Key Findings from the Pulse Surveys on the Hybrid and Remote Legal Workplace

Keya Dasgupta, Head of Learning & Development, Norton Rose Fulbright

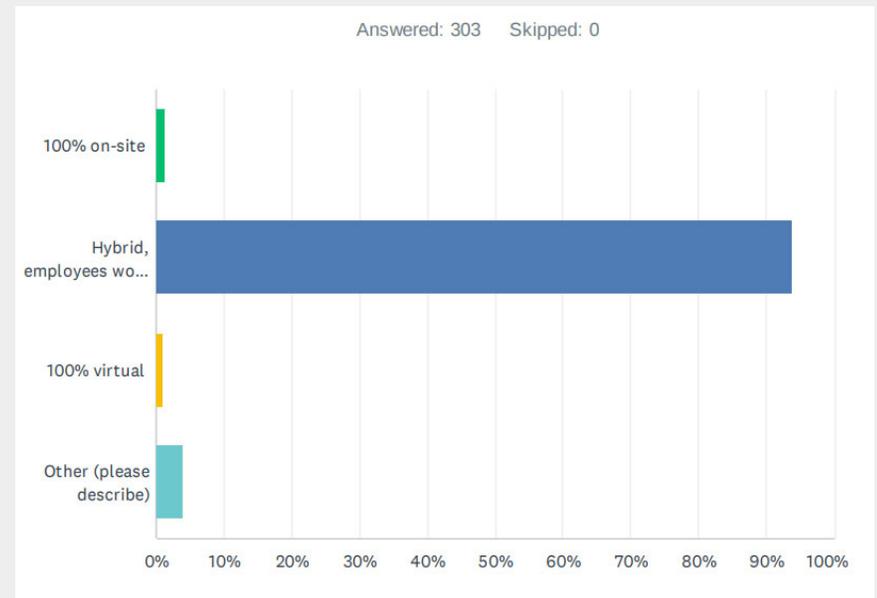Craig Compton, Assistant Dean of Career Services, UC Davis School of Law

NALP Pulse Survey Highlights

Legal Employers

Key Insights from Legal Employer Survey – Hybrid

- 303 completed surveys
- **98%** hybrid work environment
- **85%** firm-wide hybrid working policy
- Majority of hybrid arrangements vary by role and require 2-3 in-office days/week
- Compliance greatest with students, assistants, business services, less so with lawyers and paralegals/law clerks

Answered: 303   Skipped: 0

100% on-site

Hybrid, employees wo...

100% virtual

Other (please describe)

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

# Key Insights from Legal Employer Survey – Hybrid Challenges

- Getting lawyers to commit to specific in-office days

- Tension between staff being asked to attend office in person while flexibility is afforded to legal practitioners

