

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION

CHICAGO

## Recruiting and Integration in International Offices

Lindsay Callantine, Firmwide Director of Attorney Recruiting, Morgan, Lewis & Bockius LLP  
Louisa Heller, Attorney Recruiting & Development Manager – U.S., Akin, Gump, Strauss, Hauer & Feld LLP  
Jennifer Katz-Hickman, Legal Recruitment Manager, Linklaters LLP  
April Stockfleet, Legal Search Consultant, Stockfleet Global



---

---

---

---

---

---

---

---

## Agenda

- Global Market Overview
- Lateral Hiring in International Markets
- Law Student Summer Hiring
- Orientation and Integration
- Hiring LL.M.s and Foreign Attorneys in the U.S.
- Visa / Immigration Considerations

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## Market Trends

Market Trends -- Globalization of law firms

- 70% of AmLaw 200 firms have at least one office outside the U.S., and 10 of 11 Magic Circle firms have at least one international office.
- Europe has the most "foreign firms" i.e. offices of Global 100 firms whose main location is not in Europe.
- The U.K. leads with 65 foreign firms and 6,500 lawyers resident in the U.K.; next is Germany with 44 firms, and then France with 41 foreign firms.
- China hosts 120 foreign firms with over 200 offices, and Singapore has 33 offices of Global 100 firms.
- Brazil makes it very hard for foreign law firms to establish offices.
- China: U.S. firms may open offices after a lengthy process, but U.S.-qualified attorneys may not practice Chinese law.

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## Market Trends

Why do law firms expand globally?

- To generate business – can mean sending work from international clients to U.S. offices or handling work internationally for U.S. clients
- As a way to distinguish the firm’s brand; lay claim to a niche area
- In some cases to offer lower cost legal services

Why does this matter?

- Globalization impacts lateral hiring – firms use lateral hiring to expand their presence abroad
- Lateral hiring is also cited by law firm leaders as one of their top three challenges in expanding internationally (Hildebrandt / Citi Private Bank 2015 Client Advisory)

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## Understanding International Legal Credentials/Hiring

Speaker:

April Stockfleet, [www.stockfleetglobal.com](http://www.stockfleetglobal.com)

Topics to be Covered:

- Overview Europe
- Legal Education and Hiring Issues in:
  - England
  - Belgium
  - Germany
  - Brazil
  - P.R.C. (China)
- Working with search firms internationally

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## Europe – The Bologna System

- The goal was to standardize education in all fields to improve mobility throughout the European Union.
- In reality, standardization in legal studies has lagged behind a bit, due to bar admission rules and differences in legal systems in various countries.
- Be cautious with the student who has studied all over Europe, i.e. B.A. in one country, M.A. in another, can he/she be admitted to the bar anywhere?
- Bologna system tried to break up degrees, which generally in Europe were 4-5 year law-only degrees, into B.A. and M.A. degrees. Now, an M.A. in Law is really what the “old” law degree was, so also beware of those who have a B.A. only, they may not be able to be admitted to practice in their home country yet, even if they complete an LL.M. in U.S.

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## Continental Europe - Generalities

- Law school admission in most European countries is merely a matter of being able to be admitted to university at all, i.e. did you have the right academic high school graduation? That may be quite a selective process still, as in some countries, you are pushed towards either academic or vocational tracks at an age we would consider junior high school.
- However, there is a weeding out process in most countries in the first year or two of university. Grades may seem quite harsh, but those who finish law school are generally quite well-trained. Keep in mind that in some cases, the bottom 20%-50% of the class may have never finished.
- Overall, private law schools are rare in continental Europe. It is generally more prestigious/competitive to go to a public university or public high school than a private one.

