

INCREASING THE EFFECTIVENESS OF YOUR LATERAL HIRING EFFORTS

Dyana Barninger
Senior Director of Lawyer Recruiting, Faegre Drinker

Natalie Quinn
Director of Associate Recruitment, Fox Rothschild

Erin Springer
Director of Attorney Hiring, Alston & Bird

1

Introductions



Dyana Barninger
Faegre Drinker



Natalie Quinn
Fox Rothschild



Erin Springer
Alston & Bird



AGENDA

- The Importance of a Diversity Mindset
- Why Hire Laterals?
- Identifying Common Pain Points
- Strategies for Utilizing Resources
- Best Practices
- Putting It All Together / Take-Aways

The Importance of a Diversity Mindset



nalp 75 YEARS 1946-2021
2021 NALP Annual Education Conference

Why Hire Laterals?



- **Associates**
 - Service existing workload
 - Support growth area of firm
 - Replace departed talent
- **Partners**
 - Increase firm revenue
 - Expand practice offerings
 - Service existing work demand
 - Competition in the market



nalp 75 YEARS 1946-2021
2021 NALP Annual Education Conference

Hiring Lateral Associates

Purpose of Hire

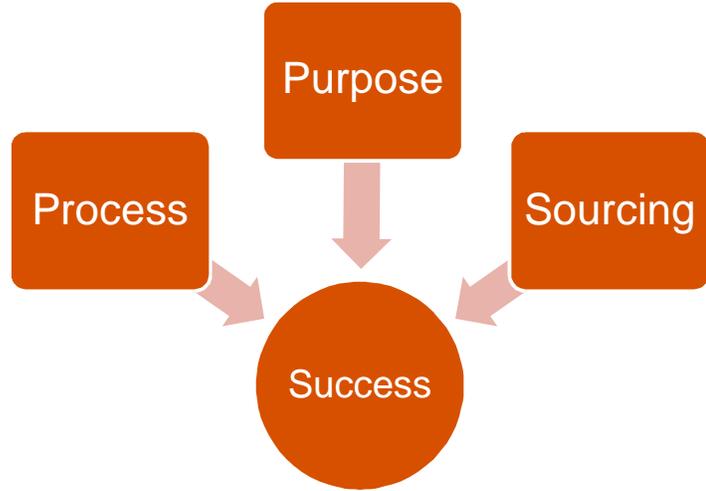
- Growth
- Opportunistic
- Replacement

Process

- Internal approvals
- Due Diligence
- Risk Management
- Offers

Sourcing Strategies

- Referrals, Alumni
- Search firms
- Industry groups, Bar associations
- LinkedIn
- Industry Databases



2021 NALP Annual Education Conference

Hiring Lateral Partners

Firm Strategic Plan

- Do you have one?
- Key practices or geographic regions?
- Intersection of office leadership with practice leadership

Types of Hires

- One or two at a time
- Group
- Merger or acquisition

Common Terms

- LPQ
- Portable business and financial pro forma
- Equity vs. Income

Typical Process

- Introduction and decisions to conduct meetings
- Due diligence, interviews and mutual assessment, comp
- Vote

