



## Make New Plans But Keep the Old: Lessons Learned from Remote Work

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## Agenda

- Summer Program
- Lateral Hires
- Onboarding and Professional Development
- Lessons Learned
- Open Discussion

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## Summer Program

- Changes in a Virtual World
  - 2020: Fear of the unknown
  - 2021: Finding a balance for virtual program and adjusting to hybrid on the fly
- What We'll Take into a Hybrid World
  - “Full firm” summer programs
  - Clear and direct expectations to summer associates – in-office vs remote work
  - Encourage Summers to drive attorney engagement
  - Clear and direct expectations to attorneys – intentional connections, create guidelines
  - 2022 will be a good opportunity to learn what hybrid means to your firm

## Lateral Hires

- Benefits of virtual interviews
  - More Efficient
  - Wider Pool of Candidates
  - Enhanced Candidate Experience
- Location flexibility
  - Less taboo to hire people who will be remote, either fully or partial
  - Easier transition for attorneys from other markets
- Challenges of virtual interviews
  - Loss of personal connection; company culture
  - Technology disruptions

## Onboarding & Professional Development

- Conducting multiple office hires with the same people
- Virtual training can be easier – why sit in an office or training room for a full day?
- More cross-office work and networking opportunities
- Grace period and onramp getting back to in-person
- Same intentional planning and integration as summer associates
- Partner and associate mentors, mentoring circles
- More direct/deliberate feedback and development from senior team is required with less on-the-job/spontaneous training opportunities

## Lessons Learned & Shifted Perspectives

- Adapting to changes – what started as negative is now positive – scary and unproductive has shifted us into the future (nothing has *really* changed)
- More comfortable in a virtual setting, bridged gaps – between offices and new joiners
- Balancing productivity – busier at home, social in office
- Communication is key – recruiters and PD are go-between management and attorneys
- People unafraid to vocalize need for change
- Structured Development plans and check-ins to ensure equitable experience

## Open Discussion

- What worked for your firm?
- What didn't?
- What new things are you going to try?
  
- How have our roles changed?
- How will we engage fully remote workers? And hybrid teams?
- Are you worried about associate and staff dissatisfaction about RTO?