Integrating New Associates and Laterals Into Law Firm Culture:
Building Loyalty by Design from Day One

Presenter:
Caren Ulrich Stacy, Director of Professional Development, Recruiting & Legal Personnel
– Arnold & Porter LLP

Resource:
Loyalty By Design: A Practical Guide for Developing An Effective Associate Integration Program,
C. Ulrich Stacy & D. Plunkett, NALP & NALP Foundation, 2005

Agenda:
I. The Current State of Your Firm’s Orientation & Integration Program – Audience Survey

II. The Business Case for Developing & Implementing an Integration Program

III. The Fundamentals – What You Need to Know About Your Firm to Get Started

IV. Putting the Pieces Together – Curriculum & Delivery

V. Sample Integration Plans & Featured Best Practices

VI. Evaluating Your Integration Program

VII. Questions & Discussion
Integrating New Associates & Laterals Into Law Firm Culture:
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Please indicate the level that best describes your firm’s current orientation & integration program by checking the appropriate box below.

- Level I – Your firm conducts a general orientation session that spans the first few days of a new attorney’s employment with the firm. It covers HR paperwork, benefits materials, computer training and other firm and office specific information.

- Level II – Your firm conducts the general orientation session described above and, in addition, focuses on integrating the new attorneys into their class, practice group and client teams.

- Level III – In addition to hosting a new hire orientation as described above in Level II, your firm has developed an extended plan that spans 6-18 months to further strengthen your new attorney’s integration into all five layers of the organization (i.e. firm, office, class, practice group and clients teams).

- Level IV – Your firm has an extended orientation and integration program, and you plan additional activities (e.g. mid-level retreat, leadership training, newly promoted partner orientation) as your associates' advance within the firm.

- Level V – You firm hosts a new hire orientation session, conducts an on-going extended integration program and develops individual integration plans for each attorney as they join and advance within the firm.

Orientation and integration program best practices you learned during the session – important takeaways.

1. ________________________________

2. ________________________________

3. ________________________________

4. ________________________________

5. ________________________________

The one key orientation/integration program change or addition you want to implement at your firm in 2006-07.

____________________________________________________________________________________

____________________________________________________________________________________

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Building Loyalty by Design from Day One

NALP Annual Educational Conference
Thursday, April 27, 2006

Caren Ulrich Stacy, Director of Professional Development,
Recruiting & Legal Personnel

Attorney Orientation & Integration

- The Rationale for Developing an Integration Program
- What You Need to Know About Your Firm to Get Started
- The Fundamentals of an Integration Program
- Putting the Pieces Together: Curriculum & Delivery
- Sample Integration Plan & Featured Best Practices
- Evaluating Your Integration Program

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The Business Case for an Integration Program:

- Developing Skilled Practitioners
- Enhancing Productivity & Efficiency
- Developing Ownership, Leadership & Commitment
- Aligning Associates with the Business of the Firm
- Improving Client Service
- Promoting Diversity

The Business Case Continued - Ranking & Awards: (An Additional Carrot)

- American Lawyer Mid-Level Survey
- Thomas L. Sager & MCCA
- Fortune Best Companies to Work For
- AmLaw A-List
- Vault Rankings
Attorney Orientation & Integration

Understanding the Firm’s Needs & Gaining Buy-In
  ↓
Developing the Curriculum
  ↓
Selecting the Delivery Method
  ↓
Choosing the Right Faculty

What You Need to Know About Your Firm:
- Size/Locations
- Recruiting & Attrition Statistics
- Business Strategy & Historical Implications
- Structure & Governance (Level of Support)
- Climate & Culture
- Resources
Attorney Orientation & Integration

What You Need to Know About Your Current Program:

- Current Inventory
- Needs Assessment
- Consensus & Support Networks

Fundamentals of an Integration Program:

- Why is Integration Necessary?
  LAWYER HIERARCHICAL NEEDS (handout)
- What Knowledge is Important?
  ORGANIZATIONAL LAYERS (handout)
- How Should the Information be Delivered?
  INTEGRATION SOURCES

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Attorney Orientation & Integration

Sample Curriculum - New Partner Orientation:

- Firm Governance & Economics
  - Partnership Agreements
  - Partner Compensation
  - Firm Finances
  - Strategic Plans/Growth
  - Organizational Structure

- Office, Practice Group & Client Expectations
  - Management/Leadership
  - Risk Management
  - Recruiting
  - Prof. Dvlp. & Training
  - Client Relations
  - Client Expansion & Dvlp.
  - Pro Bono/Civic Service
Sample Curriculum - New Partner Orientation:

Attorney Orientation & Integration

Career Development:
- Core Competencies
- Counseling
- Planning

Knowledge Sharing:
- Retreats
- Departmental Mtgs.

