

# myAssociate

---

**Work Distributed.  
Purposefully.**



Associates are an **investment**.

The fundamentals of a successful investment program are **diversification** and **time**.

Help your associates and firm **outperform**.





Associate attrition costs large firms \$200,000 per lawyer per year.

Satisfaction with the **quality of assignments** is the **strongest factor** in determining **if an associate stays or leaves.**

# myAssociate

**Work Distributed.  
Purposefully.**



**ASSIGNMENT  
MANAGEMENT  
AND TRANSPARENCY**



**PERFORMANCE AND SKILL  
METRICS**



**BIAS DETECTION**



**MEASURE ASSIGNMENT  
QUALITY**

# NORM WESTON

## Associate – Year 2 – Litigation

Set and track skill metrics.

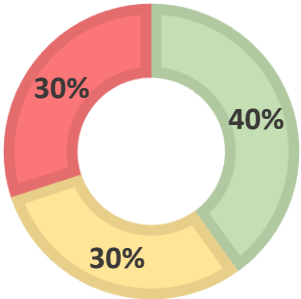
Manage assignments. Measure quality.

EXPECTED EXPERIENCE FOR ASSOCIATE YEAR 2	
1.	Thorough Legal Research
2.	Thorough Analysis of Legal Issues in Written Work Product
3.	Prepare Initial Pleadings
4.	Manage Case Calendar and Deadlines
5.	Document Review
6.	Prepare Discovery Requests
7.	Prepare Discovery Responses
8.	Prepare Deposition Witness Outlines and Assemble Exhibits
9.	Prepare Discovery-Related Motions
10.	Attend Deposition

MATTERS ASSIGNED					
Caption	Client	Partner	Status	Associate Responsible For	Hours Billed
Westworld, LLC vs. Robotronics, LLC	Westworld	Steve Smith	Discovery	✓ Preparing discovery responses	20
Amusement Park Adventure, Inc. vs. Rusty's Rickety Rides, LLC	Amusement Park Adventures	Leslie Comb	Summary Judgement	✓ Document Review ✓ Legal research for summary judgment motion	40
Candy Coatings, LLC vs. Reliable Trucking, Inc.	Reliable Trucking, Inc.	Joseph Chen	Pretrial	✓ Legal research for pretrial motion ✓ Assemble exhibits for trial ✓ Document Review	80

### YEAR 2 EXPERIENCE TRACKING

■ Experienced   
 ■ In Progress   
 ■ Incomplete



### Assignment Quality Score



**Retain** associates.

**Keep** diverse talent.

**Grow** firm profits.

---

% of all Partners in 2022

People of  
color  
11.4%

Women  
26.65%

LGBTQ  
2.46%



# The myAssociate Team

---

**Amy** Eisenbeis



**Hiriam** Bradley



**Sandra** Arciniega



**Brittany**  
Lopez-Naleid



**Doug** Marsch



A blurred background of a meeting room with people raising their hands. The scene is dimly lit, with a large window in the background. The text 'myAssociate' is overlaid in the center, with a white underline. Below it, the tagline 'Work Distributed. Purposefully.' is written in white and orange.

# myAssociate

Work Distributed. **Purposefully.**



# myAssociate

---

## APPENDIX

### PROBLEM

Despite various efforts by law firms, law schools, and the legal community, women, people of color, and LGBTQ individuals remain underrepresented at the partnership ranks. In 2022, people of color accounted for only 11.40% of all partners (equity and non-equity), while women comprised only 26.65%, and LGBTQ individuals comprised 2.46%.<sup>1</sup> While law firms have increased their hiring of women, people of color, and LGBTQ individuals, they continue to struggle with retention and promotion.

What aspects impact associate retention? In law firms, studies show that satisfaction with the quality of one's work is a definitive factor in whether attorneys choose to stay at a firm.<sup>2</sup> While the free market staffing system in most law firms allows for partners to choose the associates with which they want to work, this can lead to partners working with a small pool of associates. This system may also disadvantage diverse attorneys when unconscious bias impacts the allocation of work. Without quality work, associates are more likely to be dissatisfied at their firm and may also be missing out on the work needed for their development and promotion to partnership.

