LEGAL MANAGEMENT

THE MAGAZINE OF THE ASSOCIATION OF LEGAL ADMINISTRATORS

JUNE 2020
VOLUME 39 • ISSUE 6

How to Craft an Effective Work-from-Home Policy

With working from home suddenly the norm, legal managers are tasked with creating guidelines to help employees make the transition smoothly.

LEGAL
MANAGEMENT

JUNE 2020
VOLUME 39 • ISSUE 6

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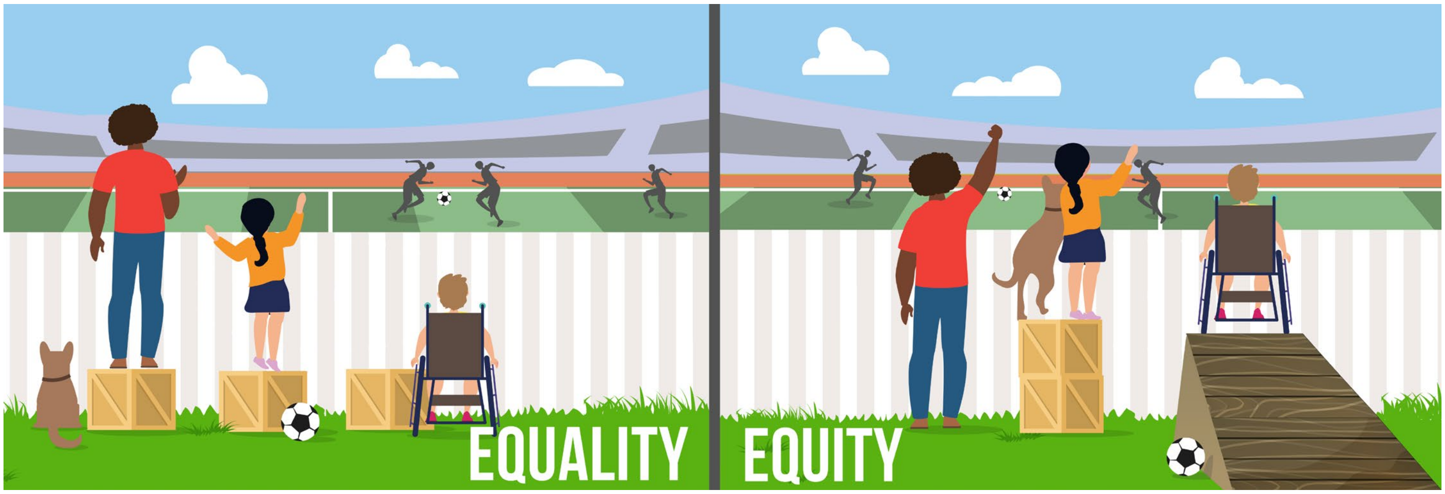

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Crisis Affects Everyone Differently — Here's How to Make Sure Your Communications Reflect That

For the coming months, members of ALA's volunteer leadership will be taking turns writing the Executive Director's Big Ideas column. We hope you enjoy the fresh perspectives they'll be sharing.

In a time of crisis, it is very important to embrace diversity and inclusion in the workplace. ALA is committed to maintaining an inclusive environment for the entire law community during this difficult time.

As law firm leaders and managers continue to transition business operations to virtual spaces, all members of the legal community are encouraged to keep equity and inclusion at the forefront of their interactions. Below, we share a lot of ways you can help ensure we continue to uphold our values in regard to diversity, equity and inclusion.

Firms should be mindful of the ways in which a crisis can affect various communities and how individuals from different backgrounds (race, ethnicity, age, religious affiliation, socioeconomic status, gender, sexual orientation, etc.) may have varying responses to the same situation based on their life experiences. Be cognizant that during a global crisis there may be increased tension and heated discussions.

Use constructive language and good judgment when communicating about the pandemic. Refer to the virus as either "COVID-19" or "coronavirus" in both oral and written communications and not by a name that associates the virus with a specific region or group of people.

> "Be kind. Be flexible. Be adaptable. Be a role model for inclusive behaviors. Remember, everyone has different circumstances and is operating with different resources and could have additional stressors during this time."

Ensure that your materials are accessible for individuals who may be differently abled. For video meetings with Zoom, you can record the meeting and enable captions that will appear when the video is downloaded. You can also use the chat box feature to share written notes, which can be saved and shared later.

RUNNING VIRTUAL MEETINGS SUCCESSFULLY

When running virtual meetings, make sure you're being inclusive. First and foremost, double-check your invitation list and make sure you are not leaving anyone off that should participate. If you are going to do a check-in, make sure you ask everyone on the call for an update — not just the people with families and children. Make sure you avoid "groupthink," but also don't put anyone on the spot if they are uncomfortable speaking.

You want to give everyone a chance to review the agenda, so send it out to attendees at least 24 hours ahead of time. This allows the team to come better prepared and ready to participate, while also giving those who are hesitant to speak up during the meeting a chance to share their thoughts, too. Interrupt interruptions to ensure everyone can be heard.

Additionally, remember to be extra patient during any IM and video conversations. Sometimes communications over these new channels can break down without a conscious effort to maintain kindness. Finally, follow up after each meeting and ask for feedback.

COMMUNICATE WITH KINDNESS

Use language that exhibits respect and sensitivity to everyone you are communicating with. As one example, to avoid gender-specific language, you can use generic greetings like "Dear Team" or "Good Morning Team" when addressing a class or large numbers of individuals in emails, announcements and videoconferences. Additionally, make sure that you say and spell everyone's name correctly and that you use correct pronouns.

As leaders, we need to be cognizant of our personal biases and blind spots. While many different biases exist, the three you should watch out for in times of crisis are affinity bias, confirmation bias and attribution bias. Question your assumptions and the decisions you make about people. Ask yourself, "Why am I including the individuals I have chosen in my decision-making process, and what are the real actual capabilities I need?" Emphasize decisions, not opinions. Have the courage to hold yourself and others accountable.

Be kind. Be flexible. Be adaptable. Be a role model for inclusive behaviors. Remember, everyone has different circumstances and is operating with different resources and could have additional stressors during this time — such as an ill family member, a family member who lost a job, having to parent and teach children, etc. Now more than ever, it's important to leverage everyone's unique perspectives and ideas and reinforce your commitment to diversity, equity and inclusion through your daily communications and actions.

EXTRA RESOURCES

We've compiled some additional reading on this topic. To check out these resources, visit the web version of this article: *legalmanagement.org/2020/june/columns/crisis-affects-everyone-differently.*

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Top Ways You Can Ensure a Secure Zoom Experience

As millions of people use Zoom for working and socializing from home, concerns have arisen about best practices for securing video meetings. Hackers and other nefarious actors were quick to adopt "Zoombombing" of meetings, classrooms and worship services, and the platform was forced to release an update to prevent the theft of credentials during meetings.

To help ensure your meetings are confidential, let's look at a few quick adjustments to make to your Zoom settings.

