

FLEXIBLE WORK ARRANGEMENTS: GUIDELINES AND MODEL POLICY FOR LAW FIRMS AND OTHER EMPLOYERS

**Saskatchewan Justicia Project
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INTRODUCTION

The Justicia Project

The Law Society of Saskatchewan (“LSS”) developed these guidelines in collaboration with firms participating in the LSS Justicia Project. This project was launched in late 2014, with working groups formed in early 2015. The Justicia Project had initially been undertaken by the Law Society of Upper Canada in 2008, and has subsequently been instituted in multiple other jurisdictions. The primary goal of the Justicia Project was to consider the reasons for poor retention of women in the legal profession (particularly private practice), and to propose changes that would promote the advancement and retention of women in law.

As considerable work has been undertaken by the Justicia committees in Ontario, British Columbia, Alberta, and Manitoba, the LSS Justicia participants have had the benefit of the significant work done in those jurisdictions, including model policies and guidelines for law firms. The LSS Justicia Flexible Work Arrangement Working Group would like to recognize those resources, as this Guide and Model Policy has, in large part, been based on work already completed in those other jurisdictions.

Flexible Work Arrangements

There is no doubt that lawyers face competing personal and professional demands on their time. For some, the rigours of full-time legal practice leave little time for family obligations and other interests. It is critical that firms/employers recognize this dilemma and take steps to facilitate its resolution. Flexible Work Arrangements (“FWAs”) are a valuable option for firms/employers to consider.

FWAs enable some lawyers to strike a balance between their professional responsibilities and responsibilities outside the firm/workplace. As an efficient, productive means by which firms/employers can accommodate individual lawyers’ commitments, FWAs also make economic sense. This is especially so when taking into account the high cost of attrition and recruitment replacement costs associated with the loss of highly trained professionals. The implementation of a policy on FWAs is a progressive step toward resolving some of the problems many lawyers encounter with traditional full-time legal practice.

The experience in the Saskatchewan legal community

While there is legislation in Saskatchewan prohibiting discrimination against persons on the basis of gender or family status¹, and while there is generally no overt discrimination on these bases in law firms, the experience of women (and sometimes men) engaged in the private practice of law is that sometimes discrimination is the indirect result of firm policies and expectations.

¹ *The Saskatchewan Human Rights Code, S.S. 1979, c. S-24.1*

The LSS undertook a survey of all members in September 2015. Among respondents, a majority responded that their workplaces offered FWA, but that most did not have a formal written policy in place. The majority of those responding indicated satisfaction with the current FWA policy in place at his/her workplace. It was encouraging that the vast majority of respondents indicated that co-workers were supportive of those working under a FWA, and also that nearly 90% of respondents who had requested an FWA reported the request being approved. More than half of respondents, however, reported not being aware of any firm policy on FWA prior to making a request.

While it appears that law firm culture in Saskatchewan is moving towards acceptance of FWAs and acknowledging the importance of permitting flexibility among lawyers, communication of that shift is lagging.

Applicability

Law firms are strongly encouraged to develop FWA policies that apply to associates who are employees. Such policies can have an impact on the goals of improving retention and recruitment when made available to those lawyers who are in the early stages of their careers or who may be newer to a firm. However, law firms may also wish to consider whether, in addition to developing FWA policies for associates who are employees, there may be a benefit to making these types of policies available to partners and self-employed associates. While in many cases partners and self-employed associates already have a greater degree of control and flexibility over how they practice, having an FWA policy in place for these individuals sends an important signal that alternative work arrangements are accepted at all levels of the firm and will not be viewed in a negative light.

The considerations for a FWA policy for partners and self-employed associates may well be different from those for associates who are employees. Saskatchewan firms have varied partnership agreements and self-employed associate agreements. As those agreements have been fashioned to meet the specific needs of the lawyers, their respective firms and clients, a further effort might need to be made to fashion a FWA policy that will also address those specific needs. Law firms are encouraged to have this conversation in advance and prior to it being a necessity, to design a policy that will hopefully meet those needs.

The purpose of these materials

This Guide is intended to be a tool for firms/employers to refer to when developing FWA policies. There is no obligation for firms or other workplaces to adopt the Model Policy in Part II or all or any part of the Guide. However, firms should ensure that their policies and practices are consistent with their legal obligations. This Guide is not intended to provide legal advice in respect of those obligations. This Guide is only current as of the date of writing. When drafting a policy, firms should ensure they comply with the relevant legislation and jurisprudence, including *The Saskatchewan Human Rights Code* and the Code of Professional Conduct, where applicable.

