

MEMORANDUM

TO: Fred Thrasher, NALP Deputy Director
Kisha Nunez, NALP Board Liaison

FROM: Maria J. Minor

DATE: October 19, 2014

RE: NALP Lawyer PD Section First Quarter Report

Vice Chairs:

Education Workgroup: Julia Borginis and Kara Dodson

Lawyer/Law Student Professional Development Collaboration: Gary Slater

Best Practices in Lawyer PD/PD For the PD Professional: Andy Hales

Membership/Development: Amanda Rope (on leave)

Work Group Updates:

Education workgroup: 2 Proposals were accepted and an additional program was requested from the workgroup.

Leading Lawyers: Paths to Developing Leaders in Law Firms

Law firm attorneys at all levels, associate to partner, need leadership skills more than ever to deliver top-quality service to firm clients. Approaches to developing these skills vary, depending on a number of factors including a law firm's size, resources, and goals. Some firms offer leadership development programs in-house, often with the assistance of one or more consultants; others develop their lawyers' leadership skills using external open-enrollment leadership programs. In this panel, we will discuss several ways law firms can develop their lawyers as leaders at all levels, and the strengths and challenges of each approach.

Juliet Aiken, Heather Bock, Lori Berman

Train the Trainers? How About Parlay Your Partners!

Some of the best training is received on the job and some of the best trainers are engaged and engaging partners. Learn how you can develop, motivate, and even reward your partners into being better trainers, mentors, managers and leaders. Partners are incredible resources to a training team. They have instant credibility and the firm and practice insights that external consultants don't. And, yes, while their time is quite valuable, their hourly fee is usually less than bringing in an outside trainer. Can you really teach old (and not so old) partners new tricks? Can you teach them to teach and cajole -- even bribe -- them to be more involved in associate development? Learn how you too can parlay your partners from two veteran firm PD professionals, who will describe their firms' programs which include upward review feedback, mentoring, partner development, shadowing, writing coaches and Exceptional Teachers' Awards programs.

Molly Peckman, Michele Bendekovic

Using Competencies to Provide a Roadmap for Associate Development, Evaluation, and Compensation

As you finalize your associate competencies, or if you already have them in place, this program will help you think about how best to align your development, evaluation and competency systems to match. Speakers will share their experience in how best to use competencies to create a roadmap to empower associates to manage their own career; consider how to restructure associate evaluations to effectively assess competency development; and address how to tie competencies into compensation. You'll leave this program with best practices for comprehensively implementing competencies into your firm's culture.

Bulletin Articles: Maria Minor and Kate Kerr will submit an Article on the concept of Feed Forward, a development tool shared by Werten Bellamy and Michelle Wimes at the NALP Diversity & Inclusion Summit. Feed Forward can be deployed by law students and lawyers alike to accelerate their career development and enlist a team of advisors throughout their careers. As an added bonus, this tool can be used by anyone seeking to reach their career goals.

Lawyer/Law Student Professional Development Collaboration: Gary Slater is continuing to work on materials to make available through our section page on Tech Competencies for Lawyers and putting together a webinar on Technology Competency testing.

Secondments: We have begun our research and discussion on secondments. So far, it appears as though there are many varied drivers and approaches for secondments, that clients are empowered to request arrangements going both ways, and that secondments can play a significant role in global practices.

Law Firm to Client: There are a variety of models being deployed in a variety of sectors. While secondments remain an excellent way for a young lawyer to get to know a client better and also come to a more nuanced understanding of business operations, clients are also using secondments to supplement their legal labor force – attorney and paralegal. On the more informal end, senior associates and partners are drafted to lend assistance to in-house law departments facing staffing shortages or changes in leadership. This model provides efficiency, continuity, and eliminates further disruption in the in-house law group as the law firm lawyer is typically a known commodity with relationships. At times, this is done with the acknowledgment and acceptance of risk that the attorney may remain in-house, but that risk is acceptable as there would then be another friend of the firm embedded at the client. On the more formal end, client rotations may be considered part of the associate development cycle, particularly in the financial services and automotive industries. There do not appear to be standards in place in terms of which law firm departments are involved (HR, PD, practice groups, accounting), how attorney performance is monitored or evaluated during these periods, how long secondments are expected to last, or even whether they are full or part-time. While international secondments can be a great way to deepen an attorney's and firm's intercultural competence, additional challenges

need to be thoughtfully addressed in terms in advance, including visa issues, access to healthcare, and tracking global events and security.

Client to Law Firm: This is being seen more frequently from international clients, as a way to get foreign lawyers more familiar with U.S. Law Firm operations and/or to provide support to foreign attorneys licensed or studying in the U.S. This type of placement poses some difficulties including immigration and employment issues and protecting other clients' privileged and confidential information. There is, however, some creative work being done in this area. For example, the New York pro bono requirements for new lawyers have led to some firms hosting to foreign in-house lawyers while they take on pro bono work.

Additional reading: Insight into: client secondments (focus on U.K) on lawcareers.net <http://www.lawcareers.net/Information/Features/11022014-Insight-into-client-secondments>

Updates on Long Range Strategic Planning: Our group will meet telephonically on November 6.

Environmental Scanning:

In November, the PDC will launch its competency model for legal professional development practitioners. It will focus on the competencies and behaviors needed for individual success in a professional development career. The PDC Competency Model includes four core competencies (Professionalism, Leadership, Management and Organizational Development, and Professional Development), and describes four levels of performance, from an entry level position to the Executive Level PD Professional.

The PDC Winter Meeting will be held on Wednesday, December 3 at the Mandarin Oriental. The agenda has not yet been released.

Articles:

The Am Law 2014 Midlevel Associates Survey was released. While men were happier than they have been in the last ten years, women and African America attorneys were less satisfied. <http://www.americanlawyer.com/id=1202512392833/The-2014-Associates-Survey-Midlevels-Are-Happy-But?slreturn=20140919202702>

The 2014 CEB and Datacert Rate Report was also released. The 2014 Real Rate Report had two significant findings for attorney professional development. Firstly, that in the past five years there has been a 60% drop in the ratio of first-year associate hours as compared to other attorneys. Secondly, that law firms are utilizing more associate and less partner time on matters, however, it appears as though senior associates are taking the place of the partner time. The study's authors noted that junior associate time is more frequent on matters with senior associates, meaning that junior associates have less access to partner mentoring and training, and that they have less opportunity to handle matters on their own. They predict that this will result

in an ever longer learner curve for new lawyers. <http://www.datacert.com/press-release/lawyer-rate-increases-remain-flat-legal-departments-continue-demand-more-competitive>

Tim Corcoran's blog posting on "The Changing Definition of Value: What Matter Most to In-House Counsel" raised several interesting points with respect to the face of the in-demand law firm and the necessary skills for lawyers – beyond the technical skills of lawyering. Diversity, creativity, communication and understanding business values ranked highly among the contributing in house lawyers. <http://www.talentthinktank.com/what-matters-most-to-inhouse-counsel/>

Arthur Bousel and Susan Sneider are two legal coaches who have started a "Lawyer Career Spa" hoping to address what they see as one of the biggest stumbling blocks to attorney professional development – time for self-reflection. The three day retreat is open to individuals, lawyer leaders, and even entire practice groups. http://www.abajournal.com/magazine/article/tranquil_training_spa_aims_to_soothe_and_stir_the_legal_mind