> "Following a few simple best practices can prevent your confidential meetings from being Zoombombed. And don't forget to remain up-to-date on new features introduced by videoconferencing solution providers on which you may need to change default privacy settings."

BEFORE THE MEETING

Zoom users can take steps before a meeting begins to be sure that they won't accidentally share sensitive information or allow outside parties to access their meetings. Some of the features hosts can enable before a meeting begins include:

Password-Protected Meetings: Passwords can be set for newly scheduled meetings, instant meetings, personal meeting rooms, already scheduled meetings and for participants joining by phone. This password is automatically generated in the calendar invitation. If your participants join a meeting by clicking a link, no password is required. However, if they manually enter a Meeting ID to join, they will be prompted by default to enter a password. This feature is available for all Zoom clients.

Within the "Schedule Meeting" screen, be sure to check the **"Require meeting password"** option.

Join Before Host Disabled: When scheduling a meeting, hosts have the option to allow or disallow attendees to join the meeting before the host. Make sure **"Enable join before host"** is unchecked. Participants will therefore see a pop-up dialogue box that says, "The meeting is waiting for the host to join," which provides additional control and security for meetings, especially in personal meeting rooms.

Waiting Room: This Zoom platform feature gives the meeting host the freedom to control when a participant joins the meeting and allows them to create custom settings that offer further control over which participants join the meeting and when, giving another layer of security.

The Waiting Room is just like it sounds: It's a virtual staging area that prevents people from joining a meeting until the host is ready. When it comes to videoconferencing security best practices, Waiting Rooms are especially beneficial for securing meetings that use your personal meeting ID because they provide added visibility into who's trying to join. (More on that below.) Zoom Rooms also support the Waiting Rooms feature.

To enable Waiting Rooms in your Zoom account:

- Sign into your account in the Zoom web portal and access the "Settings" tab.
- Click on the "In Meeting (Advanced)" option.
- Search or scroll to find the "Waiting Room" option.
- Toggle the button next to the "Waiting Room" to enable this feature.

After enabling the Waiting Room feature, you can choose to send all participants to the Waiting Room when they join or to send only guest participants (external accounts) to the Waiting Room. You can also allow other internal participants to admit guests from the Waiting Room if the host is not yet in the meeting.

Now, when you schedule a meeting, the Waiting Room is enabled for all future meetings. Participants joining the meeting will see a screen that reads, "Please wait, the meeting host will let you in soon."

There are a couple of things to note about Waiting Rooms. If the Waiting Room option is enabled, "join before host" will not work for that meeting. Additionally, webinars don't support Waiting Room — use a webinar practice session as an alternative.

DURING THE MEETING

Zoom's intuitive interface gives hosts and cohosts complete control of meetings, which not only delivers a more efficient, effective meeting experience but also prevents uninvited users from accessing the session. These in-meeting security controls also ensure that hosts don't accidentally share confidential or personal information. Features include:

Lock Meeting: This feature allows the host and cohost to prevent anyone else from joining the meeting, even if they have the meeting ID and password. This feature is ideal for meetings where the host wants to prevent interruptions or where sensitive information may be shared.

Simply click on the "More" option in the menu and select "Lock Meeting."

Following a few simple best practices can prevent your confidential meetings from being Zoombombed. And don't forget to remain up-to-date on new features introduced by videoconferencing solution providers on which you may need to change default privacy settings.

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RICH WILSON

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Influencer Marketing: Standing Out in Your Digital Communities

"There are only two ways to influence human behavior: you can manipulate it or you can inspire it. Very few people or companies can clearly articulate WHY they do WHAT they do. By WHY, I mean your purpose, cause, or belief — WHY does your company exist? WHY do you get out of bed every morning? And WHY should anyone care?" – excerpted from Simon Sinek's *Start with Why: How Great Leaders Inspire Everyone to Take Action*

Ding

"This is your captain speaking. We are currently cruising at an altitude of 35,000 feet. Weather in Arizona is looking mild as we …"

As I read those words flying back from attending an event for the Boston Chapter of ALA a few months ago, I considered the words I had just read: "… to influence human behavior … inspire it."

I'm a filmmaker and digital marketer. I live and breathe storytelling and the online marketing world. So perhaps it comes as no surprise that Sinek's views on great leadership inevitably led me to not only connect his shared wisdom (influence through inspiration) with marketing, but to also consider how one might implement such a strategy to increase client loyalty and gain new customers. As I thought on the concept, the answer practically hit me in the face: Influencer marketing.

> "When we take the time to share our individually gained expertise with others to help them find answers to issues they are currently facing, we help build trust."

WHAT IS INFLUENCER MARKETING?

In his book *The Rising Importance of Influencer Marketing — Statistics and Trends*, Ifran Ahmad discusses how influencer marketing is a promotion strategy that embraces collaboration between a company's brand and an influencer, or thought leader.

Traditionally, influencers have been thought of as celebrities, but in today's digital world, you don't need to be a movie star to be an influencer. Social media has given rise to the online influencer, an individual who, by providing consistent, quality content, has gathered a community of engaged followers. Connecting your brand with one of these online influencers allows you to get your message in front of an already captive audience. So captive, in fact, that 94% of marketers have said this type of online marketing is effective. It can deliver up to 11 times the return on investment as traditional marketing campaigns like billboards and commercials.

I know what you are thinking: "Does that mean I need to reach out to the local YouTube and Instagram stars to promote the branding of my firm?" The answer is yes and no. Who you approach depends on the story or the why you want to convey to your online community. The key is to build a relationship with an influencer whose followers include the people with whom you want to share your message.

For example, if your firm focuses on family law, then connecting with influencers like Casey and Meygan Caston, whose @Marriage365 account has over 250,000 followers on Instagram, could be beneficial. Just think — if @Marriage365 were to mention the exceptional service rendered by an attorney at your firm in a post or video, over 250,000 people could be exposed to your branding, your firm.

Think of the possibilities, think of the contacts you already have, and ask yourself, "Is anyone actively speaking out on social media on my behalf?" If the answer is no, consider your options — including how you could set your firm up to become a thought leader.

BECOMING AN EFFECTIVE INFLUENCER: TRUST AND AUTHENTICITY

Each of us (think of the many individuals within your firm or company) has a special way of looking at life because of our personal knowledge and experiences. When we take the time to share our individually gained expertise with others to help them find answers to issues they are currently facing, we help build trust. Here, I mean trust with no expectations. By sharing your knowledge and experiences freely online, you first and foremost need to come with the mindset that you may not get anything in return. That is where true trust is found, in my experience.

Trust is just one part of the effective influencer formula, though. You cannot expect to be an effective influencer without authenticity. At the end of the day, you could be the top expert in your area of practice or business, but if you share your knowledge with the mindset that it will lead to more business, referral or sales first and share it without providing your audience the ability to genuinely connect with your story, your message will most likely fall flat. Think about some of the influencers within ALA: Board members, chapter leaders, committee chairs, business partners and your peers. Ask yourself, why is it that when these individuals speak or teach us about trends in their areas and industries, we listen, feel inspired and want to engage in furthering the conversation?