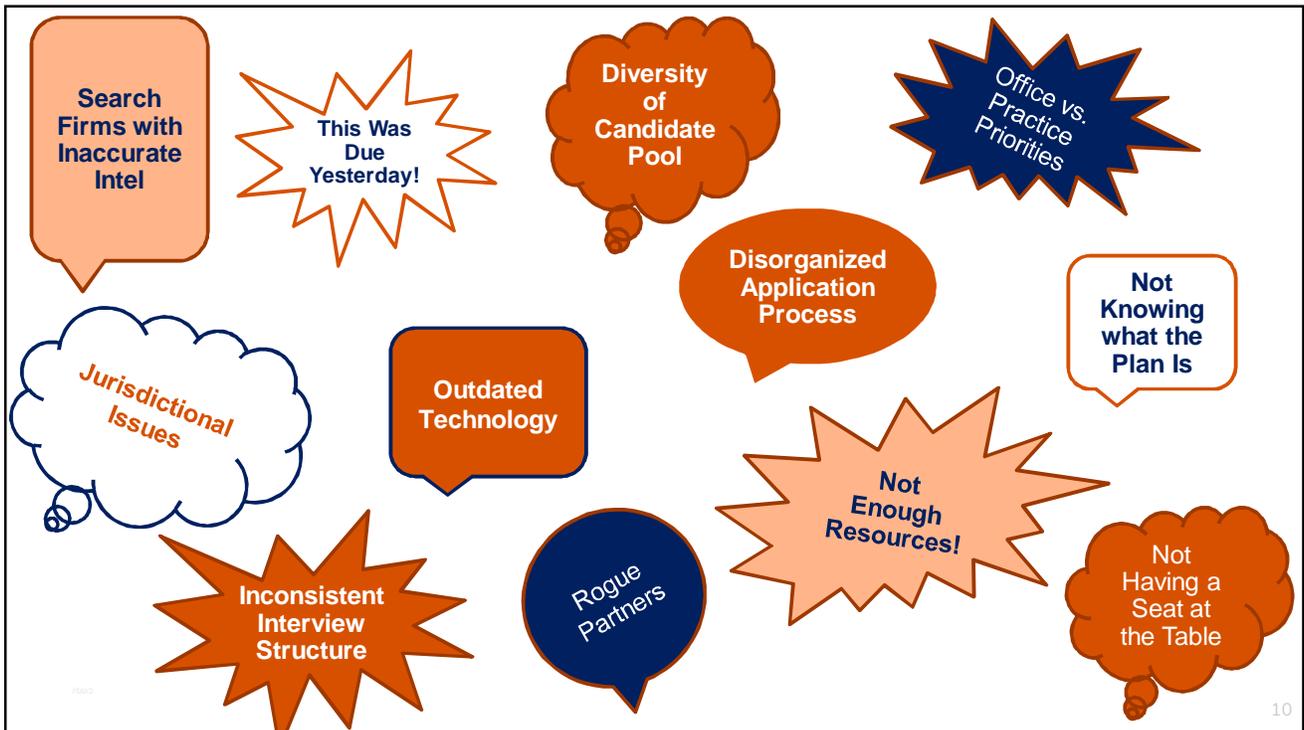


"We here at the law office of Able, Bennet, Casson, Daniels, Effinger & Fuqua are really looking for a 'G'."



2021 NALP Annual Education Conference

Common Pain Points



Understanding the Growth Strategy

- Key tenets of growth plan
- Practices or geographic locations of focus
- Staying the course vs. opportunistic
- Disconnect with other firm functions
- Know the limits



The Process

- Timeline
- Applications, referrals
- Inefficiencies
- Rogue players
- Roadblocks
- Inconsistent interviewing
- Disconnect with other firm functions
- Rigidity vs. flexibility

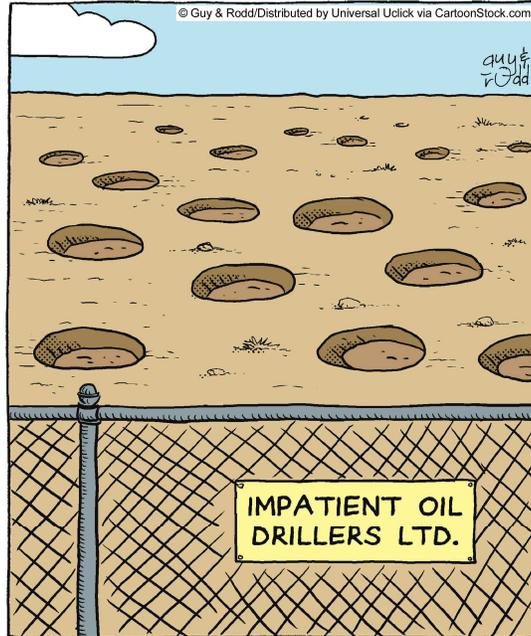


Your Market Positioning

- The candidate experience
- Working with search firms
- Reactive vs. proactive approach
- Educating your consumers



Implementing Strategies and Techniques to Proactively Source Candidates



Successful law firms are focusing on passive candidates:

