

Associate Check-In Checklist

To ensure that associates are engaged in their work and set up for success, frequent check-ins are helpful. Professional development, recruiting and HR staff can all play a role in this respect, in addition to senior associates and partners. Consider checking in on the following important items:

- Starting work. Particularly if starting remote, is the associate fully set up in terms of their workspace? Do they have everything they need administratively to be an effective lawyer?
- Assigned practice group. Was the associate staffed in their top choice? If not, are they getting work they are happy doing? Are there opportunities to cross-staff or staff more broadly?
- Continued interest in practice. As the associate progresses in their practice group, do they remain interested in the work? Is there another practice that may interest them more?
- Supervision. Is the associate receiving appropriate direction on their matters? Does the associate feel they have other attorneys they can go to with questions on their work product?
- Mentorship. Does the associate have a partner mentor? Do they have good rapport with that mentor? Are they meeting frequently enough?
- Resources. Do they have the associate resource support they need to be successful?
- Connections. Does the associate have meaningful relationships with peers? Is the associate involved with affinity groups, committees, or firm initiatives?
- Feedback. Are they receiving feedback on a regular basis? Does the associate fully understand the feedback? Do they know how they can apply the feedback and improve?
- Level of responsibility. Is the associate getting the type of work responsibility they are interested in? Are they feeling challenged enough by the work?
- Goals. Does the associate have clear goals for their development and general future at the firm? Are attorneys paying attention to these goals and helping the attorney meet them?
- Understanding of professional trajectory. Is the associate aware of benchmarks that are important to the firm in terms of professional development? Are they trying to reach them?
- Time off and leave. Has the associate taken any earned vacation time in the last year? Were any time off or leave requests denied or not fully honored? If so, how did the associate react?
- Hours and performance. Is the associate meeting billable hours and performance targets? If not, are there any issues or hurdles they are willing to discuss?
- Work setting (in-office / remote). Is the associate satisfied with their work setting? If not, is there a way to assist in a shift to more remote work and flexibility or vice versa?
- Outplacement. Is the associate actively considering leaving the firm or private practice altogether? If so, are there ways to assist in identifying and assisting on other opportunities?
- Other issues and concerns. Does the associate have any other issues or concerns not covered by the above? If so, do they feel they can communicate them to their team members?