When we take the time to share our individually gained expertise with others to help them find answers to issues they are currently facing, we help build trust.

Authenticity breeds interest and engagement. Couple authenticity with the previously mentioned importance of building trust, and you have a formula that consistently produces positive results over time, every time.

GETTING STARTED

In the world we now live, people are consuming content online at an increasing rate. It is a great time to start your own journey of becoming an influencer within your online community. To build that trust and authenticity, you can start with these easy steps:

1. Determine your focus.
2. Create and post relevant content.
3. Be regular and consistent.
4. Engage with your audience.

Last, but most importantly, ***be you!*** You have a unique way of life and talents that are yours; you have the power to create and build your own community. The best way to become an influencer is you just being you. As you build your digital community, with time, you will come to see that you too can influence human behavior and inspire it.

ABOUT THE AUTHOR

Rich Wilson is a filmmaker, photographer and video storyteller. He is the Founder and Film Director of Visual Image Building Enterprises (VIBE). VIBE was founded in 2015 and immediately became an ALA VIP business partner. VIBE is contracted with ALA international, many chapters and law firms as the video and photography partner for modern visual storytelling and online marketing.

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Bringing Workers Back to the Office

Working from home may be nearing its end — partly, anyhow. And after weeks spent teleconferencing and video chatting, many thousands of law firm personnel are doubtless eager to return to their offices. In managing this reverse migration, though, law firms must coordinate a patchwork quilt of safety measures, procedural modifications, effective communications and technological innovations.

"Legal administrators will play a crucial role in developing re-entry policies," says Angela Pinto, Senior Director of Administration at Los Angeles-based Fisher Phillips, a firm with over 35 offices in 24 states. "The Chief Talent Officer and I have started to discuss the best way to proceed. I have a great team of office administrators who have volunteered to work on a task force dedicated to the issue."

The multifaceted nature of a successful re-entry initiative is not lost on those in the driver's seat. "We need to be cognizant of three principles," says Jack Huddleston, Executive Director of Administration at Thomas Horstemeyer in Atlanta. "The first and foremost one is to ensure employee safety. The second is to address operational necessity. Finally, we need to continue to provide quality client service."

"We need to be cognizant of three principles. The first and foremost one is to ensure employee safety. The second is to address operational necessity. Finally, we need to continue to provide quality client service."

FEAR ITSELF

Perhaps the greatest challenge will be convincing people the workplace is safe. "There is still a lot of fear out there about returning," says Debra Gray, Executive Director at Frandzel Robins Bloom & Csato and President of the Greater Los Angeles Chapter of ALA. "Our top challenge is making sure employees trust that firm management is putting good policies and procedures in place to keep everyone safe."

Given that trepidation, a successful program will require not only the requisite safety measures but also effective communications. "People have a right to be concerned about their safety," says Timothy B. Corcoran, Principal of Corcoran Consulting Group. "Law firms need to make safety measures known publicly with lots of signage so everyone can work effectively without undue concern about their personal health."

People have a right to be concerned about their safety. Law firms need to make safety measures known publicly with lots of signage so everyone can work effectively without undue concern about their personal health.

Safety measures may start with the obvious provisions of sufficient masks, sanitizers, gloves and antiseptic gels. Corcoran advises filling up "goody bags" with such items and handing them out to the staff.

A successful program, though, must also tackle procedural concerns. Some revered staples of office life may need to be retooled. "Law firms will be asking questions as simple as, 'Do we use a single-service coffee machine or a group coffee maker?'" says Corcoran. "Or 'How about an ice maker or an ice dispenser where we can get single servings?' Then they can go on to more challenging topics such as, 'Do we have to remove chairs from the conference rooms so people sitting down can remain 6 feet apart?' or 'Should we just have one person turn on and off the office lights?' or 'Will employees wear masks and gloves in common areas and restrooms?'"

No manageable element of the workplace is out of bounds. Some firms will be taking temperature readings of arriving employees, establishing one-way hallways where possible, and posting signs indicating the occupational status of bathrooms. Others will be requiring social distancing in elevators. Building cafeterias will likely remove their salad bars. And fitness centers — for those firms that had them — will be closed. If the details differ by firm, the larger intent is the same. Says Huddleston: "All things we can control, we have controlled."

Some safety measures present special challenges. Maintaining the proper distance between workers, for example, will be difficult for firms that have reduced their footprints in recent years. "Firms will have to decide if they need to modify their layouts in order to do social distancing," says Michael Kemps, Chief Executive Officer at Innovative Computing Systems. "If the staff and the secretaries are normally too close together, for example, perhaps just one secretary will be assigned to come in per day. Or if the work cubes are too close to each other, some will have to be moved."

Some firms will need to modify their so-called "hoteling" procedures. The term refers to the rotation of temporary workspaces for home-based personnel who float from desk to desk during occasional office visits. This technique, introduced as a response to rising lease costs, may now pose safety risks.

"Firms using hoteling will need to decide how to keep the work areas safe," says Kemps. "Will staff members with dedicated laptops take them along as they move to various desks in the firm? And will people who use shared equipment be comfortable utilizing the same keyboards and mice?"

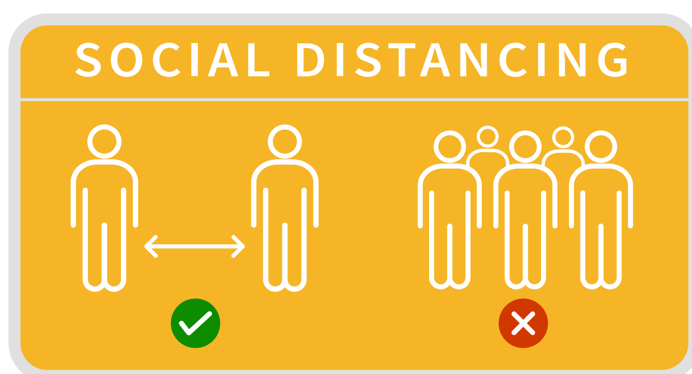
Not the least of the challenges is that of communicating the panoply of new procedures to employees who may feel overwhelmed by a long list of dos and don'ts. For Fisher Phillips, the solution recalls an old saying: a picture is worth a thousand words.

"We are creating a video that everyone will watch before returning to work," says Pinto. "It will include topics such as proper mask wearing, handwashing and safe workplace procedures. We will also be preparing a similar video for viewing by office guests, such as opposing counsel, clients and candidates for interviews."

No safety plan can succeed if too many people crowd into the office, placing themselves and others at risk. Many firms are moving to moderate the return flow by bringing back people in stages, even requiring volunteers to obtain clearance from legal administrators. And on the other side of the coin, firms are respecting the feelings of those fearful of an early return.