Aside from the direct impact on associates, associate attrition costs law firms money—estimated at \$200,000 per lawyer per year.<sup>3</sup> Recognizing that associates are an investment, something must be done to help associates be successful long-term.

### SOLUTION

**Name:** MyAssociate

**Objective:** MyAssociate is a revolutionary platform designed to enhance equitable distribution of work among junior associates and increase retention of diverse talent at law firms. It enables firms to track, analyze, and display data related to attorney assignments and the areas of experience they wish junior associates to target for training purposes, tailored by practice group within the firm. MyAssociate aims to promote fairness, eliminate biases, and ensure that junior associates get the opportunities and experiences they need to succeed and stay at their firms.

**Key Features:**

1. **Assignment Transparency:** When a senior attorney is looking to staff a specific matter type, MyAssociate will generate recommendations for the junior associates to assign to the matter based on relevant experience. To ensure that junior associates become equally competent in specific skills, MyAssociate will recommend the associates in order of those with the least experience to those with the most.
2. **Explainability Metrics:** The platform incorporates metrics such as years of experience, a history of the matters an associate has been assigned to, and the ability to quickly view how experienced an associate is in specific desired skills. These metrics provide a comprehensive view of an attorney's performance and contribution to the firm. By evaluating these factors, firms can identify patterns and biases in their assignment and promotion practices.

3. **Bias Detection Algorithm:** This tool analyzes the data to identify patterns of bias in assignment decisions. Senior attorneys will be free to staff matters as they wish but will be asked to explain why they do not go with a recommendation that the platform generates in order to help detect potential biases. It highlights instances where diverse talent may be overlooked or where unconscious biases might affect decision-making processes. Firms can then use this information to implement targeted interventions and ensure fair practices.
4. **Data Benefits:** The platform will track how specific types of matters are staffed, what areas of experience are required for specific matters, and how much firms typically earn from those matters. This data will allow firms to gain a better understanding of how to most efficiently staff and train junior associates for specific matter types.

#### Benefits:

- **Enhanced Accountability:** Firms can be accountable for their assignment decisions, ensuring that equitable assignments are at the forefront of their practices.
- **Data-Driven Decision Making:** Law firms can make informed decisions based on data and analytics, leading to a more equitable work environment.
- **Attract and Retain Talent:** By showcasing transparent assignment decisions and training of junior associates, firms can attract diverse talent and retain them, knowing they have equal opportunities for growth.

#### Next Steps:

1. **Prototyping:** Develop a prototype of the MyAssociate platform, focusing on its user interface and key functionalities.
2. **Pilot Testing:** Collaborate with a select group of law firms to pilot test the platform, gathering feedback on usability and effectiveness.
3. **Refinement:** Based on feedback, refine the platform, and improve features.
4. **Launch and Outreach:** Launch MyAssociate to law firms, legal associations, and diversity-focused organizations. Conduct workshops and training sessions to showcase the platform's benefits and educate users on best practices for promoting diversity and eliminating biases.

## SOURCES

- <sup>1</sup> National Association for Law Placement, 2022 Report on Diversity (Jan. 2023), available at: [https://www.nalp.org/uploads/Research/2022NALPReportonDiversity\\_Final.pdf](https://www.nalp.org/uploads/Research/2022NALPReportonDiversity_Final.pdf)
- <sup>2</sup> New York State Bar Association, Report and Recommendations of the New York State Bar Association Task Force on Advancing Diversity (Sept. 2023), available at: <https://nysba.org/app/uploads/2023/09/NYSBA-Report-on-Advancing-Diversity-9.20.23-FINAL-with-cover.pdf>
- <sup>3</sup> William D. Henderson & Christopher Zorn, Talent Analytics White Paper: Evidence-Based Strategies for Retaining High-Performing Midlevel Associates, ALM Legal Intelligence (Sept. 2012), available at: <https://www.legalevolution.org/wpcontent/uploads/sites/262/2021/07/ALM-Strategies-for-Retaining-Associate-Talent-Whitepaper.pdf>; *see also*, National Association for Law Placement, Update on Associate Attrition (Calendar Year 2017), available for purchase at: <https://www.nalpfoundation.org/product-page/update-on-associate-attrition-calendar-year-2017>