



Recruiting 101

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Cycles of Legal Recruiting

Fall
Finding the right
pieces (OCI)

Winter
Setting up – do
you have all the
pieces?

Summer
Have fun
completing the
puzzle!

Spring
Begin putting
the puzzle
together

Ongoing Issues

- Lateral Hiring
- Associate Retention
- Associate Evaluations
- Resume Management
- New Associate Orientation



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What is the Fall Season?



- Firms interview law students on campus and in the office to fill the next year's summer associate class

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Tasks Related to Fall Recruiting

- Choose which attorneys will interview on-campus
- Confirm commitments from attorneys
- Finalize OCI interview list
- Confirm with schools
- Recruitment/Hiring Committee to discuss OCI process

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Tasks Related to Fall Recruiting

- Determine the number of students you want to call back
- Prepare notebooks for OCI schedules, including marketing materials
- Meet with each OCI interviewer to explain process
- Prepare Fall Recruiting Interviewer's Manual

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Fall Season Kick-off Ideas for Firm



- Luncheon for attorneys
- Interview skills workshop
- Memo from hiring partner
- Balance between too much information and not enough

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Preparing OCI Interviews

- One-on-one preparation
 - Knowing what the firm is looking for
- Hotel/transportation
- Packets/materials
- Communication
 - With attorneys
 - With schools/hotels
 - With applicant
 - With department
 - With support staff

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After the OCI interview

- Meet with interviewer
- Follow-up invites (phone and letter)
- Send reject letters same day
- Be ready for applicant calls

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Scheduling Call-backs

- Have cheat sheet ready!
- Phone etiquette
- Have departmental scheduling system
 - Computerized calendar
 - Paper calendar
 - One oversized calendar
 - Whatever works!



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Scheduling Call-backs

- Know your calendar
 - What time should you schedule applicants?
 - What dates will you not have interviews?
- Have a "phone buddy"



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Finding the Right Pieces

- Coordinate all call-back interview schedules
- Schedule call-back candidates hotel/travel arrangements
- Carefully craft personalized call-back schedules

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Finding the Right Pieces

- Meet with all candidates for introductions on day of call-back interview
- Follow-up on all evaluations for in-house interviewing
- Maintain candidate tracking database
- Extend offer in a timely manner
- Follow-up on offers made
- Continuously review all unsolicited resumes

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Finding the Right Pieces

- Prepare agenda and participate in weekly committee meetings
- Mail rejection letters
- Update weekly status reports on interview season – acceptances/declines
- Be familiar with NALP's Timing Guidelines

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Winding Down

- Track and coordinate reimbursement of interviewing expenses incurred
- Coordinate candidate expense sharing with other firms
- Prepare law school feedback forms
- Start receiving 1L resumes
- Make decision regarding 1L status for program

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Clean Up and Rest Up

- What do we do with *all this time*?
- Review and revise firm resume
- Review NALP forms
- Prepare summer associate event budget
- Create internal summer associate working documents
- Begin to construct event calendar
 - Are there events that require early reservations?
- Determine firm policy on splitting

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Clean Up and Rest Up

- Complete and submit NALP forms
- Select law schools at which to interview in the fall
- Continue to organize social events for summer associates
- Send letter and information form to summer associates
- Select/appoint attorneys to be involved in various aspects of the summer program
- Contact and inform firm departments of summer class arrivals

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It All Starts Coming Together

- OCI so soon?
- Don't forget that summer is right around the corner
- Begin on-campus interviewing (OCI) registration process
- Meet with Recruitment/Hiring Committee

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It All Starts Coming Together

- Make summer associate salary recommendation
- Request summer housing mailings from both NALP and your city group
- With data received from information form, prepare charts and lists for distribution

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It All Starts Coming Together

- Prepare summer associate profiles and distribute to the firm
- Continue summer associate event planning
- Orientation binders
- Select partner and associate mentors
- Provide mentors with explanation of mentor program along with summer associate's resume
- Order gifts and city information

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It All Starts Coming Together

- Reserve conference rooms for internal weekly seminars and lunches
- Confirm that firm departments are prepared
- Order welcome gifts/exam study packages
- First of May (or late April) send welcome letter with listing of participants and instructions for arrival

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It All Starts Coming Together

- "Finalize" summer calendar
- Prepare and distribute summer associate information and explanation of the program
- Prepare for summer associate orientation
- Confirm office and secretary assignments
- Meet with summer associate secretaries

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Completing the Puzzle

- Determine responsibility for work distribution
- Establish evaluation procedures
- Establish work "rotation" philosophy
 - One practice area for duration of summer
 - Formal rotation system
 - Informal floating between practice groups



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Summer Associates Arrive!

Goals:

- Provide participants with an in-depth introduction to the culture and philosophy of the firm
- Provide Recruitment/Hiring Committee, through a well-administered program, with an in-depth knowledge and understanding of each summer associate



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Completing the Puzzle

- Administer work assignments for summer associates
- Act as a resource with attorneys and summer associates
 - Collect work product and evaluations
 - Constantly monitor evaluations
- Monitor expenses and budget
- Attend social events
 - Have fun!



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Completing the Puzzle

- Provide mid-summer evaluations for summer associates
- Adjust work assignments as needed
- Work for a variety of people at a variety of levels
- Adjust social outings
- Keep in contact with mentors



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Completing the Puzzle

- Prepare final evaluations
- Prepare exit forms
 - Sit down with summer associates before departure
- Meet with Recruitment/Hiring Committee to make offer decisions
- Decisions are due November 15.



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Lateral Hiring



- Determine needs
 - Communicate with practice groups
- Monitor progress of in-house interview scheduling, completion of evaluations by interviewers, keeping practice group informed of progress

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Lateral Hiring

- Methods of searching:
 - Search Consultant
 - ◆ Know firm policies
 - ◆ Establish rapport
 - Use resources from within the firm
 - ◆ Set up location for postings
 - ◆ Reward employees with a referral bonus program
 - Internet/on-line search firms
 - Newspaper ads
 - Consider temporary or contract attorneys
 - Law school alumni newsletters
 - Utilize firm Web site



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Other On-Going Recruitment Duties

- Advise firm management on associate morale and retention
 - Monitor compensation issues
 - Antitrust issues
- Manage responses to unsolicited resumes
- Associate evaluations
- Associate retention
 - Involvement with Partner/Associate Committee
- Associate development/training

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Short List of Useful Web Sites

- www.nalp.org
- www.abovethelaw.com
- www.law.com
- www.martindale.com
- www.nylj.com (New York Law Journal)
- www.ala.net (Association of Legal Administrators)
- www.vault.com

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If You Have Questions, Please Feel Free to Contact Us and We Will Be Happy to Assist You

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