources Officer at Willkie Farr will facilitate the call. We have 50 participants scheduled to attend. The topics include the following:

1. Office seating is constantly being reconfigured. How are firms handling office assignments for associates? Are associates working in their own offices, doubled offices, moving to open seating plans, glass walls? How has productivity been affected? Where does working remotely fit? Are firms going with smaller real estate footprints, and “hoteling” their attorneys (no permanent office)?
2. What is the impact on associate engagement when partners work remotely? Whose role is it then to model correct behavior and set expectations for professional development and client interaction, etc.?
3. Apps for real-time feedback? Is anyone using them? If so, kindly share which ones have been helpful. Do your reviewers consider the app helpful or just another layer of work in an already impossible schedule? How does the app impact the annual evaluation process?
4. We all need fresh ideas, kindly share your best morale boost for associates and for staff.
5. For firms that signed onto the ABA Mental Health pledge, have you designed a “return to work” agreement? If yes, would you be willing to speak about the process and important items to consider when designing this type of document.

We look forward to seeing you at the annual conference in Montreal, and supporting the new Chair(s) of the Chief Special Interest Group. Our strong recommendation for Chair of the Chief Special Interest Group is Andy Hale, Senior Director of Training and Development at Venable; and/or Mindy Herczfeld, Chief Legal Talent Officer, Cozen O’Connor.

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