"Those who are not comfortable coming into the office may continue to work remotely," says Pinto. "This is especially the case if the kids are out of school and the daycare centers are closed, or if people are caring for elderly family members."

The bottom line, then, is pacing. "We will have a soft opening, not a hard, everyone-come-back-to-work one," says Gray.



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FUTURE NOW

If the COVID-19 pandemic is changing how law firms operate in the short term, still more modifications will occur over the long term. And many will center on technology.

"Firms will probably be utilizing more cloud-based solutions," says Huddleston. "And they will be working more in virtual environments with the help of collaboration tools such as Microsoft Teams." Increased use of docking stations, he says, will allow staff members to migrate from desk to desk and to work from home, employing multiple monitors that can increase productivity.

Indeed, that practice of working from home may be a bit stickier than anticipated. Huddleston feels the pandemic may bring about a change of heart at firms that have resisted the remote labor concept — and he doesn't think that's a bad thing.

"Remote work can reduce a firm's required office space, saving money," he says. "In addition, it can cut down on commute time with its related environmental impact. Finally, it can increase the job satisfaction of employees who enjoy the flexibility of working from home as circumstances dictate."

A smaller workplace population may carry with it an unanticipated benefit, says Huddleston — a better signal-to-noise ratio. "Those people who do come into the office may experience a quieter, less distracting environment."

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> "Whether they're verbalizing it or not, many of your team members are likely struggling with the transition to working from home so often."

How to Craft and Communicate an Effective Work-from-Home Policy

As your teams and employees make the transition to working from home, they're inevitably confronted with new and unfamiliar challenges throughout their workday.

Teams are being forced to design and operate within a new workday structure. Many of them are working from spaces within their homes that were not designed for long-term work. And many of them are juggling distractions, family obligations and other commitments that were never part of their old workday.

But here's the good news: these challenges also present an opportunity for you to craft a clear and effective work-from-home (WFH) policy. A well-written, thoughtful policy will not only make your teams feel supported, it will also empower them with the tools and confidence they need to perform at a high level and show up at their best.

As you go about implementing a new policy (or refining an older version), consider breaking that process up into two phases: crafting the policy and communicating it.

CRAFTING THE POLICY

As you begin crafting your policy, here are a few essential considerations to take into account.

Start with expectations. At the heart of a well-designed work-from-home policy are clear expectations around communication, responsiveness, availability, security measures, productivity and interactions with clients and third parties.

The expectations around these workday pillars have likely shifted given the challenges that working exclusively from home can present. To account for those shifts, it's imperative that your policy communicates any new or adjusted expectations — or reiterates that expectations have not changed.

For example, consider addressing things like:

- What constitutes core work hours
- Online availability and responsiveness
- Preferred communication methods
- Security protocols

With clear expectations, team members can better manage their workday and create separation between their work and personal time.

"I'd say the most important thing in a WFH policy is clarity. You need to be absolutely clear in what your allowances, policies and expectations are for your team," says Amy Mann, Director of Creative Services at AffiniPay, an ALA VIP business partner. "Even if your office is normally flexible in terms of work processes and attendance (things like time in/time out), take the time to articulate your attendance requirements and availability requirements."

"For team leads," says Mann, "you may also want to set 'touchpoint' expectations — namely, how many times they are required to communicate with their direct reports per day or per week and by what tactics (chat, phone or video communication)."

Consult with managers. Consider checking in with managers or other team leads as you create the policy. Collaboration is a key factor in creating a policy that is both realistic and effective for members across different teams.

It's likely that working from home has presented challenges for specific teams or team members that your managers are aware of that you may not be thinking about.

Address productivity, responsibilities and performance. Working from home means that team members are likely subject to additional distractions, less workday structure and shifting day-to-day responsibilities. Clarifying standards and outlining expectations in these areas is a must.

Consider tracking relevant business metrics or other key indicators that will help you and your team leaders gauge productivity. Importantly, if any of these expectations have shifted given the transition to remote work or changes to your business operations, you should clearly communicate these changes.

In addition to metrics, you may consider implementing regular check-ins or simple periodic reporting that will help your teams stay aligned and ensure that their productivity and performance is visible.

Clarify guidelines regarding remote work tools. If your team will be relying more on new technologies or remote work tools, you'll want to establish guidelines for how to use them.

Consider developing training and policies around the use of group communication tools and videoconferencing platforms like Zoom, GoToMeeting, Microsoft Teams, Slack and Google Hangouts. Clarify which platforms are company-approved for communicating internally and externally and provide guidance on best practices for using them efficiently and securely.

Address security issues. Speaking of security, your WFH policy should explain how you expect team members to secure information while working from home.

Considerations should include best practices for the storage of confidential information (both hard and digital copies), discussing confidential matters on the phone, how to establish secure Wi-Fi connections or the use of virtual private networks (VPNs), or any other security concerns that are specific to your operations.

PUTTING THE POLICY INTO PRACTICE

A WFH policy is only as effective as your efforts to educate teams on its contents and the company's expectations.

"Overcommunication is key when transitioning to working from home," says Mann. "Not only does overcommunicating ensure that people are connected, engaged and accountable for the work they're doing, but it also helps people feel seen, heard and personally in touch with their team."

Consider some of the following best practices as you roll out your policy.

Spend extra time reviewing with managers. Spend additional time with team managers and supervisors to make sure they're comfortable with the policy and its particulars.

This might seem obvious, but with entire workforces moving to working remotely, many new questions will arise throughout a workday. As the frontline for many of these questions, you'll want all of your management to be on the same page about the policy and its contents.

At the heart of a well-designed work-from-home policy are clear expectations around communication, responsiveness, availability, security measures, productivity and interactions with clients and third parties.

Ask employees for their input. Although you may think you've put together a thoughtful and comprehensive policy, you'll want the input of team members, too.

If this is the first time you've implemented a comprehensive WFH policy, you'll want to know what's happening at the ground level to truly understand how the policy is working and how it may need to be adjusted.

Asking for input also communicates a sense of community and trust and makes your team feel heard during this challenging transition period.

Set up evaluation checkpoints. Set up some timeframes to do a simple review of how the policy is working. As your teams adjust and adapt to working remotely, new issues are sure to arise, and assumptions you made about best practices may need to be revisited.

Plan to assess your policies and how they're working to ensure that they're providing your teams with the support they need.

Maintain connection. Whether they're verbalizing it or not, many of your team members are likely struggling with the transition to working from home so often.

One of the best things you can do for your team as you roll out your policy is to let them know that one of your main priorities is to help everyone stay connected and empower them as they work remotely.

"Working from home or working remotely can be an isolating and difficult experience for some people, and they might not always feel comfortable expressing their struggles or concerns," says Mann. "By being proactive and reaching out to people even if you aren't aware that they're struggling, you can help these team members feel connected and supported even if they're working in isolation."

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6 Steps for Leading a Successful Interview

Today, finding and hiring employees takes much more time and effort than it ever used to in the past. According to *Money*, candidates can expect to find a new position in about 43 days, but that number jumps up to 76 days if there's a "vice president" or "director" in the job title.

