NALP has partnered with PP&C Consulting to launch an important new research project, Multiple Generations in Law Firms: Working Together. Our aim is to test some of the conventional wisdom and attempt to surface what is on the minds of the law firm partners who are currently leading firms and the more junior lawyers who will inherit and lead the law firms of the future.

The survey should take only about 10-12 minutes to complete. All survey responses will be anonymous, and the identity of any individual survey respondent will not be known to NALP or to the law firm. Individual law firm or law office results will not be reported publicly. Only aggregate results will be published and distributed, but firms with a sufficient response rate (at least 10 partners and 25 associates) can obtain an anonymized set of their own results.

Surveys must be completed online. This PDF is for review purposes only.

1. In 10 years, what job would you like to have?
   - Partner at current firm
   - Partner at another firm
   - Counsel at current law firm
   - Solo practitioner
   - General counsel or other senior in-house position
   - Non-legal (business) position at a company
   - Other (please specify)

2. Did you join the firm as a lateral partner?
   - Yes
   - No

3. If Yes, did you come from:
   - Another firm where you were a partner
   - Another firm where you were an associate
   - Another firm where you were a counsel
   - An in-house counsel position
   - A business position
   - Government position
   - Other (please specify)
4. If No, when did you join the firm?

- Directly after working here as a summer associate
- After a judicial clerkship
- Directly from law school but not as a summer associate here
- After lateraling here as an associate from another firm
- After working as an in-house counsel
- After working in a government position
- Other (please specify)

Please complete survey online.
5. Which of the following factors were the most important when you decided to join your current firm? (Please select up to four.)

- Income
- Interesting or challenging work
- Firm atmosphere and culture
- Pro bono opportunities
- Platform for my practice, including absence of conflicts
- Firm reputation
- Diversity among lawyers
- Promise of healthy work-life balance
- Family friendly benefits—subsidized day care, flexible work schedule, parental leave, etc.
- Financial stability of the firm
- Other (please specify)

[ ] Income

[ ] Interesting or challenging work

[ ] Firm atmosphere and culture

[ ] Pro bono opportunities

[ ] Platform for my practice, including absence of conflicts

[ ] Firm reputation

[ ] Diversity among lawyers

[ ] Promise of healthy work-life balance

[ ] Family friendly benefits—subsidized day care, flexible work schedule, parental leave, etc.

[ ] Financial stability of the firm

[ ] Other (please specify)
6. Before you were promoted to partner, did you have a mentor or a sponsor at the firm who looked out for your career?
- Yes
- No

7. Now that you are a partner, do you act currently as a mentor or a sponsor to associates or counsel at the firm?
- Yes
- No

8. If yes, how many associates are you mentoring?
- 1
- 2-4
- More than 4

9. If yes, how did you become a mentor?
- The firm assigned associates to me
- The relationships developed naturally out of our work
- Both firm assignment and developed naturally
10. Do you feel that you have adequate control over your time and matters?

<table>
<thead>
<tr>
<th>Always</th>
<th>Neutral</th>
<th>Never</th>
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</thead>
<tbody>
<tr>
<td></td>
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</table>

11. It is important to me to find meaning in my work.

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Neutral</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

12. In your experience how aligned are your personal values generally with the legal and business values of your clients?

- Closely aligned
- Somewhat aligned
- Not aligned at all

13. In your experience how aligned are your personal values generally with the values of your firm?

- Closely aligned
- Somewhat aligned
- Not aligned at all

14. Have you made close friends at your firm?

- Yes
- No

15. How important is it to you to feel part of a meaningful and satisfying community at your firm?

<table>
<thead>
<tr>
<th>Not important</th>
<th>Extremely important</th>
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</thead>
<tbody>
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</table>
16. How long do you plan to remain at your firm?

- [ ] Less than 1 year
- [ ] 1-2 years
- [ ] 3-5 years
- [ ] More than 5 years
- [ ] I don't know
17. How often does your work schedule permit you to spend a satisfactory amount of time with your spouse, significant other, family, and/or friends?

- Always
- Never

18. How long will you be able to sustain your current work schedule?

- < One year
- 1-3 years
- 3-7 years
- My entire career
- I don't know

19. I expect my work to be a central part of my life.

- Strongly Agree
- Strongly Disagree

20. I am satisfied with the progress of my career.

- Strongly Agree
- Strongly Disagree
21. What do you like most about your job? (Please select up to four.)

- The intellectual challenge
- My practice area
- My colleagues
- The pay and benefits
- My work schedule
- The partner or partners with whom I work
- Other (please specify)

22. What do you dislike the most about your job? (Please select up to four.)

- The number of hours
- My practice area
- Lack of control over my work schedule
- Lack of control over my assignments
- The associates with whom I work
- The partners with whom I work
- The lack of diversity of my colleagues
- Billing and collections
- Firm politics
- The pay and benefits
- Business development and marketing
- The clients with whom I work
- Nothing
- Other (please specify)

23. How often are you bored with your work?

Always

Never
24. What are the main reasons that associates leave your firm? (Please select up to four.)