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PART I – GUIDELINES FOR LAW FIRMS AND OTHER EMPLOYERS

WHAT ARE FLEXIBLE WORK ARRANGEMENTS?

In general, FWAs are arrangements which allow a lawyer to work less than full-time hours and/or permit flexibility in the lawyer's schedule. The key to FWAs is their flexibility; they are tailored to the particular needs of the individual lawyer and law firm/employer. There is no pre-determined limit to the creativity of an FWA; the only limitations are the arrangement's practicality, fairness, and flexibility within the setting of a law firm/workplace.

When adapting FWAs to law firms/workplaces, the following minimum requirements are suggested:

1. The policy should clearly define what contribution the person is expected to make, i.e. the lawyer must work a defined percentage of his or her prior annual billable and non-billable hours;
2. The lawyer must keep reasonably regular and predictable office hours, and must communicate these to colleagues, clients, and support staff;
3. The lawyer must maintain a degree of flexibility in his or her schedule in order to accommodate client emergencies, peak work periods, or difficulties in scheduling;
4. The lawyer must maintain reasonable contact with his or her legal assistant during off hours/days; and
5. Periodic reviews should be mandatory to ensure that the arrangement is continuing to work for both the firm/employer and the lawyer, and to make necessary adjustments.

These criteria are not limitations on the creativity of proposed FWAs – they are merely suggested threshold requirements and elementary aspects of professional responsibility.

TYPES OF FLEXIBLE WORK ARRANGEMENTS

Some examples of FWAs include:

1. Full-time flexible arrangements
 - a) Flexible working time: With flexible working time, the number of hours that must be worked and billing requirements do not change, but the usual fixed hours are replaced by a flexible schedule. There is usually a core time during which all employees are to be present, with the flexible portions being identified to ensure common understanding.
 - b) Compressed work week: There are varying forms of the compressed work week, one example being four days of 10 to 12 hours per day.
 - c) Remote access: This type of FWA includes work-at-home arrangements, whereby all or part of the work arrangements can be conducted at home or an alternative location. This option has become much more common with the advance of technology.
2. Part-time arrangements
 - a) Job sharing: Job sharing entails two people sharing the responsibilities, hours, salary and benefits of one full-time position. It is a flexible form of permanent part-time work, which can be characterized by a division of the work itself, the work week, or days, or by alternating weeks.

- b) Part-time work: Part-time work means reduced hours, either by shorter daily hours, or by working fewer days in a week.
- c) Contract work: The lawyer may be responsible to complete or conduct a specified project or case, billed on an hourly or per project basis.

PURPOSES OF FLEXIBLE WORK ARRANGEMENTS

As stated above, FWAs help lawyers balance work with outside interests and commitments. Although raising children is probably the most commonly articulated purpose for using FWAs, other purposes may include family commitments, medical reasons, educational advancement, teaching, political aspirations, and bar activities.

There are many significant benefits to firms offering FWAs to lawyers. Firstly, they have been shown to increase retention of both women and men, thus reducing the costs to firms for recruitment and the loss of legal talent. Secondly, FWA policies are sure to make a firm more attractive to students and lawyers who are interested in employment. Most importantly, providing this career flexibility increases the long-term commitment of lawyers to the firm/work place.

THE NEED FOR MUTUAL FLEXIBILITY

The success of an FWA depends almost entirely on the flexibility of the lawyer working the alternative schedule, the firm management, and the other lawyers in the firm/workplace.

1. The lawyer working under an FWA

Although the lawyer's schedule must be respected to the extent possible, there will inevitably be occasions that demand the lawyer's availability without regard to his or her intended work schedule. The lawyer whose FWA has been approved must be flexible enough to accommodate occurrences such as client emergencies, peak work periods, and scheduling difficulties. These circumstances are inevitable for any professional, and the lawyer working on an alternative schedule is no exception. In general, these circumstances should not amount to more than minor glitches in the efficient functioning of the alternative work schedule. If these occasions occur with enough frequency that the schedule is consistently being disrupted, this should be brought up by the lawyer at his or her periodic review.

