

MEMORANDUM

To: Jessica Sisco, Board Liaison

Cc: Fred Thrasher, Deputy Director
Claire Nash, Member Services Coordinator

From: Paul Lazdowski and Jennifer Gewertz, Co-Chairs; Adrienne Jaroch, Vice Chair
Legal Employer Alumni Relations/Programs Section Leadership Team

Date: October 7, 2021

Re: Board Report, NALP Legal Employer Alumni Relations/Programs Section

During our Q2 Zoom call, the Legal Employer Alumni Relations/Programs Section featured a guest presenter, provided a brief update on its charges, and engaged in a group discussion on varied topics. This report summarizes the attendees, the presentation, and the various topics that were discussed.

I. Attendance

- Abby Raanan (Faegre Drinker Biddle & Reath); Adriana Marchetti (Fried, Frank, Harris, Shriver & Jacobson); Adrienne Jaroch (McDermott Will & Emery); Alexandra Byrne (Choate, Hall & Stewart); Amanda Stipe (Latham & Watkins); Amy Kattman (Baker Hostetler); Ann Callender (Simpson Thacher & Bartlett); Baina Renaud (Fenwick); Brittaney Schmidt (Vorys, Sater, Seymour and Pease LLP); Christie Reynolds (Greenberg Traurig); Claire Yan (Sidley Austin); Cressie Taylor-Scott (Milbank); Cynthia Hunt (Jenner & Block); Dr. Becky Paluch (UBC Sauder School of Business); Elizabeth Claps (Cleary Gottlieb Steen & Hamilton); Emily LaCount; Emma Seideman (Ropes & Gray); Erin McNichol (Morgan, Lewis & Bockius); Erin Warner (Troutman Pepper); Hayley Niven (Borden Ladner Gervais); Jennifer Gewertz (Arnold & Porter Kaye Scholer); Jessica Sisco (Reed Smith); Judy Davis (Greenberg Traurig); Kate Dowd May (Gibson Dunn); Laura Higgins (Haynes and Boone); Laura Singer (Akin Gump Strauss Hauer & Feld); Lena Gunderman (Wilson Sonsini Goodrich & Rosati); Lora Whitticker (Jenner & Block); Lorraine Brown (Covington & Burling); Melissa Berry (Lane Powell); Nicole DePue (Perkins Coie); Paul Lazdowski (Nixon Peabody); Quinn Clancy (King & Spalding); Sarah Marchitto (Paul, Weiss, Rifkind, Wharton & Garrison)

II. Welcome & New Members

- Welcome and reminder to complete the NALP Member Engagement Survey before the 10/8 deadline – P. Lazdowski
- New members – J. Gewertz
 - Cameron Tucker, Professional Recruitment Coordinator, Fox Rothschild
 - Judy M. Davis, Attorney and Alumni Engagement Manager, Greenberg Traurig
 - Christie Reynolds, Career Development Manager, Greenberg Traurig
 - Hedy Aponte, Legal Recruiting Manager at Steptoe & Johnson

- Quinn Clancy, Director of Talent Development, King & Spaulding
- Sarah Martin Stettner, Professional Development Manager, Foley & Lardner LLP

III. **Guest Presenter: Dr. Rebecca Paluch**, Asst. Prof. at UBC Sauder School of Business
Rebecca.Paluch@sauder.ubc.ca

- Dr. Paluch presented on “Alumni Programs and The Great Resignation: Insights from the 2021 Corporate Alumni Benchmarking Report,” which she did in conjunction with PeoplePath. She shared insights from the Report and provided the Section with a breakdown of data specific to the legal industry. As an Asst. Professor of Organizational Behaviour and Human Resources, Dr. Paluch’s research examines how the changing work environment impacts employment relationships between organizations and their employees, including how HR practices can support former employees (a/k/a corporate alumni).
- Dr. Paluch posed a series of questions:
 - Does anyone use exit interviews to inform their alumni program management?
 - Ask for mentors in exit interview and use info to inform future BD efforts; feedback questions (i.e., do you think person would be a good panelist, future mentor, etc.); exit interviews handled by HR and alumni doesn’t have involvement—conduct bi-annual surveys for alumni and will inquire about exit interviews and other questions (i.e., did you use job board, did you speak to anyone about career opportunities, did you attend alumni events, etc.)
 - Thoughts on third-party exit interviews?
 - a. Provide more honest feedback/info; still important to convey relationship through supervisor/peer
 - What would you like to see in the next PeoplePath survey in early 2022?
 - Questions about growth/changes in alumni staffing/support; referral programs for alumni—many firms are discussing it, especially given the great resignation; focus on secondments/outplacement services; approaches to hybrid programming and events given large number of remote workers; client events vs. alumni events and how they will evolve, especially because alumni events are social and virtual attendance is not an option

