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## MEMORANDUM

Date: February 2, 2021

To: Fred Thrasher, Deputy Director  
Kara Sutherland, Board Liaison

From: Carrie A. English, Section Chair

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Re: Lawyer PD Section Q3 Board Report

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The Lawyer Professional Development Committee has been very busy this quarter and we are pleased to provide you with our Third Quarter Board Report.

For easy reference, our work group sections and leaders are as follows:

*Education Work Group: Annual Education Conference/PDI/Bulletin Article Planning: Shannon Burke*  
*Lawyer/Law Student Professional Development Collaboration: Laura Bicks & Nicole Salama*  
*Best Practices in Lawyer PD/PD For the PD Professional: Sandy Minea*  
*Member Relations & Membership/Development: Andrea McIsaac*  
*Professional Identity Formation: Melissa Berry & Kendra Brodin*  
*Knowledge Management: Heather DiFranko*

### 1. Work Group Updates

#### **Education Work Group: Annual Education Conference/PDI/Bulletin Article Planning**

- Melissa Berry wrote a NALP Bulletin article on Benevolent Bias and its effects on women's professional development and careers. It was published in the January NALP bulletin.
- A lateral attorney integration webinar was held on January 13, 2021. Lawyer PD Members Melissa Berry and Shannon Burke co-presented with Susanna Brennan and Kelly Druten Green. This was a collaborative webinar with the NALP Recruiting Section.

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- Four additional webinars are being developed and we hope to have these scheduled for the 4<sup>th</sup> Quarter Report. They are:
  - Considering a Consulting Career
  - Put the Experience Back in Virtual Experiential
  - The new Rules of Engagement: Building Meaningful Connections in Creative Ways
  - The Integrated Life: Supporting Talent Through Engagement & Culture

## **Best Practices in Lawyer PD/PD for the PD Professional**

- “A Closer Look at the PD Profession” webinar was held on January 27, 2021. Lawyer PD Member Lori Broderick co-presented with Heather Park. This was a collaborative webinar with the NALP Newer Professionals Section.
- **NALP Library.** Significant work continues with the NALP library. Members of the group have undertaken outreach to create a resource of best virtual engagement ideas. The group has amassed several and are working to put this into a format that can be added to NALPConnect as part of a best practice’s library.
- **NALP Library Recommendation:** One observation that we would like to share with the Board is the desire to have a folder structure within the NALPConnect Library. For example, we desire to have a Mentoring folder in the Library so that we can upload all articles, best practices, etc. in one easy location for members to easily access.

## **Lawyer/Law Student Professional Development Collaboration**

- Collaboration with the Law School Professional Development Section continues with the Professional Identity Formation work group. See below for more information.

## **Member Relations & Membership Development**

- Nothing new to report.

## **Professional Identity Formation**

- The Professional Identity Formation Work Group ran its law firm associate competency survey in November and December. Overall, 57 firms responded to the survey, which was a very strong response. The Work Group continues to collaborate with the Holloran Center and Law School Professional Development Section's Professional Identity Formation Work Group.
- The Professional Identity Formation Work Group is currently reviewing the data provided by the survey and analyzing the results. The Work Group will produce

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survey results that will show what competencies and developmental expectations law firms have for their associates and how law firms use competencies and expectations in associate evaluation and development. The Work Group remains grateful for the strong support of NALP leadership and staff (particularly Danielle Taylor) on this survey effort.

- The Work Group anticipates sharing the survey results and analysis of those results with NALP membership in some or all these ways:
  - Bulletin article
  - Professional Development Quarterly (PDQ) article
  - Webinar
  - Session at a NALP and/or PDI conference
- The Work Group thanks everyone who participated in the survey. The Work Group looks forward to distributing the results of the survey in the coming months so that NALP members can use the survey results in crafting competency models, evaluation strategies, and training opportunities in their organizations.
- Members of the collaborative work group include:
  - Kendra Brodin, Co-Vice Chair, Professional Identity Formation Work Group, Lawyer Professional Development Section
  - Melissa Berry, Co-Vice Chair, Professional Identity Formation, Work Group Lawyer Professional Development Section
  - Laura Friedman, Vice Chair, Professional Identity Formation Work Group, Law Student Professional Development Section
  - Debbie Shapiro, Member, Law Student Professional Development Section
  - Jerry Organ, Co-Director of the Holloran Center for Ethical Leadership in the Professions (Danielle Taylor, NALP)
- Kendra Brodin and Melissa Berry would like to continue serving as Co-Vice Chairs for the Professional Identity Formation Work Group into 2022 so they can continue their hard work on this initiative. They should be recognized for their hard work on this initiative.

## **Knowledge Management**

- Sandra Minea and Heather DiFranco are serving as the liaisons for the Lawyer PD Section to the Knowledge Management team. The team continues to tag website content and we expect this work group to exist into 2021-2022.

## **Environmental Scanning:**

- Mentoring:
  - The pandemic has challenged PD professionals to maintain effective mentoring programs. On the one hand, it has been easier to assign mentor

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relationships because the artificial geographical barriers no longer exist. Mentors and mentees can easily be in different locations and still build a healthy relationship using technology. The drawbacks are obvious, however, when pairings are not able to meet in person and the lack of office interconnectivity can make it difficult to make pairings sticky because those casual office conversations must now be highly intentional and scheduled.

- Manpower continues to be one of the biggest challenges as it relates to effective mentoring programs. Some firms report scheduling all the mentoring meetings and conducting continuous follow up to ensure those meetings occur. These firms also report producing reports on mentoring activities and actively tracking time related to mentoring activities.
- Firms are considering incentives to encourage more mentor participation. Ideas include billable hour credit for mentoring activities, raffle prizes for participation, and tying mentoring to compensation.
- Some firms report having mentors assigned by affinity groups outside of the firm mentoring program. In some instances, associates might have a firm mentor and an assigned mentor from DEI, wellness, first generation professional, etc.
- Feedback: Firms continue to struggle with effective real time feedback in the virtual environment with little hope on the horizon. Some firms have discussed moving away from the annual evaluation and pivot to constant feedback. One firm reports piloting viRealTimeFeedback to encourage more regular feedback. This continues to be a challenge for many PD professionals.
- Onboarding
  - Since the last report, many law firms have on-boarded their winter classes. Based on anecdotal information, success of these programs largely dependent on the interactive format of the programming. Programs heavy with “talking heads” were not nearly as successful as those with more interactive, collaborative breakout sessions.
  - While many firms hope to on-board their fall classes in-person, many are bracing for the fact that a virtual or hybrid on-boarding may be a possibility.
  - In general, firms moved away from full days packed with training and moved to more spread out and shortened sessions over a longer period.
  - PD professionals observed that the virtual on-boarding left them without the opportunity to get to know the associates in a meaningful way they way they would in-person.
  - Firms reported providing on-boarding gifts including gift cards, firm swag, handwritten welcome notes. Two firms reported having Escape Room virtual social activities.

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