- The impact of in-office requirements on recruitment and retention

- **60%** of summer programs were hybrid

- **31%** of summer programs were 100% in person

- **54%** anticipate 2023 summer programs will be hybrid

- **30%** anticipate 2023 summer programs will be 100% in person

Law Students / New Lawyers

2022

2023
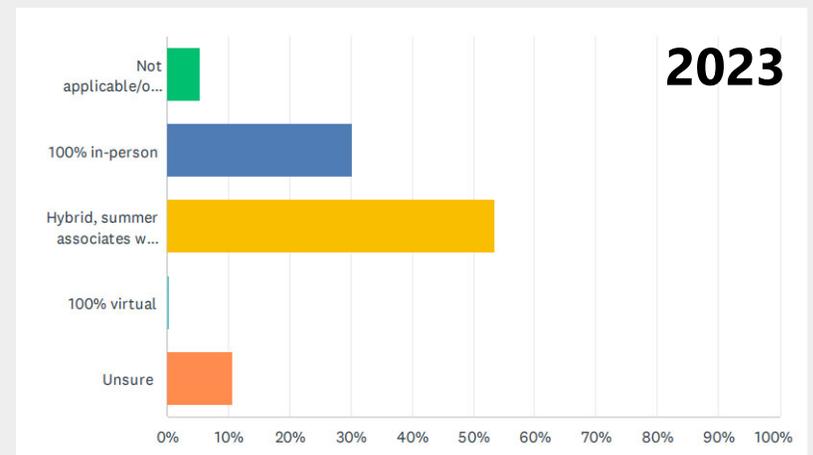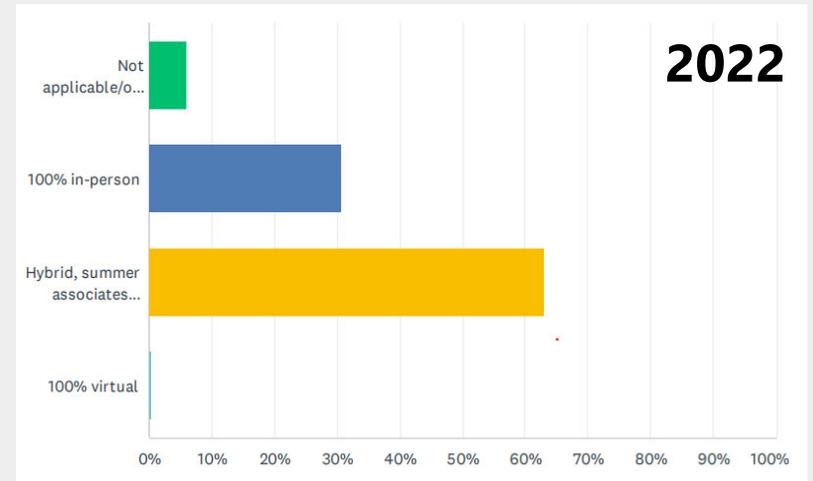
Key Insights About Legal Workplace – Post-pandemic

- Impact on organizational culture is uncertain
  - 11% negatively, 22% positively, 46% neutral, 21% other
- 64% of respondents believe that hybrid working has not impacted DEI efforts
- Most pressing issues
  - talent retention (80%)
  - training/mentoring gaps due to hybrid work (73%)
  - integration of new lawyers (69%)
- Top training/resource needs
  - building relationships virtually (62%)
  - strategies for inclusion of new team members (48%)
  - toolkits for associates on how to succeed in the hybrid workplace (42%)

NALP Pulse Survey Highlights

Law Schools

Top Themes

- **Regional differences are significant**
  - Southeast – 50% of the schools are 100% in person
  - Canada 100% on-site but small sample
  - Rest of the country mostly hybrid – over 80%

- **Public vs. private differences**
  - Public Law Schools 3-4 times more likely to be 100% in person
  - Work flexibility important for morale and retention

Which format best describes your career services office's (CSO) current work environment?

Surprises

- The regional differences

- Law school culture
  - Better or same – 50%
  - Worse – 15%
  - Other/No comment – 35%

Challenge Ahead

- Culture shift and friction
  - CSO staff want hybrid
  - Some senior administrators want to return to the way it was
  - Retention data based on flexible work environments – will take time
  - Turnover pre-pandemic vs post March 2020

Top Resources Law Schools Want

- Tools for Students/Staff to Succeed in hybrid work environment
- How to hold effective meetings and communicate better
- Bringing in new team members in a hybrid environment
- Tools to persuade administrators on the following:
    - CSO's can operate effectively and efficiently using a hybrid model
    - Critical for retention in some markets

What Will We Provide

- Additional Webinars
- Written resources
- Sessions at Annual Education Conference
- Breakout Discussions

Breakout Discussions and Debrief

nalp

Breakout Discussion

15-minute discussion

In your breakout group reflect on the following:

1. How has the changing workplace impacted you (for better or worse)?
2. What efforts (programs, events, strategies, etc.) have been effective in encouraging engagement in your workplace?
3. What resources would help you navigate the evolving work environment?

10-minute debrief

Select one person as your spokesperson for our debrief.

Future Events

- **February 2023**: Daniel Yi, Chief Innovation Officer, Department of Justice (Webinar)
  - How to Manage Against Attrition and Increase Engagement in the Workplace
- **March 2023**: Swati Parikh, Law School Assistant Dean, New York Law School (Webinar)
  - Best Practices for Running Effective Online Meetings
- **March 2023:** Kelly Nolan, Attorney-Turned-Time-Management Strategist (Webinar)
  - How to Set Boundaries in the Hybrid Workplace
- **April 2023**: Concurrent session at Annual Education Conference
  - Future of Work
- **April 2023:** Plenary session at Annual Education Conference
  - Managing Partner Perspectives on Engagement and Belonging at Work
- **TBD:** Harvard Law Student Design Thinking Project on the Optimal Workplace (Webinar)

Toolkits and resources to come!