

MEMORANDUM

TO: Fred Thrasher, NALP Deputy Director

FROM: Tim Henderson, Finnegan
Jean Durling, Fox Rothschild

DATE: March 20, 2025

RE: Board Report – Legal Employer Chief Officers Interest Group

Since our last report, we hosted monthly meetings in February and March 2025.

February 19, 2025 Meeting Agenda:

1. Apologies if this has been covered previously but interested to hear from anyone who has had success leveraging executive coaching for emerging partner leaders. In addition to any great recommendations for coaches, I would be interested in learning more about the firm's contribution to the process (if anything other than financial).
2. Is anyone seeing a decrease in student participation in pre recruiting activities as a result of the earlier OCI dates? Does the group think students are going to hold out for OCI this cycle?
3. I'm curious to know if any firms limit the number of recruiters they work with and how they do that. My recruiting team's biggest pain point is probably the sheer number of emails we receive from recruiters, many of which are irrelevant. I'm thinking the best way to decrease those communications and increase the quality communications would be to limit the recruiters we work with to our most trusted recruiting partners, maybe 10-20 across all of our markets. I don't know how this would be managed and documented, especially when we already have so many fee agreements in place with so many recruiters, so I would be interested to hear if others have done this and how they did it.
4. Are part time nonexempt employees eligible to receive paid vacation or PTO otherwise as required by law and if so, is there a number of hours that they need to work to receive the benefit or is it reflective of the number of hours that they work i.e. 80%, 60% etc.
5. DEI - Group discussion about future best practices

March 19, 2025 Meeting Agenda:

1. Training junior lawyers on expectations.
2. Does anyone give billable hours credit for work on "innovation" type projects (e.g., AI tools, testing other technologies, etc.)?
3. Do your recruiting teams conduct reference checks for summer associates and lateral associates? And if yes, how are they done – by phone, email?
4. Performance evaluations: Sharing process/format/self-evaluations and computer programs to facilitate the process.
5. In-Office Requirements (NALP Chief Survey Results below)

Organization Name	How many days per week is your organization requiring in-office attendance?	If "other" please specify	Does your in-office attendance policy apply to all attorneys/attorney-types (to include partners)?	How does your organization track compliance with the in-office attendance policy?	If other, please specify	Are there any consequences/penalties if one doesn't comply with the in-office attendance policy?	If yes, please describe:
Akin	3 days		Yes	FOB reports		No	
Barnes & Thornburg	3 days		Yes	FOB reports		Yes	For partners, it impacted their bonuses in 2023. It played less of a role in 2024, mostly because there were too many discrepancies with FOB tracking and it most partners are coming in regularly now.
Bracewell	<i>Other (please specify)</i>	There is no requirement for attorneys, but they are in 3-5 days a week depending on the office.	N/A	<i>Other (please specify)</i>	We don't track.	No	
Cahill Gordon	3 days		Yes				
Clark Hill	<i>Other (please specify)</i>	Firmwide, we strongly suggest 3 days per week but do not require it. Some offices, practice groups, and partners do have their own in-office requirements for their attorneys.	N/A	<i>Other (please specify)</i>	We do not track.	No	
Cleary Gottlieb	<i>Other (please specify)</i>	3 days for lawyers and most professional staff. Assistants are at 4 days and some limited IT and BD teams at 2 days per week.	Yes	FOB reports		No	
Covington	3 days		Yes	<i>Other (please specify)</i>	FOB reports plus VPN Information	Yes	Bonus reduction
Cozen O'Connor	3 days		Yes	<i>Other (please specify)</i>	We use network login to determine location	No	Not really. We've said it can impact promotion and assignment opportunities, but nothing that has any teeth or real consequence
Cozen O'Connor	<i>Other (please specify)</i>	3 days encouraged, not required	Yes	<i>Other (please specify)</i>	Computer log ins	No	
Crowell & Moring	3 days		Yes	FOB reports		No	
Fish & Richardson	<i>Other (please specify)</i>	We have not specified a requirement.	Yes	<i>Other (please specify)</i>	While we aren't tracking for compliance purposes, we are able to monitor how often people are in the office using building access badge swipes.	No	
Foley Hoag	3 days		Yes	Maptician or similar software		Yes	For associates - it can impact their annual bonus amounts.

Fox Rothschild, LLP	<i>Other (please specify)</i>	We don't have a requirement, but a strong suggestion that 3-days/per week is preferred (and required to maintain an office in locations where we have hoteling programs.	Yes	We have a very unsophisticated method of checking logins to our network at a certain time (I think 2:00 pm ET) once per day.		Yes	It is a consideration in compensation and advancement (among many other factors) and making decisions for leadership positions.
Frost Brown Todd LLP	3 days		Yes	<i>Other (please specify)</i>	Honor system and behind the scenes login tracking	No	
Goodwin	3 days		Yes	<i>Other (please specify)</i>	via computer login location	No	
Goulston & Storrs	3 days		Yes	FOB reports		Yes	For those who have a trend of non-compliance, it is noted in performance reviews and individuals will receive a visit from a managing director to discuss.
Kramer Levin.	3 days		Yes	<i>Other (please specify)</i>	Swipe reports to gain access to office.	No	
Lowenstein Sandler LLP	3 days		Yes	<i>Other (please specify)</i>	IT is able to see attendance from laptops are docked.	No	
Patterson Belknap	3 days		Yes	FOB reports		Yes	Firm reserves the right to lower bonuses for consistent noncompliance.
Robinson+Cole	<i>Other (please specify)</i>	Minimum 2-3 per week	Yes	<i>Other (please specify)</i>	Card swipes	No	
Selendy Gay	3 days		Yes	FOB reports		No	
Sterne Kessler	<i>Other (please specify)</i>	We don't have a requirement, unless you want a dedicated office, then it's 3x per week.	N/A	FOB reports		Yes	You might lose your office
Stinson LLP	3 days		Yes	<i>Other (please specify)</i>	It does not track	No	
Thompson Hine	<i>Other (please specify)</i>	"50% of the time per month"	Yes	<i>Other (please specify)</i>	Mish-mash of ways (check in screen that pops up in office only, primarily) - but working on other options	No	NO, but we are reconsidering this.
Venable	3 days		Yes	FOB reports		Yes	Some people have lost their assigned office; also review the report as we discuss associate evaluations. Not necessarily a penalty, but a factor that is discussed.
Wiley	<i>Other (please specify)</i>	We allow up to 50% for attorneys to be remote (generally defined as 2 to 3 days a week); Staff is 3 days onsite	Yes	<i>Other (please specify)</i>	We have a schedule forecaster where people are supposed to input their in office or remote days but usage is low. We also track key swipes but haven't done enforcement yet	No	
Wolf Greenfield	2 days		Yes	Maptician or similar software		No	