Finding a new hire is complicated, so your law firm should follow best practices in order to hire the most qualified candidate in the most efficient manner possible. This will save you time and energy while ensuring that the future of your law firm is in good, capable hands.

When you're looking for a new hire, here are some best practices for interviewing to follow throughout the process.

"While it may seem like a logical idea to go off a candidate's feedback and ask questions based on what they say, it can lead to unequal interviews."

1. PLAN QUESTIONS AHEAD OF TIME

Preparing for an interview with a candidate means reviewing their résumé and planning out the questions ahead of time. According to Sharon Meit Abrahams, PhD, President of Legal Talent Advisors, LLC, you should never improvise during the interview.

"By planning the questions ahead of time, the interviewer can ask specific questions related to items on the résumé," she says. "It is critical to delve into job responsibilities and outcomes of the work they have performed for previous employers. Using behavioral interviewing techniques has proven to be a good practice."

While it may seem like a logical idea to go off a candidate's feedback and ask questions based on what they say, it can lead to unequal interviews, cautions Ken Eulo, Founding Partner at Smith & Eulo Law Firm. "All candidates should have the same interview questions, and only those questions, to ensure that they can be fairly evaluated and compared."

2. DO A PRE-INTERVIEW

Before inviting a candidate into the office, it's best to ask a few questions over the phone to see if they're what you're looking for. Brent Morgan, an attorney at The Morgan Law Office, says he asks candidates what their salary expectations are, what hours they expect to work and, if they're not local, whether they have any concerns about commuting. "If nothing troubling comes up, I'll interview them."

3. USE A LATERAL PARTNER QUESTIONNAIRE

If you're recruiting a lateral partner, you should send them a Lateral Partner Questionnaire (LPQ) to fill out, according to Michael Ellenhorn, Founder and Chief Executive Office of Decipher. "Every prospective partner hire puts the firm's reputation and culture on the line. By taking a closer look at a candidate's background before beginning the firm's formal interview process, law firms will put themselves in a much stronger position to avoid what can be catastrophic hiring decisions."

A detailed questionnaire will often include more than 50 questions and seek information like a candidate's biographical data, business/financial data, client data, potential conflicts, and professional and personal references. "However, it is the final section, often titled 'other information,' where questions regarding malpractice claims, lawsuits, outside interests and other claims may appear," says Ellenhorn. "It is this section that represents the greatest risk to a law firm, as most of these questions pertain not only to legal risk but potential reputational and operational risk for the firm."

By giving the candidate the LPQ and reviewing it before the interview, you can rest assured that they won't cause any issues for your firm when you hire them.

4. ASK THE STANDARD QUESTIONS

Some standard questions can't be avoided in a law firm interview. According to Morgan, it's best to ask questions like: "Why do you want to work in a law firm?" "What did you do in your prior jobs that could apply to this position?" "Where do you see yourself in five years?" and "Can you give me a difficult task you had at a previous job and how you dealt with it?"

5. INQUIRE ABOUT HANDLING POTENTIAL SCENARIOS

Since working in a law firm office can be demanding, you want to find out how candidates will think on their feet given a number of different situations. During the interview, pose some scenarios to applicants and ask how they would handle them, suggests Morgan.

"Most candidates are not prepared for this type of question, especially ones who have not previously worked in a law firm. In a lot of cases, they will talk out their thought process as they try to decide how to handle the situation I have given them. It gives me insight as to how they would handle unexpected situations."

6. LOOK FOR APPEALING QUALITIES

During and after the interview, pinpoint what appealing qualities you found in the candidate. Jasmine Daya, a lawyer and Managing Principal of Jasmine Daya & Co., says she seeks out candidates who are not just qualified but also demonstrate a strong willingness and desire to work hard.

"Positive energy, commitment to the firm and a team-player approach are the attributes that I am looking for," says Daya. "I want the people that work at my firm to enjoy coming to work and enjoy the company of the people they work with. I want them to respect each other and know that they have each other's backs, which, at a litigation firm, is so important given the fast-paced and often stressful environment."

Steven Dorfman, Managing Attorney at The Perecman Firm, P.L.L.C., says that when interviewing attorneys, he and his team will look for candidates who are charismatic, passionate and smart. They'll see if the candidate is a proficient communicator; what sort of impression they give off to potential coworkers, co-counsel, clients and the court; and if they seem earnest or sincere.

"There's nothing that turns an interviewer off more than a candidate [who] tries too hard to impress," Dorfman says. "In my opinion, such candidates tend to overextend themselves during an interview and start to espouse opinions on topics that they are not familiar with. I personally prefer a candidate with humility and a willingness to learn."

FINDING THE IDEAL CANDIDATE FOR YOUR FIRM

When you're interviewing a candidate, keep in mind that you were once in their shoes. Aim to make them feel comfortable in order to get the best results and see who they truly are.

"I try to remember how intimidating it felt and how the uncertainty of the process could be daunting," says Dorfman. "For those reasons, I try to dispel any fears and concerns at the outset and try to make the candidate feel welcomed. I believe that allows the candidate to lower his or her guard and answer all the questions in a more honest and unfiltered manner."

ABOUT THE AUTHOR

Kylie Ora Lobell is a freelance writer living in Los Angeles. She covers legal issues, blogs about content marketing, and reports on Jewish topics. She's been published in *Tablet Magazine, NewsCred, The Jewish Journal of Los Angeles* and *CMO.com.*

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JENNIFER MARSNIK
Senior Account Manager
Edge Legal Marketing

“Identify relevant, timely topics that leverage your firm's strengths or expertise and use them for educational or thought leadership purposes. Produce new content such as articles, webinars, podcasts or blog posts and promote them both through your existing channels or via third parties.”

How Legal Professionals Can Elevate Their Marketing During COVID-19

The coronavirus pandemic has changed life as we knew it. Among our many stresses today is the fear of the unknown, both personally and professionally. Even if our current work situation is stable, could that change in the coming months?

Legal professionals and their marketing teams may feel especially vulnerable during this time. Too often, marketing resources and activities are scaled back first when organizations need to make budget adjustments. While we can argue about whether that approach is the right one, it's the reality for many.

There are some things you can do to elevate your visibility, promote your value and keep your contributions relevant and necessary.

1. **Revisit your 2020 marketing plan** to confirm whether the goals and objectives identified at the start of the year are still achievable. Beyond changing some activities based on what opportunities are now available, you may need to revisit and redefine what you're even trying to accomplish. Don't pursue goals that are no longer realistic, but do stay focused where it makes sense. Determine what activities can stay on track to continue working toward the goals that are still achievable.

2. **Be opportunistic.** Marketers are well-connected within their organizations, so talk to people with direct client contact to stay in tune with what they're hearing. Help identify services already being provided to clients that address a pain point associated with remote working, for example, but haven't been formally introduced or promoted.

