

Leadership Guide to the Employee Experience in the **Attracting and Hiring Phase**

Firm:	Evaluator:	
	Trait Present	Trait Not Present
Firm Public Image		
The firm's marketing is aligned with the firm culture that is actually lived in the daily value system.	<input type="checkbox"/>	<input type="checkbox"/>
The firm maintains standards for integrity that are publicized and respected by the public.	<input type="checkbox"/>	<input type="checkbox"/>
The firm makes a good effort to be a positive contributor to the communities in which they operate and service.	<input type="checkbox"/>	<input type="checkbox"/>
Sourcing, Recruiting, and Interviewing		
Recruits are sourced for candidacy from various schools and platforms that will support an equitable, inclusive hiring process.	<input type="checkbox"/>	<input type="checkbox"/>
Formal job descriptions are aligned to the actual job role (duties, roles, and responsibilities).	<input type="checkbox"/>	<input type="checkbox"/>
Recruits and candidates experience ease in communication with the appropriate representative of the firm.	<input type="checkbox"/>	<input type="checkbox"/>
Recruiters/Hiring team is timely and honest in responses to inquiries from recruits and candidates.	<input type="checkbox"/>	<input type="checkbox"/>
Recruits and candidates have access to resources that will give them realistic insight into the mission, value system, and culture of the firm.	<input type="checkbox"/>	<input type="checkbox"/>
Candidates are given an immersive experience that allows them to observe or be a part of the employee experience so they can gain first-hand experience of what it is like to work for the firm.	<input type="checkbox"/>	<input type="checkbox"/>
Interviews are designed in a structured manner; the structure and questions are job-specific and the same for every candidate interviewing for the job type.	<input type="checkbox"/>	<input type="checkbox"/>
Candidates are given a transparent description of the interview process, structure, and participants.	<input type="checkbox"/>	<input type="checkbox"/>
The atmosphere of the interview is positive and pleasant, not intimidating.	<input type="checkbox"/>	<input type="checkbox"/>
The impact of the work done in the firm is highlighted and celebrated throughout the recruiting and interviewing phase. This is done so candidates can begin to employee contributions to value.	<input type="checkbox"/>	<input type="checkbox"/>
The firm maintains a professional and respectful process from rejecting applicants and candidates.	<input type="checkbox"/>	<input type="checkbox"/>
Hiring and Onboarding		
The hiring team has open discussions and are transparent about their decision-making processes in the selection phase.	<input type="checkbox"/>	<input type="checkbox"/>
Job offers are comprehensive of total compensation and are at minimum competitive to the market.	<input type="checkbox"/>	<input type="checkbox"/>
Job offers are written and are extended in a professional manner with a pleasant phone call preceding the written document.	<input type="checkbox"/>	<input type="checkbox"/>
Salary negotiations are carried out in a professional manner and decisions are made with equity and respect to the market.	<input type="checkbox"/>	<input type="checkbox"/>
New employees are given a connection experience where they are warmly welcomed and integrated into the community.	<input type="checkbox"/>	<input type="checkbox"/>
New employees are given all of the resources, tools, equipment, space, and support that is needed to perform their jobs in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>
New employees are introduced to culture mentors/guides as well as other team members who can help them get acclimated into the firm culture and make any needed clarifications about the job expectations.	<input type="checkbox"/>	<input type="checkbox"/>
The employee receives role-specific training for the appropriate amount of time.	<input type="checkbox"/>	<input type="checkbox"/>
New employees are "checked on" by leadership or HR everyday the first week, at least once again by the end of the first month, the second month, and the third month.	<input type="checkbox"/>	<input type="checkbox"/>
New employees have adequate access to HR representatives for any needed additional onboarding support.	<input type="checkbox"/>	<input type="checkbox"/>
Expectations for orientation, training, and initial contributions are well defined.	<input type="checkbox"/>	<input type="checkbox"/>
Onboarding is organized and is executed in a smooth journey.	<input type="checkbox"/>	<input type="checkbox"/>
Tenured employees are encouraged to reach out to new employees for support and collegiality.	<input type="checkbox"/>	<input type="checkbox"/>
The onboarding journey leans into a learning experience that connects the work to a higher purpose. It teaches the organization's history and future aspirations so employees can connect their contributions to a lineage of purpose.	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Guide to the Employee Experience in the **Nurture and Rentention** Phase