- They found better opportunities elsewhere
- The firm did not do the kind of work they wanted to pursue
- The workload was too heavy
- Family or personal obligations led them to leave
- They had performance-related issues
- They did not receive adequate training or mentoring
- They wanted to live elsewhere
- They did not bill sufficient hours to succeed
- They did not like the firm
- They did not like the work
- They wanted a different work/life balance
- They wanted a workplace with more diversity
- They no longer wanted to practice law
- They had problematic relationships with other lawyers at the firm
- They lacked the drive necessary to succeed
- I don't know or have an opinion
- Other (please specify)
25. To what extent do you agree with the following statements:

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Strongly Disagree</th>
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</thead>
<tbody>
<tr>
<td>The younger lawyers in my firm work as hard as my classmates did.</td>
<td><img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /></td>
</tr>
<tr>
<td>The younger lawyers in my firm are just as good at their jobs as my classmates were.</td>
<td><img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /></td>
</tr>
<tr>
<td>The younger lawyers in my firm are not as ambitious as my classmates were.</td>
<td><img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /></td>
</tr>
<tr>
<td>The younger lawyers in my firm expect too much from the firm.</td>
<td><img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /></td>
</tr>
<tr>
<td>The younger lawyers in my firm put their own needs and interests ahead of those of the firm and our clients.</td>
<td><img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /> <img src="Image" alt="Circle" /></td>
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<tr>
<td>Our firm worries too much about what our younger lawyers think.</td>
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</tbody>
</table>

26. How often would you think formal feedback to the associates and counsel with whom you work should be required??

- [ ] Annually
- [ ] Semi-annually
- [ ] Quarterly
- [ ] Monthly
- [ ] Weekly
- [ ] At the conclusion of every assignment
- [ ] The system does not need to change

27. If you worked on a pro bono matter in the last 24 months, how did the pro bono work compare to your regular assignments?

- [ ] About as satisfying
- [ ] Less satisfying
- [ ] More satisfying
- [ ] No opinion
- [ ] I have not worked on any pro bono matters
28. On average, how often do you spend a meaningful amount of time working from home? (Please check all that apply)

- One day each week
- 2-3 days each week
- One night each week
- 2-3 nights each week
- Part of each weekend
- Never
- Other (please specify)

29. Are you satisfied with your firm's approach to cyber security?

- Yes
- No
- I don't know

30. If not, what would you like improved?

31. Do you see opportunities to use technology to provide additional value to your firm's clients?

- Yes
- No

32. If yes, please describe
33. To what extent do you agree with the following statements

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Slightly Agree</th>
<th>Neither Agree Nor Disagree</th>
<th>Slightly Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
</table>
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In most ways, my life is close to my ideal.

So far I have gotten the most important things I want in life.

34. If you could change one thing about your career what would it be?

35. If you could change one thing about your firm, what would it be?
Multiple Generations in Law Firms: Working Together (Partner Survey)

Demographic Information

* 36. Gender
- Male
- Female
- I do not identify as male or female
- I identify as transgender
- I prefer not to respond

* 37. In what year were you born? (enter 4-digit birth year; for example, 1976)

* 38. Position at law firm
- Counsel
- Non-equity partner
- Equity partner

* 39. Race/ethnicity
- White or Caucasian
- Black or African American
- Hispanic or Latino
- Asian or Asian American
- American Indian or Alaska Native
- Native Hawaiian or other Pacific Islander
- Two or more races
- I prefer not to respond

40. Marital status
- Married
- Unmarried and never married
- Unmarried and divorced
- Unmarried but living with a partner
- I prefer not to respond
41. Children
- None
- One
- Two
- More than two

* 42. City where you practice
- Atlanta
- Austin
- Baltimore
- Boston
- Calgary
- Chicago
- Columbus
- Dallas
- Denver
- Houston
- Indianapolis
- Los Angeles
- Miami
- Minneapolis/St. Paul
- Montreal
- New York City
- Orlando/Winter Park
- Ottawa
- Philadelphia
- Phoenix
- Pittsburgh
- San Diego
- San Francisco
- Seattle
- St. Louis
- Tampa
- Toronto
- Vancouver
- Washington, DC
- Other (please specify)

* 43. Size of your law firm
- <100
- 101-250
- 251-500
- 501-1000
- 1001-1500
- >1500
44. Size of the office where you work

- <50
- 51-100
- 101-250
- >250

45. In what year did you graduate from law school? (enter 4-digit year; for example, 1986)

46. For how many employers have you worked since graduation from law school?

47. For how many law firms have you worked since graduation from law school?

48. Main practice area