Or perhaps there is a new solution within the realm of what your firm offers that could easily be developed and brought to market to solve a new problem related to the COVID-19 situation. Just be smart in how you promote it — be helpful without appearing opportunistic.

3. Assume a leadership role in your firm's overall communication strategy. Start by revisiting your key messages to ensure they are relevant — now more than ever, you don't want anything to come across as tone-deaf. Then, be a resource to your organization and advise or collaborate with colleagues to address various audiences:

- Assist human resources and other firm leaders with internal and partner communications. Your knowledge and expertise can provide thoughtfulness and consistency in the timing and content of messages shared with employees and partners. Both audiences need assurance, and you can help provide it with clear, compassionate and impactful communications.
- Help employees who may have extra time now by promoting opportunities for their professional development. Certifications are valuable as you work to elevate the organization's credibility in the marketplace.
- Firms often employ diverse professionals with varying degrees of sales acumen — some may need no support, but others may need a lot. Wherever they are on the spectrum, be a resource to them.
- Clients want assurances about things that may impact the services they're paying for, so help ensure clarity and consistency in messaging. From email copy to talking points for phone conversations, partners and other must be well-equipped to convey key information as needed.
- Provide tips for successful virtual connections in the absence of in-person meetings. Does their home office provide a nice backdrop for video calls? Does their email signature contain all relevant contact info? Is their LinkedIn profile up to date? Do they need a more professional photo? Their success during this time will be the firm's success, so help them make a positive impression.

4. Keep your organization visible to the industry at large. Identify relevant, timely topics that leverage your firm's strengths or expertise and use them for educational or thought leadership purposes. Produce new content such as articles, webinars, podcasts or blog posts, and promote them both through your existing channels and via third parties. Now is not the time to go quiet, and your PR team can help.

This is a scary situation for everyone. But legal professionals and marketers can elevate themselves by taking advantage of knowledge, skills and relationships. Know your value, and use it to be strategic, opportunistic and helpful and to keep your firm visible through this uncertain time.

ABOUT THE AUTHOR

Jennifer Marsnik is a Senior Account Manager with Edge Legal Marketing. She specializes in helping clients develop and implement strategic marketing plans that support their overall business goals.

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ERIC BUTTERMAN
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From Law School in the Age of the Coronavirus

Like the rest of our lives, the process of hiring a recent graduate has taken an unexpected turn.

It's usually an exciting time for both law school graduates and law firms. For one, it's a chance to take all their dreams about the law and turn it into employment reality. For another, it's an opportunity to add fresh energy and maybe even a future partner.

But both have been altered by the pandemic, to say the least. Even getting to take the bar exam is in doubt — who ever thought worries about passing the bar would take a back seat to logistics?

What's a hiring manager to do?

> "This period has been a huge adjustment for graduates — many who expected to celebrate now must take a wait-and-see approach to multiple parts of their plan."

WHEN WILL THE STARTING DATE ... START?

Start dates have moved for Fennemore Craig hires, according to Chief Talent Officer Bob Kramer, who oversees attorney recruitment, professional development, onboarding and retention. And even those start dates come with the caveat that they could be nudged further down the road.

"Many law firms are seeing a strong downswing in work," he says. "They have trouble finding enough work for their employees already in the door, let alone new hires. … We believe in transparency, so we just tell them the truth that a move to a January 1 start date doesn't mean we'll be able to do it by then."

The Mountain West regional law firm, with offices in Arizona, Nevada and Colorado, is also leaving out the guilt for those who must consider looking elsewhere. "We let them know how much we want them but that we also understand if they ended up taking another opportunity," he says. "They have loans to pay and bills to pay — it's a difficult situation."

As far as the bar goes, many firms will have to wait on certain directives outside their control, but not everyone is in a holding pattern. Luke Malek, Co-owner of business law firm Smith + Malek, says two hires are taking the bar right now in his state, Idaho. At the time of this article's publication, Utah is even willing to waive the bar exam in some instances. With this ongoing situation, it's critical to stay informed as each state makes adjustments and to stay in communication with your hires.

WILL THEY BE READY?

Michael Scharf, Dean of the School of Law at Case Western Reserve University, can assure firm leaders when it comes to another concern — about the caliber of education graduates received in their last months when the coronavirus forced everyone off campus. "We are an experiential university," he says. "But our professors worked hard to give them an online curriculum that would send them off on the right foot. We wanted to prepare them and leave them feeling confident."

Though video lectures and back-and-forth over a computer won't exactly mirror the quick exchange of the Socratic method, Malek feels secure about not only law school educational adjustments but also technology's involvement in hiring and even onboarding going forward.

"For us, we are having a conversation on whether we even need an office to hire somebody," says Malek, whose firm has used a Google platform for some of their interviewing. "We can offer flexibility, and do we need an office for someone to bring them on board?"

Regardless of a firm's willingness to be flexible, its leaders must be understanding. This period has been a huge adjustment for graduates — many who expected to celebrate now must take a wait-and-see approach to multiple parts of their plan. It's clear in his voice that Kramer, an attorney himself, feels for this graduating class. "When I graduated, you had so many offers," he says. "This? There just hasn't been anything like this."

Still, if you're concerned that they won't be ready, Malek can say that he's been impressed so far by his recent hires. "Those we've hired have done a good job of staying resilient and positive," he says.

The truth is, being a lawyer means facing seemingly insurmountable odds at times — the workload, maneuverings and more. Malek, for one, looks forward to working with this tested class of 2020.

"There are benefits that cannot be denied about working closely to other attorneys who have more experience when you're an attorney starting out, and this changes the definition of what 'closely' means," he says. "But so many graduates embrace technology and can teach us how to do it better. … The situation has changed the way a law firm is run. I believe they will help us with this process."

ABOUT THE AUTHOR

Eric Butterman has written for more than 50 publications, including *Glamour* and *Men's Journal*.

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KELLIE DIMASCIO

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Summer Associate Programs: A True Departure from the Traditional

Over the past few months, COVID-19 has driven a lot of change within the legal industry. Now in the beginning of summer, firms are facing a new challenge — how to host summer associate programs. The unpredictability of today's environment has left many junior level attorneys and recent law school graduates wondering what the future looks like. Will they be left without a job, or will they be able to push forward?

Across the board, there has been a true departure from the traditional program for summer associates because of COVID-19. Most firms have elected to follow one of two approaches in lieu of their regular schedules. Some are canceling programs entirely, while others are choosing to move ahead with appropriate modifications. While neither model is perfect, firms are continuing to share updates and insights with those looking to take part in 2020 summer programs and have been quick to adapt as much as they can.

"In this time of change and uncertainty, there is no telling what the new normal will look like. But one thing is for certain — law firms are doing their best to acclimate and provide the best and safest experiences for summer associates."

CANCELED PROGRAMS FOR SOME

Many associates and recent graduates have voiced concern over law firms who have chosen to cancel their summer programs entirely, leaving participants without the ability to professionally develop certain skills. This is causing a lot of concern with candidates calling into question what their future employment and compensation. As a result, firms are worried about canceled programs tarnishing their reputations. To combat this, firms who have canceled programs are making a variety of concessions to try to put candidates at ease.

