The Future of Legal Recruiting: Innovative Case Study on the Use of Psychometric and Emotional Intelligence Testing in Legal Recruiting

Andy Colón, Chief Talent Officer, Thompson Hine LLP
Carrie Milliken, Director of Legal Talent, Thompson Hine LLP
Jon Naphin, Vice President, TalentQuest

April 9 – 12, 2019 • San Diego, CA

Agenda

- General Background
- Building a Behavioral Interviewing Model
- Creating and Rolling Out an Assessment
- Thompson Hine's Methodology
- Addressing Common Concerns
- Q&A

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Law Schools – Smaller Applicant Pool

Fall 2010 Admission - 87,900 applicants

Fall 2015 Admission - 54,500 applicants

38% overall <u>decrease</u> in applicants

Source: the Law School Admission Council

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Law Schools – Recent Moderate Increase

Fall 2017 Admission – 55,480 applicants

Fall 2018 Admission - 60,401 applicants

7% overall <u>increase</u> in applicants

Source: the Law School Admission Council

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Law Schools – Shrinking in Size

Law Schools - Shrinking In Size								
Admitted Applicant Group	**Fall 2000**	**Fall 2001**	**Fall 2002**	**Fall 2003**	**Fall 2004**	**Fall 2005**	**Fall 2006**	**Fall 2007**
All	50,300	51,800	56,500	56,800	55,900	56,100	56,000	55,500
% Change From Prior Year		-2.90%	9.10%	0.60%	-1.60%	0.30%	-0.20%	-0.90%

Admitted Applicant Group	**Fall 2010**	**Fall 2011**	**Fall 2012**	**Fall 2013**	**Fall 2014**	**Fall 2015**	**Fall 2016**	**Fall 2017**
All	60,400	55,800	50,600	45,700	43,500	42,300	37,107	37,398
% Change From Prior Year		-7.70%	-9.20%	-9.80%	-4.90%	-2.80%	-12.27%	%7

"JD enrollment is now at its lowest point in 42 years
— with only 110,951 students, compared to
147,525 in 2010. That represent close to $1 billion
in lost tuition revenue." Pre-Law, 01/13/2017

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Law Schools –Less Qualified Students

- Academic Standards Lowered to Avoid Enrollment Declines
  - Median LSAT scores decrease
  - In 2010, 136 law schools had median LSAT score of 155+
  - In 2017, only 101 schools had an entering class with median LSAT of 150+

  "Nearly 70% of top schools lowered their acceptance rates."

  Tipping The Scales, Jeff Schmitt, June 28m 2917

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What Is Beneath the Surface?
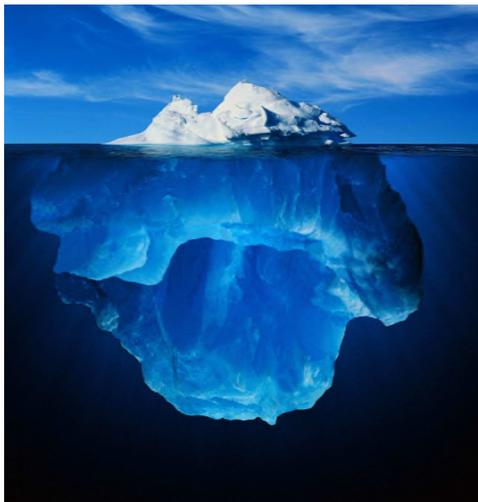
The Firm's Strategic Response

- 3 New Tools to Enhance our Lateral Recruiting Process
  - TalentQuest Selection Assessment
  - Legal Writing Test Assessment
  - New Behavioral Interviewing Process
    - 1:1 Interviews using the STAR Approach
    - Structured Panel Interviews

Getting Started – Required Ingredients

- Starting the Conversation
- Getting Leadership "Buy-In"
- Finding the Right Consultant
- Designing a New Recruiting Model

Building A Model Around Assessment

- Collect the Data
- Know Your Population
- Aggregate and Analyze Your Data
- Identify Core Success Behaviors
- Understand the Assumptions
- Build Objectivity Into Your Process
- Focus Interviews on Behaviors
- Test Your Assumptions

The Challenge

Who among these will …..

…become these in your firm?