Old Strategy - Active Only	New Strategy - Attract Passive
<ul style="list-style-type: none">• Use job board / resume database<ul style="list-style-type: none">• Post Jobs for open positions• Have a Careers Page for job and location information	<ul style="list-style-type: none">• Leverage Social Media to Tap Into Networks<ul style="list-style-type: none">• Publish Updates & Posts that celebrate company culture, news and achievements• Run Ad Campaigns piquing interest in jobs & company culture among target talent• Dynamic Careers Pages to show each viewer why they're the right fit for your culture• Prioritize How Hard to Fill Jobs Show Up to highlight opportunities to the right people• Send InMail to land the punch

Active Candidates Passive Candidates

halp 2021 NALP Annual Education Conference

The way we make decisions has changed

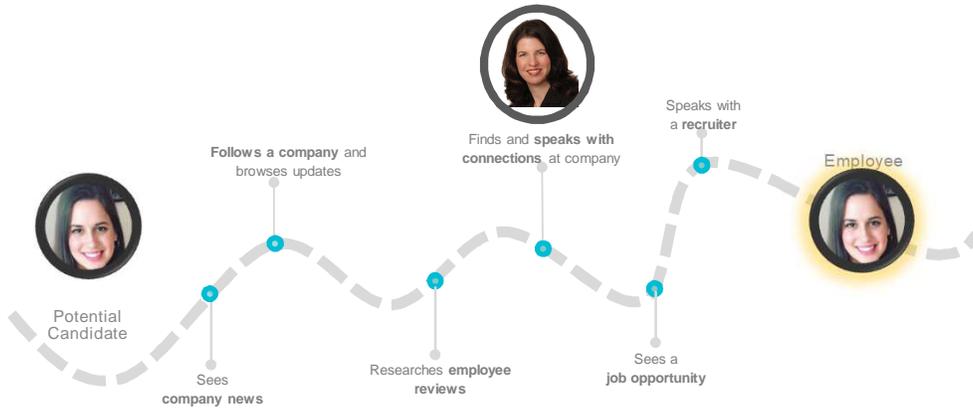
© 2019

Career decisions are no different



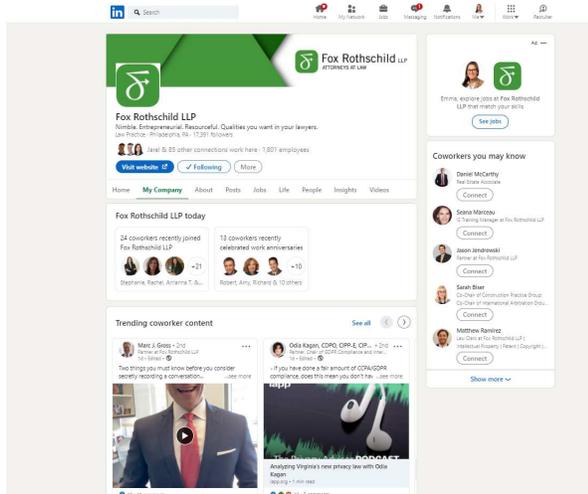
75402

People are increasingly influenced by their peers, reviews, and research as they make employment decisions

