

ALIGNING RECRUITING STRATEGY WITH FIRM VISION  
2010 NALP ANNUAL EDUCATION CONFERENCE

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**A. Proactively seek guidance from internal firm administrators to learn the firm's strategy, vision, and goals.**

- Increase your involvement in the planning for the annual Hiring Partners/Recruiting Brainstorming/Planning Meeting.
- Work on building relationships with decision/policy makers so you're seen as a "Trusted Advisor."
- Recruiter's Visibility in Legal Community.
- Recruiter's Visibility Within the Firm.
- If applicable, review the Firm's Strategic Plan, Firm's Annual Business Plan, Annual Practice Group Plans, Diversity Committee Business Plans.

**B. Develop recruitment initiatives that fit into, and support, the firm's strategic plan.**

- Prepare Legal Recruiting Business Plan and Metrics.
- Lateral Partner Growth and Integration.
- Legal Recruiting Planning - Annual (FY) Budget.
- Support Diversity Initiative Programs.

**C. Examples/ways of adapting summer program objectives from the old standard to the new: shifting the focus from the party to the training and assessment.**

- Shorten the length of the summer program.
- Fewer resources - attorneys deliver training programs.
- Host fewer social events.
- Have summer associates design a community service activity each summer.
- Treat summers more like associates.
- Provide real billable work.
- Provide timely and objective feedback.
- Increase training and development opportunities.
- Offer to acceptance ratio's, what do these results show, are you improving the quality of recruits?

**D. Aim for success with lateral recruitment with examples of orientation, mentoring, and general integration of laterals.**

- Customize programs that address the specific needs of lateral partner and associates during the orientation and integration process.

Partners:

- Assign to Client Service Teams.
- Share Practice Group Business Plans.
- Lateral Partner Spotlight - Introduction at Practice Group/All Partner Meetings.
- Practice Group Educational Series.

Associates:

- *New Compensation Models:* How a firm's changed (or changing) compensation model affects recruiting strategy.
- Clearly communicate Practice Group billable hour expectations.
- Provide lateral with support through marketing and mentoring to help them achieve their goals as well as the firm's.

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**Human Resources Business Plan - FY2010**

**EXAMPLE**

1) **Partner Recruiting:**

Sustain targeted growth in selected offices and stay aligned with strategic plan goals.

**Owners:** Administrator, Attorney Recruitment, Strategic Growth Partner, Office Managing Partners, Recruiting Managers

**Actions:** Legal Recruiting will continue to work with the Strategic Growth Partner to achieve targeted growth in the following offices:

- **Name of Office:** The (City) Growth Initiative is focused on the commercial bankruptcy, restructuring and creditors' rights, commercial litigation, corporate services, health law, intellectual property and trusts and estates practice groups, and is open to partners in other practice areas who possess a strong book of business. Based on historical data\* and the current economic environment, the FY2010 goal is to hire 10 partners. As of August 1, 2009 the (City) office had \_\_\_ attorneys (\_\_\_ equity partners, \_\_\_ income partners, \_\_\_ contract partners, \_\_\_ Of Counsel, \_\_\_ associates). \*In FY2009 the (City) office hired \_\_\_ attorneys (\_\_\_ contract partners, \_\_\_ associate). In FY2008 the (City) office hired \_\_\_ attorneys (\_\_\_ contract partners, \_\_\_ Of Counsel, \_\_\_ associates).

**Budget:** \$\_\_\_,000 - Contract Partner Agency Fees and Signing Bonuses.

**EMAIL TO NATIONAL RECRUITING COMMITTEE CHAIR:**

**Hi \_\_\_\_\_. I gathered some information as it relates to (law school). Please let me know if you want me to send this information to you in the form of a memorandum, or if there are changes or comments to the content below. Thanks - \_\_\_\_\_**

(Name of law firm) invested in (name of program) in 2007, and in each subsequent year (2008 and 2009) the firm participated in two (name of law school) programs, "Masterclass, the Art of Mingling" event and "Succeeding as a Summer Associate" panel. Our recruiting record at (name of law school) had been somewhat disappointing prior to 2006, but with an investment in (name of program) as an Elite Sponsor, and increased visibility and participation in (name of law school) programs, the (city) office had a (name of law school) 2L participate in the 2009 summer program. Based on data collected from 2006-present, it appears our high level of visibility at (name of law school) has produced noteworthy results.

Attached is a chart summarizing the data we use to analyze our recruiting efforts at (name of law school):

**Name of Law School Write**

**Ins**

	<b>2Ls</b>	<b>1Ls</b>
2006	3	6
2007	0	11
2008	3	16

**Name of Law School OCI**

**Interviews**

	<b>2006</b>	<b>2007</b>	<b>2008</b>
# Signed-up for OCI	0	5	13
# Call Backs	0	1	5
# Interviewed	0	1	4
# Offers Made	0	0	1
# Offers Accepted	0	0	1

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