2. Firm management

After approving the FWA, firm/employer management should remain supportive of the lawyer. If problems with the schedule arise, these should be constructively addressed at the lawyer's periodic review. Every reasonable effort should be made to encourage the proper functioning of the FWA, including encouraging other lawyers to be more flexible when dealing with lawyers working alternative schedules. Above all, management must respect the integrity of the FWA.

3. Other lawyers in the firm/workplace

The success of an FWA depends largely on the cooperation of all lawyers within the firm/workplace. Aside from obvious behaviour such as denigrating lawyers working alternative schedules, other lawyers can impede the efficient functioning of FWAs by consistently scheduling meetings at problematic times.

Other uncooperative behaviour might include intimating to clients that the lawyer working an FWA is "never around", demonstrating open and unreasonable frustration with the lawyer's schedule, or badgering the lawyer working an FWA on days/hours off. The lawyer electing to work on an FWA needs to ensure the adequate arrangements are made to service clients so that other lawyers do not become unduly burdened during the lawyer's absence from the office. The key to successfully implementing an FWA is good communication between all the lawyers in the workplace.

CONCERNS ABOUT FLEXIBLE WORK ARRANGEMENTS

The literature in this area discloses concerns commonly raised about FWAs. Although these concerns often lack any factual basis, they both create and are used to justify negative attitudes about FWAs. Accordingly, concerns about FWAs must be addressed so that they are not ultimately damaging to the success of an effective policy. The concerns can be roughly grouped under the following headings:

1. Profitability

Understandably, the major drawback to FWAs for law firms/employers is their perceived lack of profitability. This concern, however, is often more of an assumption than a fact. The experience of other occupations (i.e. the public service), and of law firms/employers within Canada and the United States shows this concern to be more prevalent than its validity warrants. In fact, FWA policies can increase the profitability of a firm/employer. Longer range profitability for the firm/employer includes the retention of talented and experienced lawyers, increased loyalty, a reduction in turnover, and therefore a reduction in training expenses.

2. Productivity

This concern often takes the form of a rather crude comparison: a lawyer working full-time is obviously more productive than one working reduced hours. This is not necessarily the case. A better starting point would be to analyze the productivity for the amount of time worked. The American literature suggests that lawyers working FWAs are often more productive on a pro rata basis than their full-time colleagues. Because lawyers on FWAs have a limited amount of time within which to complete their work, they are forced to be more organized and efficient. Contrary to popular belief, FWAs can increase lawyer productivity and reduce wasted time.

3. Commitment

Lawyers on FWAs are often regarded as lacking in commitment to the firm/employer. Because they choose to spend some of their time elsewhere, this is seen to signify reduced loyalty to the firm/employer. However, there is no necessary correlation between hours worked and firm/employer commitment. FWA lawyers are likely to demonstrate strong loyalty to the firm/employer, because despite their familial demands or other ambitions, they are actively seeking ways to remain involved in practice with the firm/employer. These lawyers are ensuring that their work does not suffer because of personal commitments. The concern about commitment depends on how FWA lawyers are characterized. If a lawyer on an FWA is characterized as a "shirker" who is not a true member of the firm/employer, that lawyer's commitment is called into question. If, however, the lawyer is seen as attempting to balance important life goals by developing a mutually beneficial work schedule, the lawyer's commitment is not an issue.

4. Service to clients

Genuine concerns about reduced service to clients are commonly voiced. Firms worry that lawyers on FWAs will be difficult to contact, and will be unable to deal with day-to-day client needs. However, proper organization and scheduling have been used to alleviate this concern. For various reasons (e.g. court appearances, meetings, etc.), most full-time lawyers are unavailable for certain predetermined times each day or week; the solution is to ensure careful scheduling of client interviews or meetings.

5. Firm/employee morale

Will friction between lawyers working full-time and lawyers who have chosen FWAs damage morale? To a large extent, the answer depends on the FWA developed, the manner of its implementation, and the way in which it is communicated to the members of the firm/workplace. Certainly, with a properly developed and implemented FWA, there should be no reasonable grounds for resentment. As long as it is emphasized that an FWA lawyer's salary is commensurate with his or her reduced billable hours, other lawyers will realize that "free time" has its price.

The success of any FWA will depend on all members of the firm/workplace. Accordingly, the firm/employer should encourage wide acceptance of any policy by all the lawyers in the firm/workplace. This can be done by ensuring that all lawyers are involved in the formation of a policy. At the very least, the policy should be carefully explained to everyone, so that lawyers who take advantage of the policy are not seen as being given special privileges.