Training:
- Core Skills
- Practice Dvlp.
- Firm Operations

Delivery Mechanisms

Work Experience:
- Work Coordination
- Shadowing/Observing
- Pro Bono

Evaluations:
- Daily Feedback
- Annual Reviews

Mentoring:
- Socialization
- Daily Practice Issues

Orientation: Ongoing

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Sample Programs & Best Practices:

- Featured Best Practices
  - Arnold & Porter LLP - New Hire Program
  - McGuireWoods - What I Wish Program
  - Bryan Cave - Business Case Scenarios
  - Howrey - Foundational Competencies
  - King & Spalding - Link Program
  - Strasburger & Price - Lateral Program
- Sample Integration Plan (handout)
- Forms & Templates

Attorney Orientation & Integration

Evaluating Your Integration Program:

- **Kirkpatrick Model - Level I-IV, V**
  - Reaction
    What was the initial reaction from the participants?
  - Learning
    What did the participants learn?
  - Behavior
    What behavior changes occurred as a result of the training?
  - Results
    What was the “bottom line” impact of the training program?
  - Return On Investment (ROI)
    What was the measurable return on the investment?

- **Attorney Feedback - 3, 6, 12 months later**
Attorney Orientation & Integration

Practical Tips:

- Start Small . . . Good Results Travel Fast!
- Increase Programming as Needs, Resources and Interest Grow
- Collaborate with other Departments
- Create Focus Groups or Committees
- Call on Colleagues & Association Resources
- Reading/Resource List

Questions & Discussion
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Getting Started — Linking Firm Resources with the Basic Program Components

Program Administration

Program Structure

Sample Cost Matrix and Budgeting Worksheet for an Integration Program

Sample Cost-Benefit Analysis

Sample Budget Preparation Worksheet

Faculty, Presenters, and Facilitators

Optimizing Content Delivery

Adapting Programs for New Associates, Laterals, and Practice Groups

Sample Integration Curriculum for New Associates

Sample New Associate Integration Plan

Sample Lateral Integration Plan

Chapter 6: Managing and Sustaining Associate Integration During a Firm Merger

Sample Merger Planning Chart

Chapter 7: Evaluating a Lawyer Integration Program: Assessing Reaction, Learning, Behavior, and Results

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Three basic premises serve as the building blocks for a complete integration program: why, what, and how — each of which is examined in the paragraphs that follow. Recognizing why associates need and can benefit from integration is the most basic component. Understanding what associates should know about the firm, offices, class members and levels, practice groups, and client teams is the next layer. The last layer relates to how the information will be delivered.

Why Is Integration Necessary? Responding to the Hierarchy of Associate Needs

When an associate begins a new job, four facets of his or her individual acclimation emerge as significant needs. These four realms — each potentially leading to a higher degree of associate capacity, satisfaction, and
Ideally, associate integration occurs within all the different realms of the firm. New associates must acclimatize not only to being a member of the firm, but also of their office, class or experience-level group, practice group, and client team.
# Sample New Associate Integration Plan