IV. **Update on Section Charges**

- 2022 Annual Education Conference, Bulletin Articles & Webinar Planning – L. Higgins
 - All submitted section articles were approved: If you submitted, Laura reached out letting you know NALP will contact you closer to the publication date
 - **How to Increase Alumni Engagement Through Data Research** (B. Renaud, September 2021)
 - **Accepting the use of “alum” to address issues of gendering with other terminology** (H. Niven, November 2021)
 - **Feeding the bottom line: How to build a winning business case around career transitions** (S. Light & G. Reis-Trani, January/February 2022)
 - **Big 4 to Big Law: Alumni Programs with University Best Practices** (A. Jaroch, January/February 2022)
 - One speaking proposal for 2022 NALP Annual Education Conference

- S. Mayerowitz & E. Claps, which was accepted
- Career Transitions – S. Light & G. Reis-Trani
 - September meeting topics included:
 - 2021 trends; why people are making transitions and where they're landing; what's changing and what do we need to rethink around transitions; internal conversations around return to work and how to keep people engaged when losing talent
 - Topics for December 10th meeting include:
 - How to build a program; strategies for building client engagement; how to communicate successes with a BD/Client focus
 - Informative to attend regardless of program level

V. Open Discussion Topics

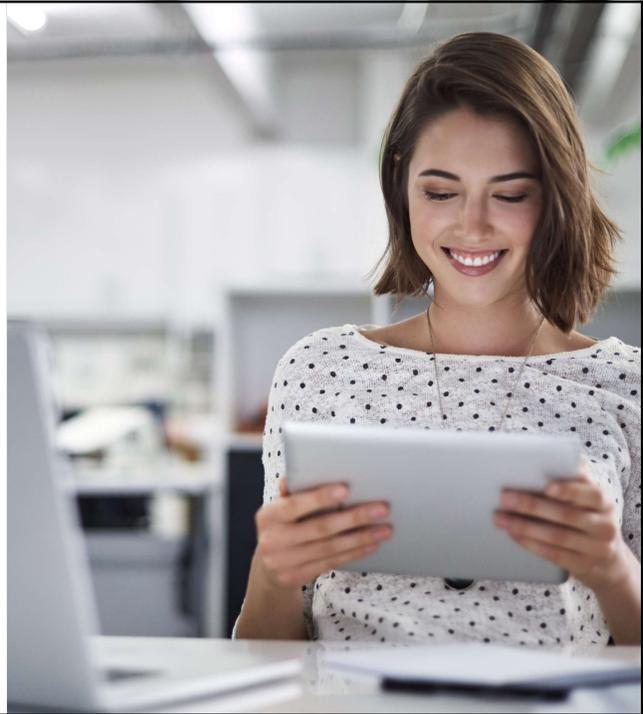
- Alumni New Hire Referral Programs
 - One firm approved program after 5 years of discussions; will share more on how to handle questions, including who should be offered and how to send communication if only eligible to certain groups without offending others
 - Lots of questions to consider: Alumni can only refer contacts or themselves? When does payout happen? Internal bonus equal to alumni bonus? Offering to boomerangs or only new people?
 - Some firms that have launched have not gotten any referrals while others have received referrals but no offers; even if no referrals it still conveys message that firm values alumni feedback/engagement
- Is PeoplePath offering another conference in 2021?
 - Still deciding whether virtual vs. physical event; share updates with Paul, Jen, and Adrienne
- Online resources for alumni collateral
 - Request to share alumni collateral as part of Knowledge Management Charge
 - S. Reidel will start a list and send to P. Lazdowski, who will share with group
- Departure events
 - Where are these being billed? Formal departure budget? What happens when someone goes to another firm?
 - Firms have varied approaches:
 - a. Pre-pandemic budget for associate departure events no matter where they were going, now it's happening virtually with planning left to departing associate
 - b. Focus on in-house population (i.e., fancy dinner with a nice gift from Tiffany or Mont Blanc) if departing for GC or in-house role at clients
 - c. Retiring partners also included in department events with practice groups handling the expenses
 - d. Tiered approached based on length at firm (i.e., 3 years might get set amount of money to host wine/cheese/Champagne in the office, person could pick 3-4 people to go out to lunch; firm branded gift, dollar amount based on years at firm, etc.)
 - e. Alumni team plans everything
- Attorney departure communications