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## England – Legal Education & Hiring Issues

- U.K. law degree is a 3-year degree itself, usually resulting in LL.B. (sometimes B.A.), done directly after secondary studies (no undergraduate studies beforehand).
- There is a difference between a solicitor, which is what your firms will be hiring, and barristers, who usually work in a separate chambers and appear in litigation in court.
- After graduating from law school, solicitors have to take a one-year practice course, called the LPC (Legal Practice Course) plus a two-year apprenticeship, called a "training contract".
- Because of the sheer number of students coming from law school and the "undergraduate" nature of legal hiring, U.K. recruiters can be too casual with the more sophisticated U.S.-trained lawyer.
- A lot of recruiting firms in the U.K. do not specialize in lawyers, so you get lawyers being treated like support staff, filling out forms that ask how fast they can type, software skills, etc., but not really being asked relevant questions about their practice background.

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## Belgium

- Admission to law school is a pretty democratic process, anyone who studied any subject major in high school can sign up for any of the law schools, however, approx. 50% of students will drop out by the first Christmas, not unusual to have a starting class of 500 and graduate 110, due to weeding out through exam failures.
- Law studies, 2 years for Bachelors, 3 years for Masters, then must do 3 years of mandatory internship to be admitted to the Belgian bar.
- Grades awarded may vary between schools, i.e. you should focus on class rank rather than actual grades.
- While some law schools, for example, Leuven, may be more internationally known, students tend to go to law school locally and live with parents, so do not discount those from other universities.
- Important for corporate lawyers to speak both Dutch and French in order to practice effectively.

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## Belgium – Hiring Strategies and Additional Tips

- It is normal to offer 1-month summer internships to students between the 4<sup>th</sup> and 5<sup>th</sup> years of law school
- Because career services are very limited at Belgian (and most continental) universities, offering some programs on doing an LL.M. abroad or other advice programs from your partners will attract students to your firm

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## Germany – Legal Education

- Four years of study at university level, then Erstes Staatsexamen (first state exam)
- Then, 2 years of Referendariat (practical legal training/apprenticeships, including private law office, governmental agency, judicial internships)
- Then, Zweites Staatsexamen (second state exam)
- Then, can enter profession as licensed lawyer (Rechtsanwalt) or judge
- Note tough grading in Germany and understated recommendations - "vollbefriedigend" (fully sufficient) is already really good, and "gut" (good) is stellar

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## Germany – Hiring Issues

- Many firms are looking for German lawyers who have both State exams in Germany with high ranking on both and who have an elite LL.M. from the U.S. This is an extremely small set of people, as many of those who are the cream of the crop will go into academia
- Beware the "Fachhochschulen" in German speaking countries. Some folks will study law in Germany, Switzerland, Austria at these schools, but that is more of a paralegal degree. Some translate these as "schools of applied science", or even "universities of applied science" or "law schools" in English, but they should probably instead be translated as "community college" in the U.S., as they are not universities per se in those countries

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## Brazil

- The Brazilian law degree is a 5-year degree, and lawyers afterwards have to pass the bar exam
- Like in other parts of Latin America, it is common for law students to work as legal interns at firms during their studies
- Sao Paulo is a market where I see a lot of lawyers, both U.S. lawyers and local lawyers, seeking to leave, due to the crime rate. Commercial products are also extremely expensive there, so this may be a place where firms need to raise the COLA to achieve the elite hires they want
- Finding elite U.S. lawyers with J.D.s who speak Portuguese is still a challenge

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## P.R.C. (Mainland China) – Legal Education

- Although technically you can take the bar after completing any undergraduate university education in China, most lawyers will have studied law in a 4-year undergraduate university program
- Some students, however, may start law as a post-graduate, Juris Master.
- After passing the NJE (National Judicial Examination – NJE – 18% pass rate), students must take a one-year training program provided by the local lawyers' association and a law firm.

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## P.R.C. (Mainland China) – Hiring Issues

- As rising number of lawyers were graduated, firms still found many not qualified, regarding the right mix of legal and language skills
- Many firms will ask for a graduate degree, in addition to undergraduate law degree
- Many critics of Chinese legal education system fault rote memorization and lack of focus on practical skills
- Rush of students to do LL.M.s in U.S. made LL.M.s less valuable to employers. Many firms are looking for Chinese-trained lawyers who have done J.D. in the U.S. Of course, many of those students look to stay in the U.S. long term instead of returning to China/Hong Kong.