When it comes to compensation, law firms are not following one distinct process. Some firms have vowed to honor their full financial commitments to candidates, while others are offering stipends in place of their programs — most ranging from $5,000–$10,000. Unfortunately, a very small fraction of firms have chosen to forgo payment entirely, leaving participants without any form of compensation for the summer.

Similar to how they are handling compensation terms, firms are also taking varied approaches to hiring in the wake of COVID-19. While the state of future employment is admittedly unknown, most firms are actually opting to offer full-time positions to "would-be" summer associates — which is good news for the lucky candidates. These "new hires" would have anticipated start dates ranging from fall 2021 to early 2022. Other firms are openly taking a wait-and-see approach, holding off on committing to full-time job offers at this time.

Transparency in communication has had the biggest impact on firms' reputations to date. Many law firms made the tough decision to move forward with program cancellations as early as March, giving candidates flexibility to either find another program or work out an alternative arrangement for the summer months.

While early communication is the gold standard, other firms left potential associates in the dark, creating even more uncertainty for would-be associates during this time. By waiting until the last minute, these firms are putting summer associate applicants in a terrible situation — and not only from a logistical and financial standpoint. They are also causing associates to second-guess the opportunity costs of selecting firms' programs and increasing their anxiety about soon heading into third-year hiring.

FOR OTHERS, A NEW REALITY

While COVID-19 has put a halt to some programs, others have continued, but with significant modifications. These changes are mostly seen in program duration and infrastructure as firms look to keep associates safe and healthy throughout the summer, while continuing to assess their skillsets and provide a fruitful learning opportunity.

Electing to reduce the length of programs is one tactic firms are using to keep associates both employed and safe. Instead of the standard 8- to 10-week program, firms who are still hosting summer sessions have shortened them to 4 to 6 weeks. Firms are either starting later or planning to end the program earlier. Some firms have even begun their programs as originally scheduled.

While the nuances of virtual programs have yet to be parsed out, most firms do hope to integrate summer associates with their remote workforce, including them in trainings and educational events. Firms are also planning to encourage participation in presentations and meetings. Most importantly, firms are hoping to provide a full immersive experience from a cultural and networking perspective with firm lawyers and team members. These experiences will take the form of virtual coffee meetups, happy hours, office trivia and more. The preference is to incorporate summers on-site as soon as possible, but in the meantime, firms are doubling down on having new associates fully integrated into their virtual program offerings.

When it comes to compensation, most firms that are hosting virtual engagements are still planning to pay associates their full salary, despite the program modifications. Some have even opted to offer pay advances to help associates during this uncertain time. Fortunately, most are also following standard processes for making full-time offers to summer associates, even if the virtual arrangement ends up lasting the entire summer.

In this time of change and uncertainty, there is no telling what the new normal will look like. But one thing is for certain — law firms are doing their best to acclimate and provide the best and safest experiences for summer associates, whether that's canceling programs or moving forward with modifications and precautions set in place. One thing that firms can agree on, is that there has been a true departure from the traditional program and that this summer could be an interesting test of what's to come.

ABOUT THE AUTHOR

Kellie DiMascio, Esq., is the Managing Director for the Boston Office of the Adecco Group's U.S. Professional Recruitment and Solutions Unit, which includes Special Counsel, Parker + Lynch, Ajilon, Accounting Principals and Paladin. In addition to leading operations of her local market, she is responsible for hiring, training and managing Parker + Lynch Legal's Attorney Recruiting teams who specialize in placing top-tier attorneys in permanent positions with premier law firms and corporate legal departments across the nation.

2020

ALA Association of Legal Administrators

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"While the notion of PODs or similar social groups within a firm may not be revolutionary, we think our conscious efforts to develop an inclusive and diverse formal program has helped increase camaraderie."

Making Remote Work, Work

The realities of the COVID-19 pandemic for law firms of all shapes and sizes has a common thread: Everyone has needed to adapt to employees working remotely from home. This shift in workplace norms for all law firm employees, not just lawyers, has presented significant challenges for managing staff who are flung far from the traditional office confines.

While technology has enabled lawyers to work remote for years, the dynamic of shifting entire operations into remote mode is new for most organizations. However, for some firms, there was an earlier adoption of the remote or virtual option as an acceptable, if not preferred, way to work. Redgrave LLP was one of these early-adopter firms, and this article examines how we embraced the challenge of a geographically disparate workforce.

THE CHALLENGE

Remote work for a law firm comes with the expected need to supervise junior lawyers and other personnel consistent with professional and ethical obligations. Likewise, there is a need to address collaboration through technologies to ensure the consistent and efficient delivery of excellent legal services. Beyond these expected challenges, there is a substantial need to address something more: the emotional and cognitive connections between employees that serve as the glue that keeps a firm together and that ensure individuals don't become isolated or disconnected.

Over the years, we have had good results in enabling the success of our professionals not located in one of our office locations. That said, we experienced occasions when remote coworkers became "disconnected." When that happened, there was a higher chance of employee dissatisfaction and disengagement. This realization increased our efforts to create a program to address the overall wellness of every team member.

THE SOLUTION

In 2019, we created Professional Opportunity Development groups (PODs). A POD is a group of Redgrave LLP employees assembled as a social/professional unit to assist one another with social and work integration, questions and issues. Each POD is not limited to a class or category of employees. Instead, it is a cross-section of the firm, including colleagues who work in traditional office locations and those who ordinarily work from home.

The POD moniker aligns with the basic social unit for dolphins. Pods provide dolphins with a cooperative and social way of life, increasing the chances for individual dolphin survival. Dolphins use both acoustic and nonacoustic means of communication to form alliances to accomplish tasks and manage relationships through pods, whether the dolphins are directly next to each other or over a mile apart.

Redgrave POD members serve as informal "mentors" or "guides," supporting one another in meetings and exceeding essential job duties and expectations. PODs also help members take steps toward achieving professional development goals, while coaching them through matriculation within the firm. POD members encourage one another with respect to professional behaviors and create an environment where coworkers can give and take constructive feedback informally. In short, we encourage POD members to act as:

- **Information resources:** Assist with the integration of new employees
- **Role models:** Offer insight into how they have "made it" to their level within the firm
- **Advisers:** Share institutional and professional wisdom — in some instances, critique job performance and make suggestions
- **Coaches:** Help other POD members learn new skills and practice new behaviors
- **Pathfinders:** Help other POD members find new and challenging opportunities within the firm
- **Supporters:** Listen with sympathetic ears, explain unwritten rules and acknowledge disappointments and successes. One of our first POD assignments was for each POD to reach a consensus decision on a charity to receive a donation from the firm. This provided an excellent opportunity for team members to get to know more about one another distinct from the ordinary tasks of client and business needs. The charities the PODs selected were later revealed firmwide, furthering the opportunity to share and learn about the organizations receiving firm support and the connection of the charity to each POD.

