

Managing the Madness: The August Reality

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How to Manage

- Start Early – Pre-OCI Activities
- Prioritizing Tasks
- Staffing
- Hiring Committee
- Utilizing Technology
- Get the Attorney Buy-in & Schedules
- Be Creative – Use the Numbers & Get Competitive
- TCPB

Get Started Now – Pre-OCI

- Schedule orientation for new HC members
- Put important dates on the calendars
 - OCI, fly back weeks, HC meetings, follow up dinners
 - Find out if they have scheduled a vacation, trial, etc.
- Make recommendations for on-campus interviewers
 - Rank attorneys in preferential order to avoid going back to HC for input

Strategize & Make Goals

- Schedule a team meeting with HC and OCI
Interviewers:
 - Review hiring statistics from previous season
 - Target specific schools
 - Add/remove schedules
 - Host more/fewer offer events
 - Discuss recruitment goals/strategy: Hiring Criteria (GPA, Moot Court, Law Review; what is preferred?)
 - Determine how interviewers should provide OCI feedback to make the callback decision process more efficient

Be Creative with Staffing

- Hire temps from an agency
- Hire student interns
- Borrow staff from other departments that might be less busy in August
 - Marketing
 - Professional Development
 - Human Resources
- Outsource administrative work to word processing/doc services/secretarial services

Working Effectively with the Hiring Committee

Committee Structure

- Varies by firm and office size
- Should representation be proportionate to the size of the office(s)?
- Would a two tier structure work for your firm?
- Succession planning
- Associate involvement

Callbacks

- Having a HC member on each callback schedule can expedite hiring decisions
- Shorten HC interviews
- Consider scheduling HC members at the same time of the day

Working Effectively with the Hiring Committee

Post-Callback

- Files should be complete – follow up on vague evaluations
- Organize files to expedite the discussion
- Do your homework
 - Be ready to answer questions about each candidate

Post-Offer

- Frequent reporting
- Strategize with your HC to increase the likelihood of an acceptance
- Who's next in line?
 - Be ready to pull the trigger if an offer is declined

Technology is Your Friend

What will save you time?

- Consider online callback scheduling vs. phone based system
- Think about displaying files electronically in your meetings
- E-Meetings: Give your process a turbo boost!
- Collaborate with your IT Department to develop a file review site that allows the committee to review files, provide comments and make a final vote without the need for a meeting

Technology is Your Friend

What will save you time?

Fall Recruiting File Review

Expedite clear yeses

Fall Recruiting Files

- Charlotte
- Chicago
- Houston
- Los Angeles
- New York
- San Francisco
- Washington DC

2013 OCI Historical Data

Law School Rankings and Hiring Criteria

Offer Status

- Yes
- No
- Hold
- In Progress

Offer Letters

- Charlotte
- Chicago
- Houston
- Los Angeles
- New York
- San Francisco
- Washington DC

Access to historical data

Type	Name	School	Year	GPA	Callback Date	Eval Score	Offer Status	Approved Date	File Status	Post Track
	Doe, John	DePaul	2016	3.48/4.00	8/13/14	3.00	No	9/3/2014	File Status	No
	Smith, Susie	UCLA	2016	3.69/4.3	8/14/14	3.00	No	9/2/2014	File Status	No
	Johnson, Lisa	Michigan	2018	3.83/4.00	8/15/14	3.80	Yes	8/18/2014	File Status	Yes
	Brown, Brian	Notre Dame	2016	3.73/4.00	8/18/14	3.50	Yes	8/20/2014	File Status	No

Get Attorney Buy- In

It Starts At the Top: Using Your Managing Partner and Hiring Committee

- Ask your managing partner or firm chairperson to send an email to all attorneys to “kick off” recruitment season
 - Email should be from someone persuasive
- Your hiring partners or senior leadership on your HC should also lend visible support to the cause
- Attorneys need to hear from firm management that recruitment is viewed as a critical, valuable tool to maintain the lifeblood of the firm

Be Respectful of Your Attorneys' Time

The Biggest Challenge: Recruitment Needs vs. Client Needs

- Attorneys must devote a tremendous amount of time and energy to client needs
This is their primary job
- Designate which attorneys will be your on-campus interviewers and which will be in-firm callback interviewers
Don't abuse either category
- Make it personal
- What can you cut? Coffees? Lunches?
- Stay in contact with Assigning Partners to be mindful of who is very busy
Give those people a pass
- Communicate
- Be appreciative

Be Creative: Sway with Statistics

It's All About the Data

- Attorneys are fact finders: Use the data to your advantage
- Appeal to the attorneys' sense of responsibility to their practice
- Host a session before recruitment season to show the numbers
- Make sure you understand past trends and provide a model for future goals

Be Creative: Competition

It's All About the Data

- Incentivize attorneys to participate; create an environment of healthy competition
- Create “school teams” by appealing to attorneys’ sense of personal responsibility – maximize school spirit; create competition among schools
- Make in-firm interviews fun: create attorney winners each week; give them a small prize (a coffee card, Fandango gift card, or a “day off” from interviewing)
- If all else fails, remind them what others have done, and are doing, for the cause

Taking Care of Personal Business

- Keep morale and productivity up—easy to get bogged down during the busy times
- Talk to your team about scheduling one late night per week.
 - Planning this in advance will be less disruptive to everyone’s personal life
- Do something nice for your staff/co-workers
- Schedule personal items for before/after recruiting season
- Schedule a time every day to talk a walk or visit with someone—get out of your office and move around!
- A positive attitude is contagious--your team, attorneys and recruits may just follow your lead!

Super Days & Compressed Schedules

- Evening Interview Programs, Super Callback Days, Super Saturdays – define the structure
- Pros: students get in quickly, attorneys' schedules are maximized, decisions get made faster
- Cons: are the students seeing the office at its best, not all students are comfortable with this interview format
- Communicate structure to students and provide them every opportunity to come back during normal business hours
- Involve CSO – make sure your dates work with the students' schedules
- Refer to 2014 NALP presentation: "Drinking from a Fire Hose- August Interview Trends and Innovative Callback Initiatives"

10 Tips For Managing the Madness

10. Keep Morale High
9. Maintain Balance
8. Be Open Minded
7. Embrace Technology
6. Gain Attorney Buy In
5. Use Hiring Committee Effectively
4. Creative Staffing
3. Be Strategic
2. Start Early
1. Accept It

Contact Information

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