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Pre-Hire Assessments

- Increasing in use

82%

..of organizations
according to 2016
Candidate Experience
Research report

- Measurable Benefits
  - Shorter ramp-up to full productivity
  - Lower turnover
  - Higher productivity

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Assessment Types

- "Hard Skills"
  - Job Knowledge
  - Technical Skills
  - Physical ability

- "Soft Skills"
  - Cognitive ability
  - Emotional Intelligence
  - Personality

- Common Requirements
  - Job Relevance
  - No Adverse Impact
  - Reliability
  - Validity

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TalentQuest Assessment

- Personality Assessment

Self-Starter Driven Persistent
Strong work ethic Conscientious Communicative
Caring Risk taker
Advocating Resourceful
Discrete Attentive Listener Curious
Influential Healthy Ego
Empathic
Collaborative Appropriately Social Multi-tasker
Networker

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TalentQuest Assessment

- **Based on 16PF**
  - Used in employment since 1930's
  - Well-validated, well-researched
  - No demonstrated adverse impact

- **Benchmark Profile created**
  - Based on cross-section of incumbents (partners at Thompson Hine)
  - Candidates compared to benchmark
  - Similarity Index calculated for candidate

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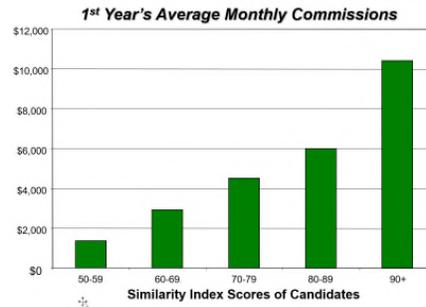
Profile Example

- **Output Report**
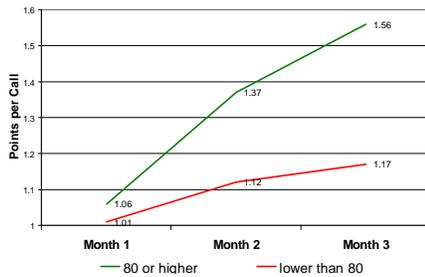 - Narrative Overview
  - Graph including **Similarity Index**™
  - Assets & Limitations
  - Interview Guide
  - Coaching Recommendations
  - Developmental Recommendations
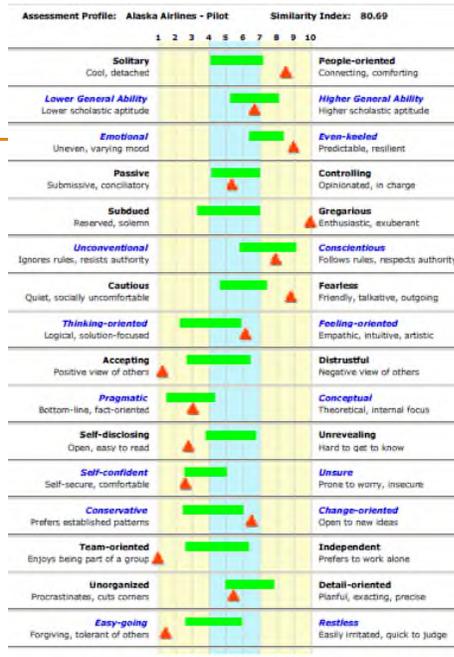
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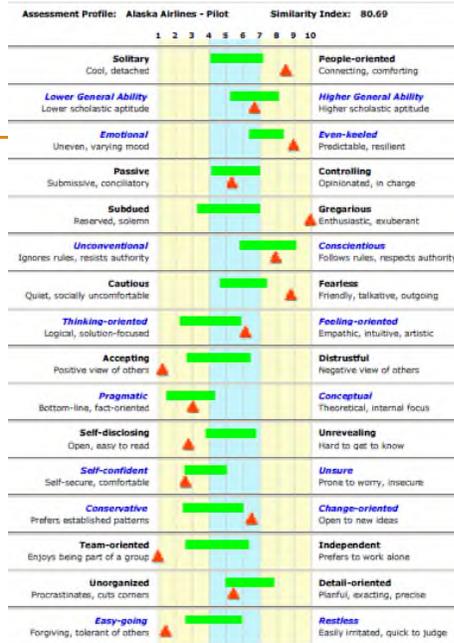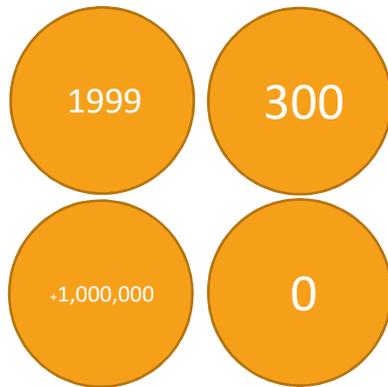
Assessment - Predictive Validity

Bottom Line

- Assessment promotes, not hinders diversity

1999 **300**

+1,000,000 **0**

Pilot: Summer Associate Program

- Rollout during OCI first
  - Two OCI seasons using assessments prior to January 1, 2019 rollout for laterals
- Summer Associates responded positively to the assessment
- 2018 summer class was most diverse and one of our strongest summer classes to date

