

TO: Dyana Barninger, NALP Board  
Fred Thrasher, NALP Deputy Director

FROM: Jacki Herzog, 2017 – 2018 NALP Recruiting Section Chair

DATE: March 30, 2018

RE: NALP Recruiting Section Fourth Quarter Board Report

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Please find below a report of the Recruiting Section's activities during the fourth quarter of the 2017 – 2018 NALP year.

**Recruiting Call:**

The Recruiting Section held a Section call on Monday, March 26, 2018. Our call's agenda included a board update and reminder of upcoming webinars, joint calls, and conferences; a reminder for those who are a conference host to contact their conference attendees and participate in the webinar on navigating the AEC, a call for volunteers for the Lateral Hiring Working Group's update to the Best Practices Guide and to the Legal Recruiting Staffing Model Survey. The Entry Level/OCI subsection announced their revisions to the Professional Etiquette piece that is available on the NALP portal and was announced on the NALPnow! email. Members were reminded that the RFP process for San Diego is open and we had a brief conversation led by our 2018 RFP chair. Section members were reminded that the Recruiting Section will hold their AEC Section meeting at 4:15 PM on Wednesday, April 25 in Hollywood, FL. The next drop-in call will be held April 5, 2018.

The Recruiting Section is sponsoring the webinar, *Solving the Attorney/Staff Retention & Integration Problem with Software*, on Thursday, April 12, 2018 at 2 PM ET/11 AM PT. We have identified one of the biggest challenge facing law firms in 2018 as attorney and staff retention. We have partnered with Vi and Andrew Talpash, President and CEO of Vi, will present Vi's new attorney + staff integration retention tool, which has been designed collaboratively with law firms based on firms who already have outstanding integration and retention programs. There will also be a Q & A session.

Beginning in October 2017 the Recruiting Section has held a drop-in call on the first Thursday of each month. Approximately 15-25 members participate in each call. Recent topics include applicant tracking systems, student professional etiquette, salary history legislation, working with external recruiters, and engaging with 1Ls. These calls have been more conversational than the quarterly sectional calls.

In 2009, the Professional Development Section drafted a Guide to staffing professional development departments. No such resource is available for Legal Recruiting. The Recruiting Section has engaged the Experienced Professionals Section to work together on a survey. The goal being a best practices guide which is segmented by firm size. Nicole Oddo Smith is leading the charge for the Recruiting Section.

### **Working Groups:**

#### **Annual Education Conference Planning (RFP's)**

Co-Vice Chairs: Jenny Li (Arnold & Porter) and Andrea Waters (Georgetown Law School)

Through Jenny's and Andrea's hard work and perseverance, a total of 22 RFPs were submitted on behalf of the Recruiting Section and 9 were accepted. Below is a comprehensive list of acceptances.

#### **"Bar"riers to Entry in a Nationwide Job Market**

*Presenters: Kristen Hulse, Lynn Herron, Maggie Hedges, Yujin An*

With the uptick in recruiting nationally for certain "hot" markets, today's recruiting professionals are facing questions and challenges related to multiple bar admissions and license reciprocity that have a direct effect on the candidate's practice of law (not to mention the firm's bottom line). Increasingly, legal hiring professionals are serving on the front lines of identifying recruitment "red flags" and ensuring compliance with local bar rules, which effectively requires them to become experts in the requirements for admission and the authorized practice of law in jurisdictions where their employers have offices. Presenters, all of whom are based in robust lateral markets (CA, DC, NY), will discuss recommended best practices regarding policies and procedures surrounding bar admission, potential landmines, and working closely with ethics counsel to ensure employers are complying with all state regulations. We will also discuss the impact of the Uniform Bar Exam, employer policies surrounding study time and bar leaves of absence, and mitigating the economic impact on firms and their clients. Attendees will leave this session armed with the information they need to ensure an ethical hiring process.

