



Rethinking Associate Compensation: What's Killing Lockstep?

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Speaker Info

Gail W. Ruopp, Executive Director, Flaster Greenberg

In her capacity as Executive Director of the firm, Gail W. Ruopp manages and directs all administrative areas including finance, accounting, personnel, operations, systems, library and marketing. Prior to joining the firm in 2001, she managed law firms Bennett Bricklin & Saltzburg LLP in Philadelphia and Mandel and Resnik in New York City, and consulted with various law firms on the eastern seaboard.

Ms. Ruopp graduated first in her class as summa cum laude from Rider University in with a B.S. in Management Organization and Behavior. She also earned an M.B.A, cum laude, with an emphasis in accounting and finance from Rider University.

Active in the Association of Legal Administrators (ALA) and having served in various leadership roles of its Philadelphia Chapter, Ms. Ruopp is also active in numerous additional professional organizations, including: the Legal Marketing Association Metropolitan Philadelphia Chapter (LMA); the Delaware Valley Legal Marketing Group (DVLMG); Executive Women International (EWI); the International Legal Technology Association (ILTA); Women in eDiscovery; and the Philadelphia Bar Association. She is a former member of the Board of Reviewers (2005-2007) for the ABA Law Practice Magazine and an associate member of the Mid-Size Law Firm Committee of the Philadelphia Bar Association. She has authored several articles for various legal publications.

Lisa Beth Horowitz

Lisa Horowitz has a unique combination of experience developed as a practicing attorney, senior talent development professional and national bar association leader that provide her with a well-rounded perspective on the legal profession.

Ms. Horowitz practiced federal procurement and construction law in Washington, D.C. as a Partner and Associate for 18 years. She then obtained her Masters in Organizational Development and transitioned into law firm management becoming a recognized leader in the field of attorney talent development during the last ten years.

As Director of Professional Development at a global AMLAW 100 firm, Ms. Horowitz designed and implemented a comprehensive and integrated career progression and professional development system including core competencies, training, mentoring, and career advising. This system subsequently served as the foundation for the firm's move from a "lockstep" to a "competency-based" performance evaluation and compensation model.

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If you have any questions regarding CLE credits, contact Jill Adler at 631.368.2082 x 21 or jill.adler@meeting-matters.com.



Rethinking Associate Compensation

Presented by:
Gail Ruopp & Lisa Beth Horowitz



Why compensation is no longer the
key carrot for winning associate
loyalty?





How Have Associate Expectations Changed?

- **Expectations of Gen Y**
- **The value of time**
- **The devaluing of being a partner**
- **The value proposition**



What is being retained from traditional lock step packages.

- **Junior associates remain on lock step**
- **Quasi lock step for more senior associates**



How to evaluate associate performance in addition to hours

- **Measure productivity and work quality**
- **Measure efforts to increase firm's profile**
- **Measure probono activities**
- **Measure contributions to firm's activities**



What kinds of non-salary rewards can build loyalty.

- **Recognize and encourage innovation**
- **Institutionalize training**
- **Provide mentoring and sponsorship opportunities**
- **Rethink billable hour requirements for first years**



Which types of bonus programs are working and where we may be headed.

- **Origination**
- **Merit**
- **Overall contribution**
- **Productivity**
- **Referrals**



How to build loyalty and reduce turnover.

- **Engage associates in the decision making for firm**
- **Be Transparent**
- **Invest in associates**
- **Be consistent**
- **Integrate associates into the business of the firm**



How to increase associate awareness of firm business.

- Explain and share financials**
- Get associates involved in business and growth strategies o**
- Engage associates in marketing strategies**
- **Encourage and reward client development**



contact us:

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Questions