6. The "floodgate" concern

The fear that firms/employers will become a schedule-bound morass of lawyers on FWAs is unfounded. The reality is that most lawyers are dependent on a full-time salary and/or prefer a more traditional schedule; firms/employers with FWA policies have not experienced an overabundance of lawyers eager to participate. FWAs appeal primarily to lawyers who have responsibilities and commitments in other areas.

7. Unworkable in the practice of law

A common assumption is that FWAs just will not work for lawyers. However, experience in law firms and other legal workplaces in Canada and the United States exposes this as a myth. Lawyers in virtually all areas of law have adapted FWAs to fit their practices. The key once again is the level of flexibility and organization that is maintained by the lawyer working an alternative schedule. For example, sometimes a reduction in the number of clients a lawyer is responsible for enables the lawyer to have greater control (and fewer conflicting demands) over his or her time.

THE NEED FOR A WRITTEN POLICY

As noted above, many Saskatchewan firms/work places have an FWA policy or address requests for FWA on an *ad hoc* basis, but the majority of those do not have a written policy. Because a written policy ensures that the same criteria apply to everyone equally, a written policy enables lawyers who are considering FWAs to know the grounds on which their requests will be considered, as well as the impact the FWA may have on salary, benefits, and progression towards partnership.

Moreover, a written policy alleviates the potential problems of hostility, lack of respect, and lack of support that may arise from *ad hoc* decisions. In general, written policies are advisable because they provide a clear understanding of the expectations and responsibilities of all parties affected by the alternative work schedule.

Implementing a policy on FWA will increase transparency within the firm, as well as objectivity, fairness, predictability and consistency in decision-making.

PART II - MODEL POLICY FOR LAW FIRMS AND OTHER EMPLOYERS

FLEXIBLE WORK ARRANGEMENTS POLICY

1. STATEMENT OF PURPOSE

[FIRM/EMPLOYER NAME] recognizes that in addition to having a strong commitment to the Firm/workplace and to the practice of law generally, individual lawyers may have family obligations or other interests which make it necessary for them to develop ways to better manage their time. This policy will provide productive and flexible alternatives to a traditional work schedule for lawyers who wish to balance professional responsibilities and other pursuits.

With the guidelines set out in this policy, [FIRM/EMPLOYER NAME] will make every reasonable effort to facilitate the implementation of Flexible Work Arrangements ("FWAs"). [FIRM/EMPLOYER NAME] realizes that the participation and contribution of all firm members/employees is necessary for the success of FWAs. Lawyers working alternative schedules remain committed professionals, and [FIRM/EMPLOYER NAME] believes that their opportunities for professional growth and career advancement should not be suspended. [FIRM/EMPLOYER NAME] recognizes its responsibility to balance the interests of the lawyer requesting an FWA, the other lawyers in the firm/workplace, the clients, and the firm/workplace itself. Efficient and organized FWAs can work to the advantage of all parties concerned.

2. TYPES OF FLEXIBLE WORK ARRANGEMENTS

FWAs are adapted by lawyers to fit their individual situations. As such, arrangements may be structured to reduce hours by altering hours, days, or weeks worked, or to maintain hours but at non-traditional locations or times. The variety of FWAs is limited only by the need to strike a workable balance between the lawyer's personal and professional responsibilities and the interests of the Firm/employer. FWAs may include job sharing, part-time work, flexible working hours, a compressed work week, or working from a remote location.

3. REQUIREMENTS

Although there is no pre-determined format for all FWAs, they must conform to the following four basic requirements:

- a) The arrangement should clearly define what contribution the person is expected to make; i.e. The lawyer works a defined percentage of his or her prior annual billable and non-billable hours;
- b) The lawyer keeps reasonably regular office hours, and communicates these to colleagues, clients, and support staff;
- c) The lawyer maintains a degree of flexibility in his or her schedule in order to accommodate client emergencies, peak work periods, or difficulties in scheduling; and
- d) The lawyer maintains reasonable contact with his or her legal assistant during off hours/days.

The success of an FWA requires the acceptance and understanding of all lawyers in the firm/workplace. Other lawyers must take into account the periodic lack of availability of the lawyer working an FWA, and must be reasonable when scheduling meetings with him or her.

4. ELIGIBILITY

The [FIRM/EMPLOYER] may implement eligibility requirements as adopted by the [FIRM/EMPLOYER] from time to time.

