

## M E M O R A N D U M

January 22, 2015

**To:** Georgia Emery Gray, NALP Board Liaison, Recruiting Section  
Fred Thrasher, NALP Deputy Director

**From:** Lauren E. Marsh, 2014 – 2015 NALP Recruiting Section Chair

**Re:** NALP Recruiting Section Third Quarter Board Report

Please find below a report of the Recruiting Section's activities during the third quarter of the 2014-2015 NALP Year.

### Summary

Our most recent section call was held at the start of the New Year and it provided members the opportunity to learn hear what the section has accomplished since the fall, as well as to discuss what we expect to 'tackle' in the coming months. Further information regarding our discussion and the progress of each of our work groups and vice chairs is outlined below.

### Work Groups

#### NALP Bulletin Submissions

Vice Chair, Lesli Hutchinson (Proskauer, Los Angeles)

The section submitted seven articles for 2014 – 2015 and our first article appeared in the October bulletin. Selected bulletin article topics for this year include:

Title	Description	Author(s)	Publish Date
Changes to the Third Year of Law School	Whether firms can play a part in these positions by offering positions similar to a 'trainee' role. Are there alternative positions to be held such as internships, apprenticeships, law clerks,	Nicole Oddo, Attorney Recruitment Manger, Dechert LLP	October 2014

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	secondments, etc.		
Recruiting for Small to Midsize Firms	How to implement what you learn about big firms into your office or team of one. Make the most of what you learn at the annual NALP Conference.	Soraya Walden, Director of Attorney Recruiting at Jackson Walker	April 2015
Hiring 1L Pipeline Programs	Stating the business case. How to propose and important factors to consider for implementation.	Caitlin DiFilippo and Lynn Herron at Hogan Lovells	December 2014
Unconscious Bias in Recruiting	How to educate, address and prevent. Possible collaboration with Diversity & Inclusion section.	Chia Kang, Senior Lateral Legal Recruiting Coordinator, Ropes & Gray	March 2015
Involvement in your City Group	Why you should participate. What do city groups have to offer. How are city groups structured. Tax implications. Non-profits vs. Incorporating.	Anja Heidenreich, Attorney Hiring Manager, Alston & Bird and Lesli Hutchinson, Legal Recruiting Manager, Proskauer Rose	May 2015
Lateral Partner On-Boarding		Susan Reonegro, National Recruiting Manager, Manatt, Phelps & Phillips, LLP	November 2014

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### Lateral Recruiting Subgroup

Vice Chairs, Cathy Maiorana (K&L Gates, Boston) and Wanda Wood (Baker Hostetler, New York)

The first subgroup call was held on October 22<sup>nd</sup> and participants discussed what they would like to learn from the subgroup discussions, as well as trends they are seeing in the lateral recruiting market. Many of the members expressed an interest in learning more about the sourcing of candidates beyond traditional methods. There are quite a few resources available (e.g. Leopard Solutions) and many of us are unfamiliar with the options. Participants also discussed reviewing the lateral hiring guide currently posted on NALP's website. The guide has not been updated in several years, so volunteers plan to review and determine whether to make a recommendation for the guide to be updated in the future. They may also discuss if it is beneficial to create a lateral partner recruiting guide in addition to the lateral recruiting guide that already exists.

The next subgroup call is scheduled for January 28th, at 3:00 pm and it will feature a demo from Leopard Solutions, which is a sourcing resource for lateral associates (also an exhibitor at the NALP Conference). Based on the outcome of this demo, we may plan additional demos and/or develop a resource on the various sourcing options available.

### Small/Mid-sized Firm Subgroup

Vice Chair, Soraya Walden (Jackson Walker, Dallas)

The first subgroup meeting was held on October 29<sup>th</sup> and many of the participants on the initial call were from the Texas market, but we hope to increase the number of attendees from other markets on future calls. During the meeting we discussed the outcome of the fall recruiting season and feedback regarding the new timing guidelines. Some members reported the timing guideline was helpful while others said it did not have much impact because the candidates would automatically confirm their interest. The use of technology in the recruitment process was also discussed. The schools confirmed that students are not offended by email communication and firms should continue to use this as a way to schedule interviews in a timely fashion. The next subgroup call is scheduled to take place in February.

### Long Range Strategic Planning Reporting

Vice Chairs, Dyana Barninger (K&L Gates, Charlotte) and Elissa Brito (Kirkland & Ellis, New York)

The Recruiting Section's Long Range Strategic Planning Committee submitted our memo on Friday, November 14 and we reported a brief summary to our membership on the January 6th

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Recruiting Section call. The memo discusses our multi-pronged approach to data collection and then is broken down into two main topics:

- Anticipated Challenges in the next five years:
  - Within the Legal Profession
    - August OCI
    - Lateral Partner movement/alternative staffing models
    - Decreased law school enrollment, decrease in quality of applicants?
    - Changes to law school models (ie. two year programs)
  - Within Members' Departments and/or Positions
    - Members feel uncertain on how to take advantage of NALP's opportunities (or feel intimidated)
    - "Doing more with less" phenomenon
    - Senior members on teams aren't moving on, so junior members don't have opportunities as quickly as they would like
- How NALP should focus its leadership, resources and services in the next five years:
  - Law Student Practices
    - August timing, large vs. mid-size, vs. small firms
    - Pre-OCI interviewing - compromising effectiveness and objectivity of the lottery system?
    - 1L Recruiting pushed back so as not to interfere with finals
  - Member Development and Resources
    - Recruiting Summit (reach to larger group)
    - Live feed from NALP conference
    - Cross-functional training (PD, etc)
  - Lateral Associate and Partner Hiring
    - Sourcing outside traditional headhunter approach
    - Finding mid-level associates: feeling results of reduced summer classes since down-turn of the economy, candidates don't have experience firms are looking for
    - Best Practice guide for lateral partner recruiting and additional "higher level" training

We look forward to feedback from NALP's Long Range Strategic Planning Committee and reviewing the final strategic plan.

Recruiting Summit Planning Committee Liaison

Vice Chair, Lauren Marsh (Akin Gump, Washington)

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Registration is currently at capacity for the upcoming summit. More details regarding the outcome of the event will be shared with section members during the March section call.

The Recruiting Section accomplished several tasks in the last quarter of 2014 and plans are underway for additional projects in the remainder of the NALP year. We hope you found the above summary helpful in providing an overview of our achievements and member discussions to date. Our next call is scheduled for March and it will be timely as we review the activities of our spring recruiting programs and what is on everyone's agenda for the second quarter of the year. We also expect to give a brief overview of what was discussed at the Recruiting Summit. Please feel free to contact me with any questions you may have regarding this information.

LEM