The PODs self-regulate their agendas and discussions and meet virtually on a regular basis to discuss issues of interest to POD members. During the COVID-19 pandemic, the PODs instantly became more active and enabled team members to address the added challenges and stresses. For example, they have shared homeschooling tips for parents attempting to concurrently be both teachers and full-time employees. PODs also have participated in virtual watercooler discussions and created a gratitude wall on the firm's intranet to allow employees to share their personal experiences.

While the notion of PODs or similar social groups within a firm may not be revolutionary, we think our conscious efforts to develop an inclusive and diverse formal program has helped increase camaraderie. Importantly, we have seen relationships develop that are real and not merely transactional. These benefits have translated into an improved sense of firm wellness, which not only helps our employees but, in turn, our clients.

ABOUT THE AUTHORS

Victoria Redgrave is the Chair of the Executive Committee at Redgrave LLP, a national firm focused exclusively on the legal issues that arise at the intersection of the law and technology. In addition to being the most senior executive at the firm, her experience as in-house litigation counsel for two major corporations, as outside counsel at an Am Law 100 firm and as general counsel at a technology company, provides her with exceptional insights and perspectives on management best practices.

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Tiffany Comey is the Chief Talent Officer at Redgrave LLP. In this role, she is involved in high-level strategy and goal-setting for the firm and oversees human resources, including managing acquisition of talent, performance management and service delivery. Her responsibilities also include overseeing firm policies, procedures and processes to effectively support the varied needs of the practice of law at Redgrave.

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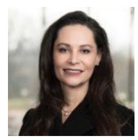
Anniversaries, Awards and Appointments

Members on the Move

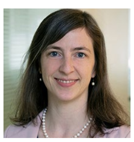
John M. Brinks, an independent member, is now Human Resources Manager at Latham & Watkins, LLP, in Chicago, Illinois.

Kathy Clements, a member of the Arizona Chapter, is now Firm Administrator at Neeley Law Firm, PLC, in Chandler, Arizona.

Susan M. Gerovasil, CLM, a member of the Chicago Chapter, is now Firm Administrator at Gozdecki Del Giudice Americus Farkas & Brocato LLP in Chicago, Illinois.



Cameron Gowan, JD, MPS, MLIS, BA, a member of the Capital Chapter, is now Regional Office Manager at Buchanan Ingersoll & Rooney, PC, in Washington, D.C.



Kira L. Hansen, a member of the Golden Gate Chapter, is now Office Administrator at Rosen Bien & Galvan, LLP, in San Francisco, California.

Jeff Johnson, a member of the Golden Gate Chapter, is now Office Administrator at Sheppard Mullin in Palo Alto, California.

Grace O'Brien, a member of the Philadelphia Chapter, is now IT Coordinator at Klehr Harrison Harvey Branzburg LLP in Philadelphia, Pennsylvania.

J. Blythe Peelor, a member of the Capital Chapter, is now Administrative Manager at Morgan Lewis & Bockius LLP in Washington, D.C.

Mark J. Rosenwasser, a member of the New York City Chapter, is now Executive Director of Condon & Forsyth, LLP, in New York, New York.

Sending Our Condolences

Thomas F. Sims, who was a founding member of the Knoxville Chapter of ALA, passed away in May at the age of 80. He worked as the Legal Administrator for Hodges, Doughty & Carson, PLLC, in Knoxville, Tennessee, until his retirement in 2007. Our thoughts are with his family, friends and former colleagues. Donations in Sims's memory can be made to Samaritan's Purse or the Summer Feeding Program at Main Street Baptist Church in Lake City, Tennessee.

What's Happening at Headquarters

There's always a lot going on at ALA headquarters in Chicago. Here's a snapshot of what's in store for the coming weeks.

Register for ALA Today: The Virtual Conference

Register now for ALA Today: The Virtual Conference, presented by the Foundation of the Association of Legal Administrators. Connect to this digital event from the safety of your home or office on Thursday, June 25, 9:15 a.m.–3:30 p.m. Central.

Here's what you can expect from this digital experience:

- Accredited education sessions that are relevant to the pandemic-affected legal workplace
- Inspiring keynote address from Paralympic skier Danelle Umstead, who was going to speak in Salt Lake City
- Closing session led by Judy Hissong, CLM, PCC, featuring a panel discussion about changes coming for the legal industry by functional specialty
- Opportunities to meet with business partners and discover new solutions for today's business environment
- Engage with peers in small groups, one-on-ones or Meetings of Minds (formerly known as Idea Exchanges) between education sessions

ALA Today is free for anyone who transferred their 2020 Annual Conference & Expo registration to 2021. Otherwise, it's $149 for members and $249 for nonmembers — but the Foundation is generously providing a promo code for $100 off.

Get all the details by visiting *alanet.org/virtual-conference.*

Contribute to the Compensation and Benefits Survey

The 2020 Compensation and Benefits Survey and its companion, the 2020 Large Firm Key Staff Survey, are now open for participation. These surveys provide comprehensive information on law firm salaries, benefits, staffing ratios and turnover. Contributing your firm's information is crucial to making the report a success.

When you complete the survey, you're contributing to a more comprehensive and detailed data set that can provide your office the edge it needs to stay competitive. The more firms that participate, the more localized and useful the survey results will be. Participating firms receive a discount on the final survey report, plus access to digital dashboards and customizable reports that compare data locally or nationally.

Get started now! The participation window closes on July 10: *alanet.org/compsurvey*.

Sign Up for 2020's Web-Based Courses

Registration is open for ALA's web-based courses, which go deep into the essentials of law firm human resources and financial management while providing the continuing education credits you expect.

Led by an expert instructor with years of experience, each course meets live online via our learning management platform once a week for six weeks. (Sessions are made available on-demand for anyone who can't make the appointed time.) Participants are thoroughly prepared to take on HR or FM challenges at their firm. And passing both courses in the HR or FM package sets you up to earn a Legal Management Specialist Certificate.

View the 2020 schedule for web-based courses here. Register for the individual courses or save by registering for both courses at once by selecting the HR or FM package.

Visit *alanet.org/web-based-courses* to learn more.

Update on the Chapter Leadership Institute

The Board of Directors recently determined that it's not in the best interest of ALA or its members to proceed with the 2020 Chapter Leadership Institute (CLI) in person. This decision was based on survey responses, other information collected, and the willingness of the Hyatt Regency St. Louis at the Arch to reschedule our event for 2021 without any financial penalty to the Association. It wasn't an easy decision — CLI is an event that we look forward to each year. But given the uncertainty and fluidity of the current situation, it's what the Board feels is best.

So what happens now? The Board has assembled a task force whose goal is to provide CLI-style content in a virtual format. Submissions to the earlier call for presentations are being reviewed as part of that effort. Additional details on these endeavors will be shared in the near future.

For all the latest information, visit *alanet.org/cli.*