5. DURATION

Periodic review of lawyers on FWAs will determine the future workability of each schedule, having regard to the needs of the lawyer, and the overall needs of the firm/employer and its clients.

6. WORKLOAD AND LEVEL

Although lawyers working FWAs may have a reduced volume of work, they will continue to be assigned matters commensurate with their experience and abilities. FWA lawyers will not, by virtue of their limited schedules only, receive limited assignments of duties far lighter than they are capable of handling. Lawyers working FWAs remain professionals; they will be given the opportunity for professional challenge and growth.

7. COMPENSATION AND BENEFITS

The compensation and benefits for lawyers working FWAs will generally be adjusted on a pro rata basis reflecting the reduced hours worked, if any. The basis for compensation will be confirmed in writing by the Firm/employer and the lawyer working an alternative schedule prior to the change in the work schedule occurring.

8. PARTNERSHIP

An FWA may (but does not automatically) have an impact on progression to partnership, to the extent that such arrangement has an effect on a lawyer's practice and professional development. This will necessarily be assessed on a case by case basis. The impact that the FWA may have on the timeline, process and criteria to be achieved to enter the partnership will be discussed by the Firm/employer and the lawyer working an FWA prior to the change in the work schedule occurring. Thereafter, progression towards partnership will be discussed regularly during routine reviews of the FWA lawyer.

9. REQUESTS/PROPOSALS

Requests for FWAs will be submitted to [MANAGING PARTNERS/FIRM/EMPLOYER COMMITTEE] and must be in writing. The requesting lawyer will submit the proposal at least [THE SUGGESTED MINIMUM NOTICE PERIOD IS TWO MONTHS] before he or she proposes to begin working the alternative schedule. [FIRM/EMPLOYER NAME] may consider shortening or waiving this notice period under certain circumstances. The lawyer requesting the FWA will estimate the average annual billable and non-billable hours the lawyer has been working, and will outline the structure of the proposed alternative schedule. The lawyer requesting an alternative work arrangement is not obliged to give reasons for his or her request.

10. APPROVAL

When considering proposals for FWAs, [MANAGING PARTNERS/EXECUTIVE COMMITTEE] may consider the general workability of the proposal itself, the workload and coverage situation in the lawyer's department, and the number of other lawyers already working alternative schedules. [FIRM/EMPLOYER NAME] will attempt to facilitate approval of all reasonable proposals.

11. REVIEW

Lawyers on FWAs will be subject to the same periodic review as full-time lawyers. A component of this review will be an assessment of how well the alternative work arrangement is working for both the lawyer and the Firm/employer. If the schedule is found to be problematic or deficient in any way (e.g. impeding the efficiency of client service or the lawyer's professional development), the lawyer and the [FIRM/EMPLOYER REVIEW COMMITTEE] should discuss what arrangements are needed to render the schedule more efficient and effective.

12. TERMINATION

If an FWA is consistently problematic, the Firm/employer will discuss the problems with the lawyer, and give him or her an opportunity to correct them. [FIRM/EMPLOYER NAME] may terminate the FWA if, after discussions with the lawyer, the lawyer continues to fail to meet the requirements of the arrangement. The Firm/employer will give the lawyer at least [THE SUGGESTED MINIMUM NOTICE IS TWO] months' notice of the termination of the FWA.

A lawyer working under an FWA who wishes to terminate the arrangement and return to full-time practice will give the Firm/employer at least [THE SUGGESTED MINIMUM NOTICE PERIOD IS TWO] months' notice.

PART III - MODEL FLEXIBLE WORK ARRANGEMENT PROPOSAL FOR LAWYERS

MODEL PROPOSAL

Name:

Year of Call:

Office:

Practice Group:

Proposed FWA start date:

Practice Group Leader:

Managing Partner:

1. What is the flexible work arrangement (FWA) you are proposing?

Please consult the policy for a list of examples of FWAs. (Comment: Please outline the key features of your FWA proposal, including the FWA hours target, the work schedule, such as hours and days worked, and the days when you will generally be available and the days when you expect to be in the office.)

2. What is the start date and length for your proposed FWA?

(Comment: Also indicate whether you would be willing to work the FWA on a trial basis and, if so, the timeline.)

3. What is the business case for your proposed FWA?

(Comment: Outline the financial and other implications of FWA proposal. Note: Completion of this aspect of the proposal will require the input/assistance of your supervising partner, practice group leader or managing partner.)