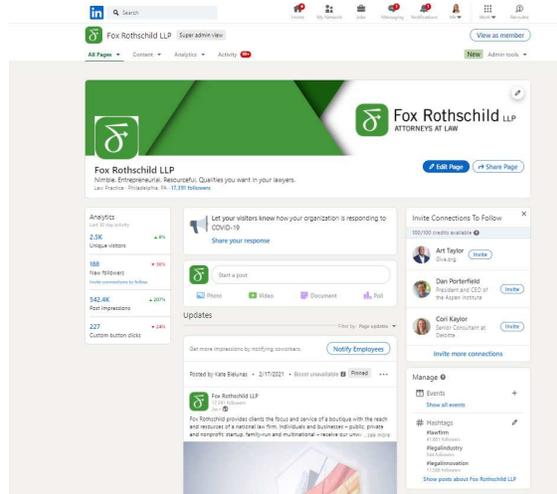


75402

Strategy 1: Careers Page

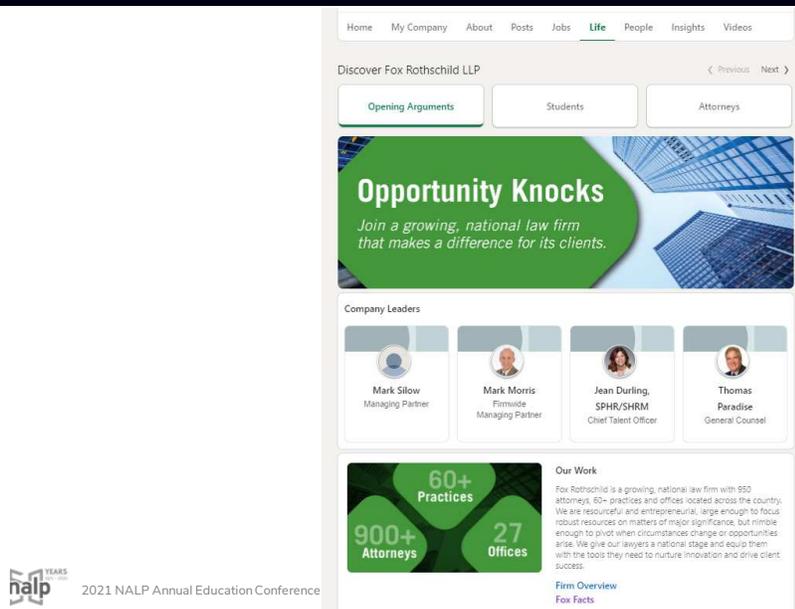


LinkedIn Candidate View



LinkedIn Admin View

Careers Page Continued



Strategy 2: Campaigns

LinkedIn Candidate View

LinkedIn Admin View



2021 NALP Annual Education Conference

Top Sponsored Content

Seen: 97,980
Clicks, shares, follows, or likes: 71
Creative ID: 1127613363 (Single Image)



Firm Prospects

Dashboard Attorney Search Firm Search Search...

Attorney Search Save Search Saved Searches Worklists Reset Search

Keywords Firms Location Practice Area Graduation Year

Title Law School Undergrad Degree Honors

Name Language Bar Admission Top Firms Firm Size

Gender Search

Leopard List

Search biography contains any of these words

Locations	Cities	Practice Areas	Specialties	Types	JD Years
ALABAMA ALASKA ARIZONA ARKANSAS CALIFORNIA - NORTHERN CALIFORNIA - SOUTHERN COLORADO CONNECTICUT DELAWARE DISTRICT OF COLUMBIA FLORIDA GEORGIA HAWAII IDAHO		ADMIN BANKING BANKRUPTCY CORPORATE EDUCATION ENERGY ENVIRONMENT ERISA-C&B GENERAL PRACTICE GOVERNMENT HEALTHCARE INSURANCE INTELLECTUAL PROPERTY LABOR & EMPLOYMENT	1ST AMEND 40 ACT ACQUISITIONS ADVERTISING AFFIRMATIVE ACTION AGRICULTURE ANTI BRIBERY ANTI CORRUPTION ANTI DUMPING ANTITRUST & COMPETITIC APPAREL APPELLATE ARBITRATION ART LAW	ADMIN ATTORNEY ADVISOR AFFILIATED ASSOCIATE AFFILIATED PARTNER ASSOCIATE ASSOCIATE* CONTRACT ATTORNEY COUNSEL COUNSEL ADMIN DISCOVERY ATTORNEY FOREIGN ATTORNEY FOUNDING PARTNER HIRING PARTNER LAW CLERK	2021 2020 2019 2018 2017 2016 2015 2014 2013 2012 2011 2010 2009 2008

School Ranks Firm Ranks Gender / Diversity

Top 50 Top 20 Top 10

Top 50 Top 100 Top 200 Under Top 200

High Probability of Gender Diversity
High Probability of Ethnic Diversity

And + x

Admit contains Enter text x

Customizing Filters: Location

Location Connections International Worldwide ✕

Search by Location: Any Selected All Selected

Location (3)