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Firm-wide Rollout Plan

- Generate Buy In from Firm Leadership
  - Managing Partner, Executive Committee
- Identify a Partner Lead
- Schedule meetings with practice group and office leadership
  - Identify sources and reasons for resistance
- All Partner Meeting Announcement

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Implementation

- Collect Feedback from Pilot Participants
- Identify Stakeholders in Process
- Structured Panel Interviews
  - Identify Participants
- Behavioral Interviews
- Conduct Training
  - Partners and Talent Management Team
- Tracking

TalentQuest Assessment

- Administered by TalentQuest
  - Developed from partner assessment results
- Candidates complete an online 20-minute Selection Assessment at home 48 hours before interviews
- Talent Management and PGL receive the results on how the candidate matches up with the TH Success Profile
  - Use the results to create behavior-based questions for 1:1 interviews and Structured Panel Interview

Legal Writing Assessment

- Administered by Legal Writing Pro
- Evaluates the fundamentals of writing
- A 30-minute online writing assessment at the office before the interviews begin
- Recommended for Junior to Mid-Level Associates

1:1 Behavioral Interviews

- Behavior-Based Interviewing
  - Based on the premise that person's past behavior is a strong predictor of how he or she will be behave in the future
- A Behavioral Interviewer:
  - Identifies the skills or competencies to probe
  - Asks probing questions to reveal whether candidates actually possess those qualities

Behavioral Interviews: S.T.A.R. Approach

- Use **STAR** Approach
- Requires a candidate to:
  - Explain a prior work situation anecdotally
  - Provide details regarding the tasks required
  - What actions the candidate took to achieve those tasks
  - The results of the situation

Situation

Task

Action

Result

Sample Behavioral Questions

- Non-Behavioral Question:
  - *We have a lot of rush projects, are you okay working under pressure?*
- Behavioral Question:
  - *Tell me a specific situation when you received a rush assignment and you struggled to meet the deadline?*
  - Follow-up questions:
    - *Was anyone else working with you?*
    - *How did you divide work responsibilities?*
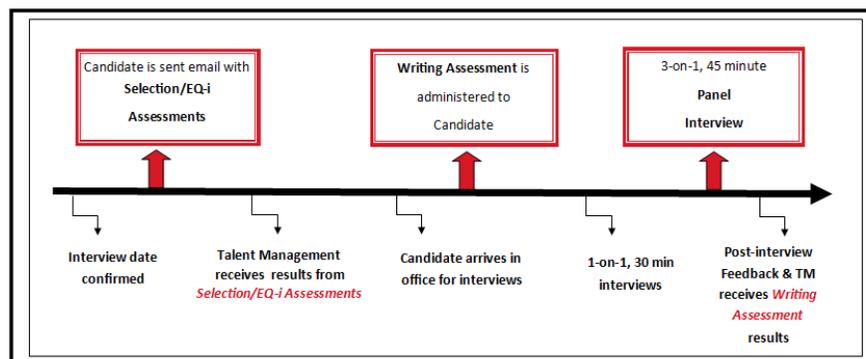   - *What was the result?*

Structured Panel Interviews

- Panel of 3 interviewers
  - Office Partner-in-Charge, Lawyer Personnel Committee Rep, and Talent Management Rep.
- Same set of questions to each candidate
- Consensus on overall score
- Information shared with Practice Group Leader or Hiring Committee to factor into decision-making

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Interview Process

Candidate is sent email with **Selection/EQ-i Assessments**	**Writing Assessment** is administered to Candidate	3-on-1, 45 minute **Panel Interview**

| **Interview date confirmed** | **Talent Management receives results from** *Selection/EQ-i Assessments* | **Candidate arrives in office for interviews** | **1-on-1, 30 min interviews** | **Post-interview Feedback & TM receives** *Writing Assessment* **results** |

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Implementation Details

- Post-Interview
  - TM team compiles results and makes an objective recommendation to PGL based on feedback received
  - PGL will not be required to accept TM team's recommendation
- Tracking Success
  - Scores and feedback tracked in ViRecruit , including candidates not hired or recommended by process
  - Comments are essential for future comparative analysis
  - Will track performance of associates hired

Common Concerns

- Impact on Candidates
- Impact on Diversity
- Efficiency of Recruiting Process
- Cost

Q&A

Contact Information

Andy Colón
Chief Talent Officer
Thompson Hine LLP
202.973.2725
Andy.Colon@ThompsonHine.com

Carrie Milliken
Director of Legal Talent
Thompson Hine LLP
404.541.2962
Carrie.Milliken@ThompsonHine.com

Jon Naphin
Vice President
TalentQuest
404.965.5221
JNaphin@talentquest.com