**Associate Name:** ___________________________ **Date of Hire:** ___________________________________

**Office:** ___________________________ **Practice Group:** _________________________________

**Level of Experience:** ________________________ **Client Teams:** __________________________________

<table>
<thead>
<tr>
<th>Hierarchical Need</th>
<th>Integration Sector</th>
<th>Activity</th>
<th>Possible Topics</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functional</td>
<td>Firm</td>
<td>New Associate Orientation</td>
<td>policies, procedures, benefits, history, computer training</td>
<td>Day 1</td>
</tr>
<tr>
<td>Functional</td>
<td>Office</td>
<td>New Associate Orientation</td>
<td>staffing, building logistics, parking, document production</td>
<td>Day 2</td>
</tr>
<tr>
<td>Intellectual &amp; Emotional</td>
<td>Practice Group &amp; Client Team</td>
<td>Meeting with Work Assignment Partner</td>
<td>discussion regarding background, interests, and core competencies; first assignment given to new associate with specific info regarding client requirements</td>
<td>Day 3</td>
</tr>
<tr>
<td>Social &amp; Emotional</td>
<td>Office &amp; Practice Group</td>
<td>Mentoring Program</td>
<td>informal discussions regarding professional and personal goals</td>
<td>1st Week</td>
</tr>
<tr>
<td>Functional, Intellectual and Social</td>
<td>Firm, Office &amp; Practice Group</td>
<td>New Associate Retreat</td>
<td>firm finances and economics, evaluations, firm expectations, library research, writing, what I wish I had know as a new associate program, small group dinners with practice group and firm social event</td>
<td>2nd Month</td>
</tr>
<tr>
<td>Functional &amp; Emotional</td>
<td>All Sectors</td>
<td>Check-In Program (w/ Recruiters and Professional Development Personnel)</td>
<td>overall check-in with new associate to gauge current satisfaction, progress and possible additional needs</td>
<td>4th or 5th Month</td>
</tr>
<tr>
<td>Functional, Intellectual and Social</td>
<td>Firm &amp; Office</td>
<td>New Associate Committee Integration Events</td>
<td>combination of social and knowledge sharing events to integrate new associates</td>
<td>Monthly</td>
</tr>
<tr>
<td>Intellectual</td>
<td>Practice Group</td>
<td>Departmental Meetings</td>
<td>current cases and developments, group growth and expansion efforts, strategy discussions, training and social interaction</td>
<td>Monthly</td>
</tr>
<tr>
<td>Social</td>
<td>Office &amp; Practice Group</td>
<td>Summer Program Events</td>
<td>invite new associate to most, if not all, summer events to meet and get to know colleagues, peers and partners</td>
<td>Summer (May-August)</td>
</tr>
<tr>
<td>Social &amp; Emotional</td>
<td>Office</td>
<td>Happy Hour</td>
<td>social interaction and informal conversations</td>
<td>Every Friday</td>
</tr>
<tr>
<td>Intellectual &amp; Emotional</td>
<td>Practice Group &amp; Office</td>
<td>Informal Mid-Year Performance Feedback</td>
<td>current performance discussions and suggestions for progress and advancement going forward</td>
<td>6th Month</td>
</tr>
<tr>
<td>Intellectual</td>
<td>Practice Group &amp; Class</td>
<td>Junior Associate Training Programs</td>
<td>basic training programs on document production, attorney client privilege and practice group specific topics</td>
<td>Monthly</td>
</tr>
<tr>
<td>Intellectual &amp; Emotional</td>
<td>Practice Group &amp; Clients Teams</td>
<td>Meeting with Work Assignment Partner</td>
<td>check-in meeting with the work assignment partner to discuss quality/quantity of projects</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Intellectual</td>
<td>Client Team</td>
<td>Client Pitch Preparation</td>
<td>research and preparation for request for proposal from potential or existing client</td>
<td>When Available</td>
</tr>
<tr>
<td>Social &amp; Emotional</td>
<td>Firm</td>
<td>Committee Membership (pro bono, hiring, summer program, et al)</td>
<td>permit new associate to select or join a committee in order to gain a leadership role and have a voice in firm admin</td>
<td>11th or 12th Month</td>
</tr>
<tr>
<td>Intellectual &amp; Emotional</td>
<td>Practice Group &amp; Office</td>
<td>Formal Annual Performance Review</td>
<td>current performance discussions and suggestions for progress and advancement going forward</td>
<td>12th Month</td>
</tr>
</tbody>
</table>
Caren has worked in the legal industry for over 13 years in the areas of career services, recruiting and professional development. She has experience with both mid-sized regional and large international law firms in New York, California, Texas, Virginia and Washington, DC. Caren is currently the firmwide Director of Professional Development, Recruiting and Legal Personnel for Arnold & Porter LLP, a Washington, D.C. based firm with over 650 lawyers in five domestic and two international offices. As the first person in this position at A&P, Caren’s primary role is to create an integrated hiring and development strategy aligned with the goals of the firm. She oversees and integrates all attorney initiatives, including hiring, compensation, diversity, orientation, integration, mentoring, career development, training, CLE, performance reviews, alumni programs and retreats. With her assistance, A&P became one of the first law firms in the country to hire a full-time in-house career counselor to work with the attorneys one-on-one to develop, track and monitor career plans and progress. She also assisted her firm in hiring a Trial Training Counsel who provides support and direct supervision of attorneys who want to enhance their trial advocacy skills through real-world courtroom experiences with criminal cases.

Caren is on the Board of Directors for the Professional Development Consortium, a Vice-Chair for NALP’s Attorney Development Committee, a member of the Virginia Bar Association Law Practice Management Committee and on the Advisory Board for Georgetown’s Legal Research and Writing Program. She is the co-founder of the DC Minority Attorney Networking Series, which includes four events per year to provide minority attorneys in DC with the opportunity to connect with peers and colleagues for career and business development purposes. Now in its second year, 32 law firms sponsor this series.

She has written and spoken extensively on attorney hiring and professional development topics for organizations such as The American Lawyer, Institute for Management and Administration and the National Association for Legal Career Professionals (NALP). Her credits also include a book she co-authored in 2005 entitled “Loyalty By Design: A Practical Guide for Developing an Effective Attorney Integration Program.” Caren resides in Boulder, Colorado with her husband, Wayne, and dog, Kaya.