- One firm posts to alumni portal identifying where people are going; also send email to practice groups or whole firm depending on attorney
- Another firm conducted a survey; responses varied with no standard practice (contact J. Gewertz for more info)
- What's happening with the lateral market? What might be the long term impact?
 - Lots of attorneys who joined while remote have had short stays which will likely impact the alumni relationship because they don't feel connected
 - In early days of pandemic many saw an increase in number of people who should not be included in alumni program, but seems to have leveled out
 - Interested in tracking relationships with boomerangs who may realize they were happier where they were and use that to renegotiate raise/promotions
- Alumni platforms inquiry
 - [PeoplePath](#): most use this platform and everyone is pleased
 - [Insala](#): smaller group use this platform which received positive comments
- Next meeting: Thursday, January 20th @ Noon pm ET

Alumni Programs & the Great Resignation

Rebecca Paluch
Assistant Professor of OBHR

UBC SAUDER
SCHOOL OF BUSINESS



The Great Resignation

95% of workers are currently considering changing their jobs according to Monster.com

What does this mean for your alumni program?



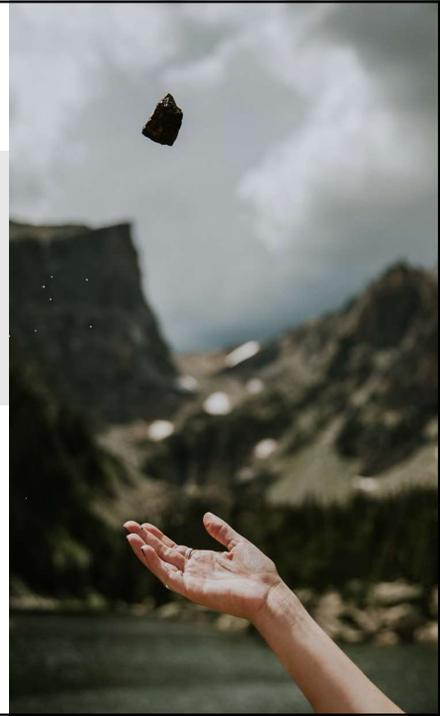
Catch Them **Early!**

58% Currently include employees in Alumni programming

76% For the Legal Industry

49% Promote the Alumni Program when recruiting **new** employees

81% For the Legal Industry



Support **Exiting Employees**

Outplacement support includes resources such as career counseling, resume development and cover letter assistance, interview training, career search strategies, online networking training, and/or administrative support.

44% Currently offers outplacement support

43% Legal Industry

17% Plan to offer outplacement in the future

24% Legal Industry

Consider the **Exit Experience**

Which of these are you already doing? What can you add?

Does your company do or offer any of the following during the employee exit transition?

	Total	Legal
Formal exit interview or exit survey	83%	86%
Emailed invitation to join the alumni network	69%	81%
Alumni network information materials	67%	86%

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52% of Law Firm respondents Strongly Agree or Agree that they are effectively utilizing information from the exit interviews.

Feedback!

- Does anyone currently use the exit interview to inform how you manage the alumni program?
- If you could add questions to the exit interview, what would they be?



Welcome Back Boomerangs

35% Expected 1-10% of hires to be boomerangs

29% Legal Industry

48% Didn't know boomerang expectations

67% Legal Industry



Alumni Program Size

4,000 Average size of an alumni program

3,500 Legal Industry

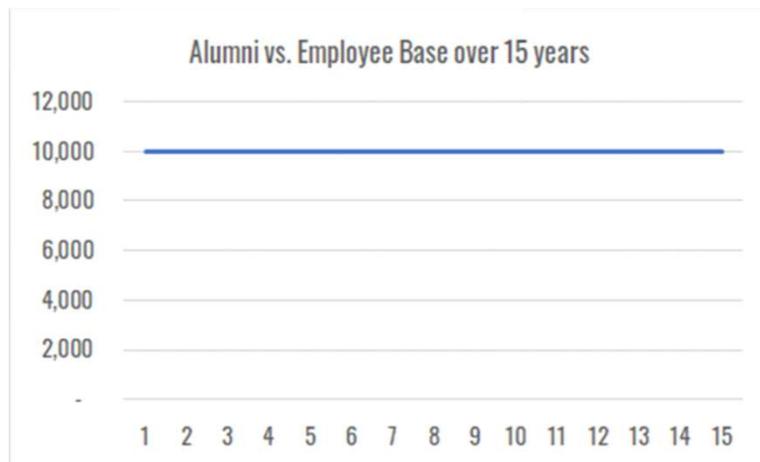
40% Alumni programs less than 2 years old