Firm:	Evaluator:	
	Trait Present	Trait Not Present
Leadership Development		
The firm provides ongoing development opportunities for people in leadership roles to enhance their management and interpersonal skills.	<input type="checkbox"/>	<input type="checkbox"/>
The firm provides ongoing development opportunities for people in leadership roles to learn organizational development skills.	<input type="checkbox"/>	<input type="checkbox"/>
Attorney and Staff Development		
The firm provides continuous learning opportunities to attorneys and staff that are designed to improve, enhance, and expand the breadth of knowledge, performance capabilities, and self-confidence in their work.	<input type="checkbox"/>	<input type="checkbox"/>
The firm provides opportunities for career advancement that are directly linked to achievement in SMART goals set for development and achievement.	<input type="checkbox"/>	<input type="checkbox"/>
The steps for career advancement are clearly defined for every role in the firm and are made transparent to all members of the organization.	<input type="checkbox"/>	<input type="checkbox"/>
Performance Management		
The firm has a mentorship program in place to support employee development.	<input type="checkbox"/>	<input type="checkbox"/>
Mentors understand their roles in employee development, have defined objectives, have positive attitudes about the program, and are friendly and approachable.	<input type="checkbox"/>	<input type="checkbox"/>
Mentors have adequate support and guidance from leadership and business development in implementing and maintaining the mentorship program.	<input type="checkbox"/>	<input type="checkbox"/>
Measures are in place to ensure accountability for responsibilities and actions for all employees. The accountability system is well developed and transparent to all members of the organization.	<input type="checkbox"/>	<input type="checkbox"/>
Formal performance evaluations are conducted regularly (semi-annual and annual at minimum).	<input type="checkbox"/>	<input type="checkbox"/>
Supervisors provide performance feedback regularly by informally tracking, noting, and discussing highlights and areas of improvement for subordinate performance.(They also provide suggestions and tangible tactics for improvement)	<input type="checkbox"/>	<input type="checkbox"/>
Subordinates are given regular opportunities to provide feedback to supervisors regarding their performance as workflow and culture drivers.	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Guide to the Employee Experience in the **Nurture and Retention** Phase

	Trait Present	Trait Not Present
Continuity of Camaraderie		
Relationships between supervisors and subordinates are respectful, friendly , and growth-centered. Supervisors have been formally trained to manage with positive interpersonal skills .	<input type="checkbox"/>	<input type="checkbox"/>
The design of the workflow is designed to encourage friendly collegiality and collaboration.	<input type="checkbox"/>	<input type="checkbox"/>
Team building experiences are given to encourage social bonding between employees (in relation to work and without relation to work).	<input type="checkbox"/>	<input type="checkbox"/>
Teams are designed with connection in mind. Then teams are reconfigured to encourage further socialization.	<input type="checkbox"/>	<input type="checkbox"/>
Employees have taken cultural sensitivity training.	<input type="checkbox"/>	<input type="checkbox"/>
The firm is intentional about inclusion in all organizational opportunities: work, socialization, promotion, networking, business development, etc.	<input type="checkbox"/>	<input type="checkbox"/>
Everyone has opportunities to bring their ideas, questions, and concerns to the table and have genuine consideration from leadership.	<input type="checkbox"/>	<input type="checkbox"/>
Individuality/differences are embraced and respected.	<input type="checkbox"/>	<input type="checkbox"/>
The firm continuously scans the work environment for barriers to inclusion and, if any are identified, eliminates them or reconfigures processes or procedures to dismantle them.	<input type="checkbox"/>	<input type="checkbox"/>
Connecting Purpose		
The work of the firm is connected to the core values of the organization	<input type="checkbox"/>	<input type="checkbox"/>
Supervisors help guide the connection of work to a meaningful purpose that other employees can recognize and adopt into their own belief systems.	<input type="checkbox"/>	<input type="checkbox"/>
The firm shows employees how their individual contributions support and advance the goals of the organization.	<input type="checkbox"/>	<input type="checkbox"/>
Employees are enthusiastic about work.	<input type="checkbox"/>	<input type="checkbox"/>
Recognition		
The firm has an employee recognition program.	<input type="checkbox"/>	<input type="checkbox"/>
Leadership/Supervisors publicly and privately acknowledge the individual contributions of all employees.	<input type="checkbox"/>	<input type="checkbox"/>
Employee recognition is documented and expressed in a way that fosters career growth, high morale, and feelings of accomplishment.	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Guide to the Employee Experience in the Nurture and Rentention Phase