New York-Long Island ✕ New York-New York City ✕ New York-White Plains ✕

Exclude Location:

Excluded Location (3)

New York-Albany ✕ New York-Buffalo ✕ New York-Ithaca ✕

Reset All Filters Apply Filters



Customizing Filters: Specialty

Practice Area ✕

Search by Practice Area Any Selected All Selected

- Antitrust
- Banking
- Bankruptcy
- Corporate
- Data Privacy
- ERISA
- Energy
- Entertainment
- Environmental
- FDA
- Government
- Health Care
- Insurance
- Intellectual Property
- International Trade
- Labor & Employment (2)
- Litigation
- Media
- Real Estate
- Tax
- Telecommunications
- Transportation
- Trusts & Estates

Labor & Employment

Must Have Condition

1 selected AND

Wage & Hour ✕

Nice to Have

1 selected

Class Action ✕

Excluded

Search all practice areas with selected specialties

Reset All Filters Apply Filters



Your Firm Prospects List Results

Attorney Search Save Search Saved Searches Worklists Reset Search

Keywords Firms Location (6) Practice Area (2) Graduation Year (2)

Title Law School Undergrad Degree Honors

Name Language Bar Admission (1) Top Firms Firm Size

Gender Search

Search by:

- Location New York-Long Island
- Location New York-New York City
- Location New York-White Plains
- Labor & Employment Must Have Wage & Hour
- Labor & Employment Nice to Have Class Action
- Graduation Year From 2019
- Graduation Year To 2016
- Bar Admission New York
- Excluded Location New York-Albany
- Excluded Location New York-Buffalo
- Excluded Location New York-Ithaca

Date: All Type: Active Sort by: Best results 1-20 of 44 1 2 3 >

0 Selected Add To Worklist Add Note Download View: [Grid] [List]

Stephen Hernandez
Associate at Meltzer Lippe

Quick View Jobs Match Add To Worklist Add Note Share Download

Biography Do Not Contact

Stephen Hernandez is an associate in Meltzer Lippe's Labor & Employment Practice Group. Stephen has represented private sector clients in a broad array of multi-state labor and employment matters, including employment discrimination, wage and hour litigation, and class action suits. Stephen earned his B.A. in

2021 NALP Annual Education Conference New York | 516.747.0300 | 283 | @shernandez@meltz 29

Strategy 3: Lateral Associate LinkedIn Messaging

Candidate Name
Labor & Employment Associate

11/23/2020, 7:21 PM

Fox Rothschild LLP

Dear Danielle,
I hope this email finds you well! Fox Rothschild LLP's New York office has an opening for a Labor and Employment Associate.

I noticed you might have similar experience desired within that group. You may be interested to know that Chambers USA recently recognized a number of Fox attorneys as "Leaders in the Law." It is a great time to be part of Fox Rothschild!

If you are interested in learning more about Fox or following updates about our Labor and Employment Department, I encourage you to follow our company page: <https://www.linkedin.com/company/fox-rothschild-llp>.

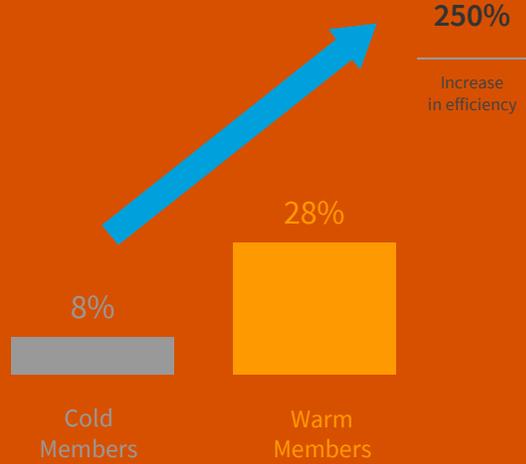
Additionally, if you know anyone who shares your background in L&E and may be interested in an associate position in our New York office, please feel free to forward the link below: <http://www.foxrothschild.com/careers-for-attorneys/open-positions/>

Thank you!