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## Lateral & New Graduate Hiring for Overseas Offices

### Hiring Considerations

- As with any lateral hire, need to identify the business case
- Consider a secondment or transfer
- Is there a development opportunity for an existing associate
- Weigh costs of internal move versus hiring through search firm

### Candidate Tracking

- Should track as you do all lateral hires
- Train local contact
- Can you adapt database to international hires
- Raise questions about local employment laws
- Build rapport between office recruiting departments and/or engage local support

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## Lateral & New Graduate Hiring for Overseas Offices

### Offers / Due Diligence

- Due diligence
- Verifying education / admissions credentials
- Determine work eligibility
- Offer and benefits considerations

### Search Firms

- Standard commission is 25% as in U.S.; in some markets may be 30%
- Search firms are rarer in Brazil
- Search firms as resource

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## "Toto, I have a feeling we are not in New York anymore!"



2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## General Concerns with Using Headhunters Abroad

- In many cases, your search for a highly-trained attorney with a certain foreign language ability in a certain foreign market at a certain experience level may actually be a search among a very small handful of lawyers, say 20 lawyers in some places, especially during the times of lean hiring, if you now want a mid-level at a certain experience range.
- Note abroad, number of lawyers and law graduates may be lower overall
  - In N.Y.C., 8 lawyers / 1,000 people
  - In London, 2.5 lawyers / 1,000 people
  - In Singapore/China, approx 1 lawyer / 1,000 people
- Allow recruiter to get to know your foreign team, 5-10 minutes with each partner and senior associate on team on a phone call or via videoconference. This will allow the recruiter to describe the team, make people feel like they are being personally recruited. You want candidates to have a boutique experience, a business-class experience, when working with your headhunter, not feeling like a number.

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## General Concerns with Using Headhunters Abroad

- Your firm may have a fantastic name in your own market, but be less known in the foreign market. Make sure your legal search rep./headhunter knows what is special about your firm, both in the market and internationally, to help sell it to the right candidates.
- Carnivore example. Make sure headhunters are not reinforcing stereotypes or making your search look desperate.
- Remember that being an expat can already be somewhat isolating, so people are even more concerned about their personal relationships at work. Teams abroad in American and British firms, away from the mothership, can be small, and personalities really matter. Think of it like being on a spaceship with someone or in Biosphere. Also, if possible, offer advice to family.

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## Lateral Hiring Resources

### Web Resources:

- RollonFriday.com / Lawyer2B.com (U.K.)
- Legalcheek.com (U.K.)
- Thelawyer.com (all international markets)
- Glassdoor.com (for feedback on specific firms)

### Articles:

- "Competing in the Global Legal Market" Ed Wesemann, <http://edwesemann.com/articles/strategy/2013/08/22/competing-in-the-global-legal-market/>
- "Successful Lateral Integration for Law Firms" Julie Savarino <http://www.bna.com/successful-lateral-integration-for-law-firms/>
- 2015 Client Advisory, Citi Private Bank and Hildebrandt Consulting LLC
- "U.S. Firms in London: Who's Leading, Who's Lagging?" Chris Johnson <http://www.americanlawyer.com/id=1202676967362/US-Firms-in-London-Whos-Leading-Whos-Lagging#ixzz3TqJ2I2S><http://www.americanlawyer.com/id=1202676967362/US-Firms-in-London-Whos-Leading-Whos-Lagging?srreturn=20150208200935>

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

### Summer Associate Programs Overseas

Why do firms hire summer associates abroad?

- Pipelines, perks, network building

How do firms hire summer associates abroad?

- Short stints versus longer / full summer

Assess the value and goals for your firm

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

### Summer Associate Programs Overseas

Selection process:

- Who is best suited for such a placement?
- What to look for: What are the drivers for the placement? Are particular skills necessary (e.g. languages)?
- Strength of candidates – who gets this investment?