	Trait Present	Trait Not Present
Communication, Trust, and Transparency		
The firm supports employee autonomy in decision making related to individual work tasks.	<input type="checkbox"/>	<input type="checkbox"/>
The firm supports employee autonomy in accessing and utilizing allocated budget funds for work-related expenses.	<input type="checkbox"/>	<input type="checkbox"/>
Communication regarding firm performance and goal setting (and the reasons connected to goal setting) is transparent	<input type="checkbox"/>	<input type="checkbox"/>
Changes that affect the way job duties are carried out are shared well in advance of implementation.	<input type="checkbox"/>	<input type="checkbox"/>
Communication from leadership is regular, respectful, and comeprehensive.	<input type="checkbox"/>	<input type="checkbox"/>
The firm has a workplace conduct policy set in place that emphasizes positive interpersonal behavior, respect, and kindness.	<input type="checkbox"/>	<input type="checkbox"/>
Benefits and Wellness Programs		
The firm offers a basic benefits package: healthcare, dental, eye, temporary disability, and life insurance benefits.	<input type="checkbox"/>	<input type="checkbox"/>
The firm offers 401k and/or retirement savings plans.	<input type="checkbox"/>	<input type="checkbox"/>
The firm offers a profit sharing plan.	<input type="checkbox"/>	<input type="checkbox"/>
The firm offers and incentivizes a physical wellness program.	<input type="checkbox"/>	<input type="checkbox"/>
The firm offers a mental wellness program and/or access to a mental wellness therapist.	<input type="checkbox"/>	<input type="checkbox"/>
The firm has a generous and flexible paid-time-off policy.	<input type="checkbox"/>	<input type="checkbox"/>
The firm has a bonus plan in place that motivates employees, inspires connection to work, and reinforces the firm's values through qualitative evaluative factors.	<input type="checkbox"/>	<input type="checkbox"/>
The firm sets base salaries that are, at minimum, competitive to the market.	<input type="checkbox"/>	<input type="checkbox"/>
Work Environment		
The work space is safe and free of hazards that could cause physical harm.	<input type="checkbox"/>	<input type="checkbox"/>
Employees experience ease in accessing the workspace.	<input type="checkbox"/>	<input type="checkbox"/>
The firm has a policy that addresses COVID-19 related procededures.	<input type="checkbox"/>	<input type="checkbox"/>
Employees have easy access to all materials and resources (including technology, software, and applications) needed to efficiently perform their jobs.	<input type="checkbox"/>	<input type="checkbox"/>
The work environment is free of sex, gender, race, or religious biases and discrimination.	<input type="checkbox"/>	<input type="checkbox"/>
The work environment is apolitical.	<input type="checkbox"/>	<input type="checkbox"/>
Employees treat one another with respect, compassion, and consideration.	<input type="checkbox"/>	<input type="checkbox"/>
Work is performed in a welcoming, cordial environment.	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Guide to the Employee Experience in the **Offboarding** Phase

Firm:

Evaluator:

The goal of maintaining a positive employee experience in the off-boarding process is to set the organization's brand/image up for success after employee departure.

**Trait
Present**

**Trait
Not Present**

Resigning and Dismissing

The offboarding process is consistent and repeatable.

The firm expresses appreciation of contributions made by the departing employee

The firm allows the departing employee to have a discussion about their employee experience through an exit interview. The firm answers any questions and is open to hearing feedback and comments from the departing employee.

Firm leaders and other members of the organization maintain a positive, cordial demeanor with the departing employee throughout the entire offboarding process.

Closing Accounts

The firm has a plan in place for knowledge transfer and implements the plan with consideration and respect.

The firm has a communication plan in place to keep other employees/team members informed about how the imminent departure will affect their job duties or responsibilities and a timeline for pivoting.

Maintaining a Positive Connection

Before the employee departs, the firm captures up-to-date contact information.

The firm maintains a database of former employees that could be rehired for future projects.

The firm maintains a communication network for former employees to engage in.

When appropriate, the firm celebrates the employee's next venture.

The firm reaches out with a written note or card expressing well wishes a month post employee departure.