Emma Richman
Professional Recruitment Coordinator

2021 NALP Annual Education Conference 30

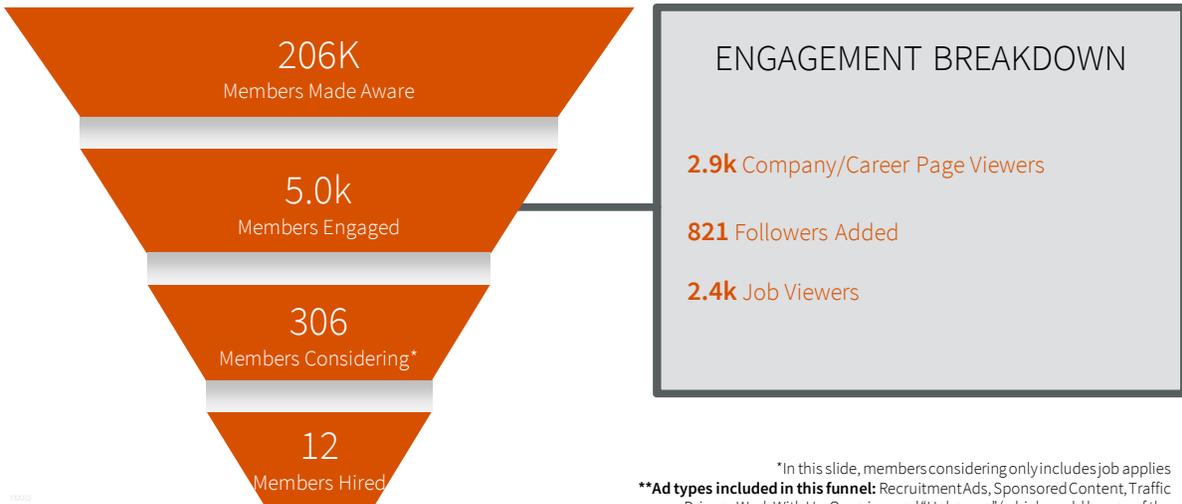
Warm members are 250% more responsive



These figures are calculated over the latest 12 months of LinkedIn data. These figures are calculated at the contract-level for selected contracts. *Warm member = Visiting company/ career page, viewing a job, following your company, impressions and clicks on recruitment ads and clicks/social actions on updates. **Data reflects period of X- Y, InMail Acceptance Rate is calculated as (# of job opportunity InMails accepted) / (# of job opportunity InMails sent) up to 60 days prior to receiving an InMail

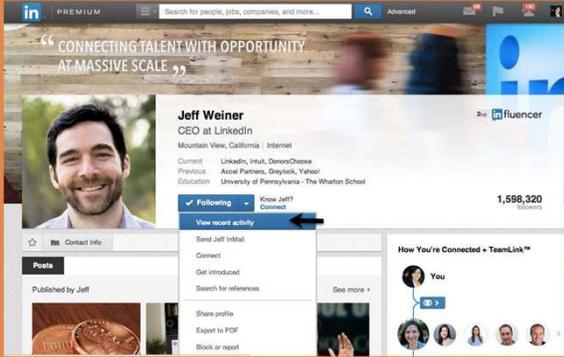
Media has influenced 12 hires in the last year

- Down funnel results of all of your media campaigns in the last year



*In this slide, members considering only includes job applies
**Ad types included in this funnel: Recruitment Ads, Sponsored Content, Traffic Drivers, Work With Us, Overview and "Unknown" (which could be any of the above).

+4M new hires on LinkedIn
In the last 12 months *



*People who changed their profiles to say they started a role at a new company in the last 12 months

164 Total Hires

of those were hired into your organization between February 2020 - January 2021

34% Influenced Hire Rate

Best Practices



Best Practices – Your Personal Brand

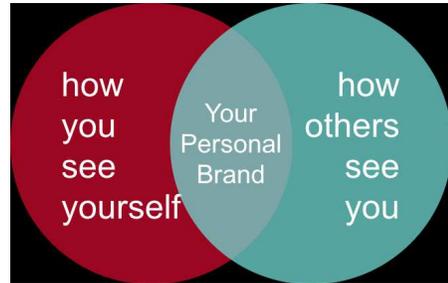
Too many people overvalue what they are not and undervalue what they are.