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

### Summer Associate Programs Overseas

Technical elements to consider:

- Work authorization/visas: requirements and timing
- Hiring international students overseas
- Payroll and tax considerations
- Housing

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## Summer Associate Programs Overseas

### Best practices:

- Contacts – people for them to turn to
- Keep students connected to their network
- Opportunity to bring everyone together (retreat, pre-events)
- Clarify expectations on both sides:
  - Cultural differences
  - Who are U.S. Summer Associates?
  - Will I get to learn local law?
  - What can I work on? Pro bono?
  - Is there an opportunity for me to start here as a new lawyer?
  - How might an overseas/split placement affect my offer possibilities?

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## And now for something completely different...




---

---

---

---

---

---

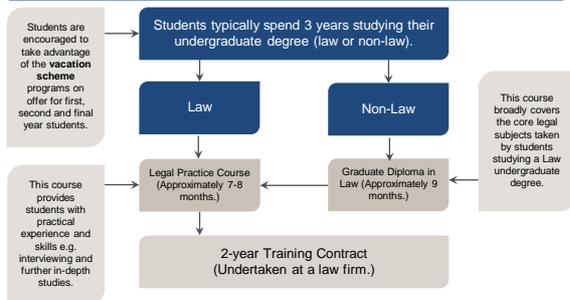
---

---

---

---

## How does it work over there?



2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

---

---

## “Vac Schemers”? “Trainees”?

Students pursue Vacation Schemes during the summer after second year of school

- Brief stints of 2 – 4 weeks
  - Combine marketing, social events and substantive work
  - Typical to spend time at two employers over the summer
  - Heavy competition amongst firms to retain vacation students
  - Primary pipeline for training contract candidates (trainees)
- Also brief introductory programs for first-year students, winter/spring schemes for non-law students

Training contract: recruitment tool and qualification requirement

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## Orientation & Integration – Attorneys in International Offices

Orientation and Integration

- Formal orientation that extends to all offices
- Integration: checklist and follow-up
- Ongoing professional development
  - In-house training programs
  - Video library
  - Off-site / in-person training programs
  - Budget for local programs
- Other training resources that support international practice and office needs
  - Identify web-based resources from external providers that can provide credits or training in specific areas

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## Hiring LL.M.s and Foreign Attorneys in the U.S.

- Job types
- Long-term employment
- Short-term employment
- Insider tips

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## Positions Requiring Visas

- Associate
- International Intern
- Referendar visiting U.S.

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## Visas for Long-term Employment

- TN
  - Quick approval
  - Renewable after 3 years
  - Inexpensive
- H1-B
  - 3-6 month approval process with annual cap
  - 3-6 years work authorized
  - \$4,000
- Permanent Resident
  - Work in U.S. indefinitely
  - Labor market test
  - \$6,500+

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

## Visas for Internships/Short-term employment

- OPT
  - Extension of F-1 visa for up to 12 months of work
- J-1
  - Student visa for temporary work
- L-1
  - Intra-company transfers
- H-3
  - Training visa

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

### Insider Tips

- Determine internal visa acceptance policy
- Check employment eligibility before offer
- Make offer contingent upon ability to obtain work authorization
- They aren't unlimited
- Consider long-term plans
- Making the case

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

### Hiring Foreign Lawyers in U.S. - Integration

- Make sure that they can sit for the N.Y. bar or your local state bar first (if long-term hire) – rules vary, legal education abroad may vary
- Funny hat theory
- Culture matters



2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---

### Contact Information

Lindsay Callantine  
 Firmwide Director of Attorney Recruiting  
 Morgan, Lewis & Bockius LLP  
 215.963.5105  
 lcallantine@morganlewis.com

Louisa Heller  
 Attorney Recruiting & Development Manager, U.S.  
 Akin, Gump, Strauss, Hauer & Feld LLP  
 215.965.1254  
 lheller@akingump.com

Jennifer Katz-Hickman  
 Legal Recruitment Manager  
 Linklaters LLP  
 212.830.9502  
 jkatzhic@linklaters.com

April Stockfleet  
 Legal Search Consultant  
 Stockfleet Global  
 914.613.3395  
 april@stockfleetglobal.com

2015 ANNUAL EDUCATION CONFERENCE & RESOURCE CENTER EXHIBITION • APRIL 22 - 25, 2015 • CHICAGO, IL

---

---

---

---

---

---

---

---