20% Legal Industry



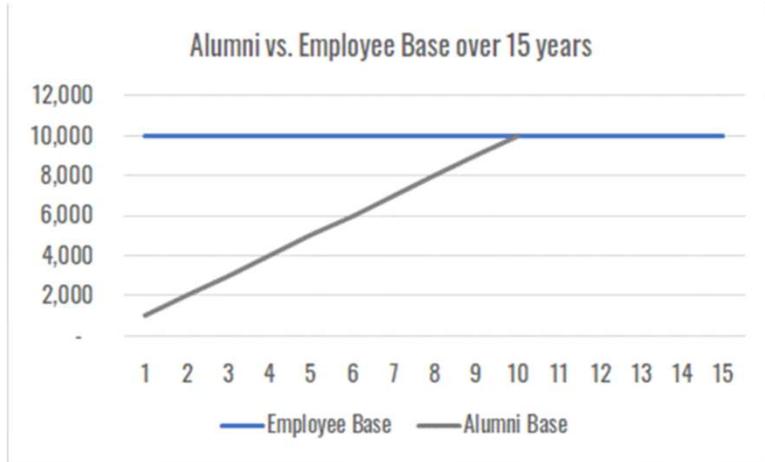
The Great Resignation and Alumni Growth?

Imagine an organization with 10,000 employees



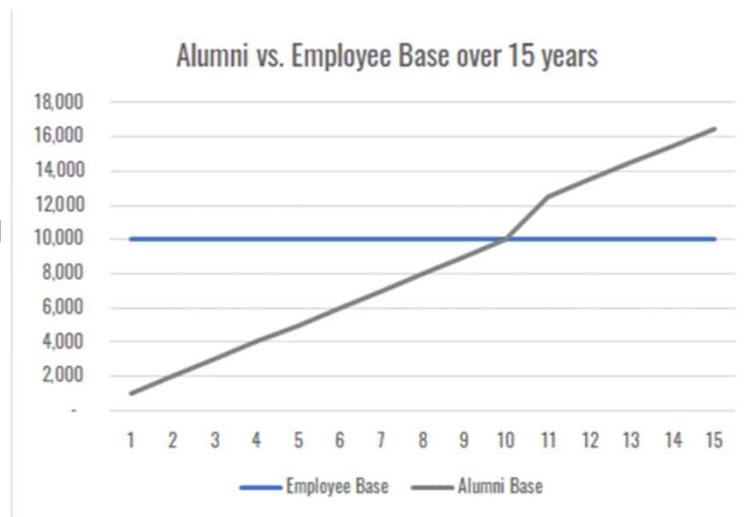
The Great Resignation and Alumni Growth?

With an estimated 10% turnover the company will have an alumni base that equals the organization size over the course of 10 years



The Great Resignation and Alumni Growth?

Anticipating 25% turnover rates, what might this mean during the Great Resignation?



Alumni Managers

- 10%** Expect to work in the office full-time in the future
- 75-100%** Alumni Manager time dedicated to Alumni Programming
- 57%** Earn \$100,000 or more in total compensation (salary + bonuses)



Additional Insights

Where do Alumni Managers sit in the organization?
How does it impact goals and activities?

Department	%	Legal	%
Human Resources	34%	Human Resources	5%
Marketing	31%	Marketing	29%
Business Development	22%	Business Development	38%
Other Operations	14%	Other Operations	29%



Additional Insights

Based on an alumni manager's business unit, what's the top business driver?

	Brand Advocacy	Business Development	Talent Management	Other
HR	39%	33%	17%	11%
Marketing	24%	71%	0%	6%
Business Development	23%	62%	8%	8%
Operations	67%	0%	0%	33%

In the Legal industry:

- 72% in the legal industry listed Business Development
- 24% listed Brand Advocacy

Additional Insights

Business Unit influence and the Data Collected

	Boomerang	Alumni Referrals	NPS	Glassdoor	Sales
All	57%	39%	24%	20%	44%
Legal	62%	38%	33%	33%	71%

What's Ahead

- 1) The shift in remote work
- 2) Program growth and customized programming for a stronger connected community
- 3) Increasing diversity, equity, and inclusion role in alumni programming
- 4) Further integration of the employee lifecycle into alumni programming



Feedback

What would you like to see in the next Benchmarking Report?



Questions? Comments?



Dr. Rebecca Paluch

Assistant Professor of
Organizational Behavior and
Human Resources,
UBC Sauder School of Business

Rebecca.Paluch@sauder.ubc.ca