-Malcolm Forbes

Best Practices – Your Personal Brand

What does your personal brand have to do with effective lateral hiring?

- Credibility
- Subject matter expertise
- Innovative solutions and ideas
- Representation of your firm brand
- Human nature:
 - We like working with people who...



Best Practices – Client Service

Who are our clients?

- Firm management
- Practice group leaders and their proxies
- Candidates
- Search firms
- Internal peers and colleagues in other departments
- Your boss
- Yourself!



Best Practices – Fiscal Responsibility

Not just about saving money!

- *Spending wisely*
- *Protecting the firm's financial interests*
- *Loss prevention/ due diligence*



Best Practices – Working with Recruiters



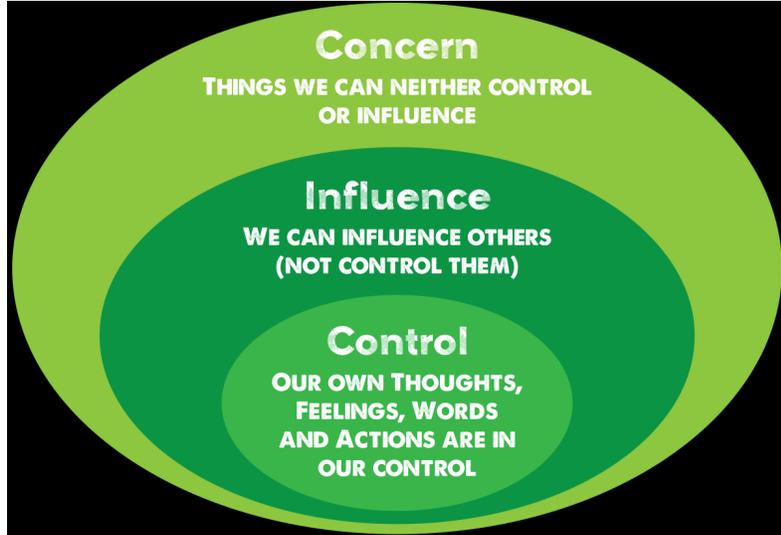
Best Practices - Stephen Covey's Circle of Influence

Stay focused on what you CAN control throughout this process.

What can you control and influence when it comes to lateral hiring?

What can you neither control or influence?

Consider whether knowledge, expertise, relationship-building, process management, strategic implementation, and/or creative and innovative solutions may impact your circles of Control, Influence, and Concern.



Best Practices – Create a Systematic Process



CREATE A CHECKLIST



INVOLVE THE RIGHT PEOPLE



LEAN ON POLICY AND MUSCLE



KEEP ACCURATE RECORDS



SECURE ALL FILES AND DOCUMENTS



CONDUCT DUE DILIGENCE



UTILIZE ALL SOURCING OPTIONS

Questions or Comments?

Please join us for a round table discussion
this afternoon at 4:00 p.m. EST

Or reach out directly!

dyana.barninger@faegredrinker.com

nquinn@foxrothschild.com

erin.springer@alston.com

10 Best Practices for Lateral Hiring

1. Use your applicant tracking system to review potential candidates who previously applied to your firm.
2. When circulating resumes to the partners involved in the hiring process, include a summary of the candidate's credentials.
3. Make sure all candidate feedback is properly recorded for future reference.
4. Consider candidates who may require flexibility regarding location, especially in today's remote environment. The "right" candidate may be living in a different city/state.
5. Post all associate openings on your firm's intranet.
6. Create a spreadsheet or document to track each piece of the recruitment process and the status. This provides a quick snapshot of the lateral's status and is more efficient than digging through emails.
7. Whether with search firms, candidates, or partners, consistent follow up is very helpful in maintaining a smooth and well-organized hiring process.
8. Partner with select search firms that truly know and understand your firm and culture.
9. Allow trusted search firms access to your office managing partners, department chairs and firm management to have detailed conversations on your firm's hiring strategy and vision.
10. Think of creative ways to add value and get involved in the process. Don't assume every door is closed.