4. What are your proposed annual target billable hours?

5. What are your proposed annual target non-billable hours and what is the general nature of the non-billable activities?

(Comment: Also indicate how you will continue to conduct new business development, including networking and participating in marketing efforts, participation in Practice Group and Continuing Legal Education activities as well as in internal firm/employer events or functions.)

6. How do you expect to manage your workload?

(Comment: You may include information about the following: your recent and anticipated workload; your expected sources of work; how the work will be shared with other members of the firm/employer; how the work will be handled in the context of the FWA (particularly on those days when you are not in the office); the benefits of the proposal; and your flexibility and availability, such as your availability to travel and to meet unexpected work needs.)

7. How will you meet clients' service expectations and manage clients' demands? What can the firm/employer do to help?

(Comment: Maintaining professional and high quality client services is essential and an outline on how such services will be maintained is helpful in considering your request. You should include your current client responsibilities/relationships and any changes your new arrangement would require, such as transitioning clients to other lawyers and relinquishing main contact relationships. Where a primary client contact relationship will be maintained, discuss proposed arrangements for coverage of client matters when you are not in the office. Please also indicate how the firm/employer can support you to meet client expectations, such as greater assistance from other lawyers, students or paralegals, or using technology to facilitate remote access.)

8. What level of compensation do you hope to receive during the term of the arrangement?

(Comment: The lawyer may also wish to include expectations related to bonuses.)

9. What are the benefits that you would like to maintain, including vacation that you would expect to receive during the term of the arrangement?

10. What are your administrative and technology requirements under the FWA?

(Comment: For example, office space, support staff, home office accommodation, and other administrative matters or technical resources such as lap top computer or smart phone.)

11. What mentoring and career development support can the firm/employer offer you to help make your arrangement successful?

(Comment: You should also describe how you will maintain your professional development, such as participating in firm/employer sponsored or external courses, keeping current on general legal issues and case developments.)

12. Is there anything additional you would like to add in support of your proposal?

(Comment: If there are any extenuating circumstances that you would like us to be aware of or other reasons in support of your proposal, please feel free to provide those here.)

PART IV - FLEXIBLE WORK ARRANGEMENTS CHECKLIST FOR LAW FIRMS AND LAWYERS

Firm/Employer Perspective

- ✓ Economic and business implications for the firm/employer
 - Consider the number of FWAs that the firm/employer can economically support and the profitability of any particular proposal
 - Review the profitability of the proposal
- ✓ Anticipated length of the FWA and its impact on the firm/employer
- ✓ Ability of the lawyer and the firm/employer to effectively service its clients
- ✓ Ability of the firm/employer to allocate and manage the workload of lawyers with whom the lawyer works
 - Input from the practice group leader will be required
- ✓ Mentoring and professional development needs of the lawyer
- ✓ The lawyer's demonstrated commitment to his or her practice, including ability to develop his or her practice, delivering quality service to clients and fulfilling firm/employer responsibilities
- ✓ Capacity of the lawyer who is on the partnership track to continue with the firm/employer and achieve the criteria necessary for admission to partnership, including developing a mature practice, exceeding performance expectations, demonstrating commitment to the firm/employer, consistently delivering quality service to clients and fulfilling internal firm/employer responsibilities
- ✓ Potential benefits to the firm/employer and lawyers generally, such as improved morale, retention and loyalty, increased performance of the lawyer and a more representative or balanced professional group
- ✓ Whether the proposal will meet the lawyer's professional development and career goals in the short and long-term
- ✓ Whether colleagues will continue to provide the lawyer with assignments consistent with the proposal and his or her development
- ✓ Whether the department and type of practice lend themselves to the Flexible Work Arrangement
- ✓ Whether the business case for the FWA is sound from the firm/employer's perspective
NOTE: An application could be denied even if it meets all the factors outlined. A lawyer's individual performance at the firm/employer is not the only factor that will be considered by the firm/employer.

Checklist of Expectations and Details to be addressed

- ✓ Target billable and non-billable hours
- ✓ Compensation and benefits
- ✓ Office space arrangements and administrative resources
- ✓ Technology and other required resources
- ✓ Length of the FWA
- ✓ Review process and timeline
- ✓ In the case of associates who are on the partnership track, the timeline and factors for consideration to partnership
- ✓ Performance level expectation