#### **Alternative Times, Alternative Positions: How to keep up with the changes in client demands and today's market**

*Presenters: Regina McCaffery, Matthew Miller, Kathren Davis, Scott Hodes*

With the changes and uncertainty in the economy, response to client needs, and attorneys' desire for a better work/life balance, law firms have been shifting their approach to hiring through the use of alternative hiring models. Client demands for lower rates have created a more acute need for these types of roles, and as a result, we are seeing more and more firms create positions that involve more flexible schedules and alternative work arrangements. Please join us for an interactive discussion on the different ways law firms have been approaching, creating and implementing these changes, and how it has effected the lateral market. Our panel will discuss what law firms are doing and how these alternative models have been helping them recruit for the evolving legal market. We will draw from models that are currently used by law firms to share examples of the pros/cons and the dos/don'ts of alternative hiring models.

**Assessments and Analytics: Remove the Mystique to Refine Your Recruiting Strategy**

*Presenters: Erin Ryce, Christina Fox, Mathilde Borsenberger*

Corporations and banks have long-used assessments and performance analytics to hire and build stronger teams that are healthier, more productive and invested in the long term success of the organization. Law firms are successful at finding people who can do the job but less analytical when it comes to assessing who they are; if they want to, and how they will do the job in relation to culture and specific practice needs. Assessments and performance analytics are valuable tools in hiring and retention. In this program, the presenters will review what assessments are, the various applications and how some firms have begun using them to hire, retain and develop the right talent to increase the success of the firm and satisfaction of the attorney.

**Beyond Traditional Time Lines: Innovative Ways of Extending Law Student Engagement**

*Presenters: DeAnna Bumstead-Yearly, Kevin Donovan, Catherine Clement, Tamara McClatchey*

How can we extend the law student engagement period under our current industry guidelines? A panel of law firm recruiters and law school career services professionals will discuss the current trend toward extending the period of law student engagement, beyond the traditional on-campus interviewing season. Panelists will highlight the best practices utilized in other industries, and their potential application in the legal market. This interactive session will also inspire ideas for successfully engaging top talent in the digital technology age, and innovative ways for employers and law schools to collaborate and achieve an effective off-season recruitment process.

**Is the Grass Greener in the Home of the Brave or the True North when it comes to Recruiting?**

*Presenters: Neil Dennis, Jennifer Lau, Cristóbal Modesto, Susanna Tam*

The law firm recruitment process is anything but perfect. While we tweak our recruiting processes here or there, we do so in our own respective national bubbles. But consider taking a moment to look north or south of the 49th parallel at what our American and Canadian neighbors are doing and think about what could be possible. Is the grass really greener on the other side of the border? Join us for a NAFTA (North American Fruitful and Thorough Analysis) on the US and Canadian recruiting systems from both firm and school perspectives and piece together your dream recruiting process.

**Making Meaningful Connections with Laterals through Social Media**

*Presenters: Catherine Maiorana, Guy Alvarez, Erin Ryce*

Are we Tweeting? Yes. How about Linking In? Of course. Are we posting as many creative hashtags and candid snapshots of summer associate outings as we can muster to engage and attract 2Ls? Absolutely. But are we connecting in a meaningful way with seasoned laterals? Probably not. Laterals, like clients, crave knowledge on a firm's major wins, its big deals, and approaches to pro bono and diversity. Join us for this program where we will explore how to create a social media strategy designed to attract more seasoned laterals, including the content to push and the best social media platforms to choose to execute the mission.

**The Fast & The Furious: A Car Chase Movie, Or Life During August Interviewing**

*Presenters: Catherine Clement, Melissa Forshey, Trisha Selden*

With an OCI season that's becoming more compressed, more competitive, and earlier each year, your August may feel like you're in a high-speed chase after the best recruits. Firms are challenged to manage campus schedules, callbacks, and offers at the same time, so it's important to have best practices in place ahead of time that will keep your recruiting on course. During this session, you'll hear ways you can step outside the typical callback interview processes to experiment with different callback structures, and learn about strategies and technologies that will help you both manage and enhance law student recruitment programs.

**What's In A Name? Alternatives to the Traditional Summer Associate Employment Model**

*Presenters: Jessica Gangjee, Jacki Herzog, Reena Parambath, Kathleen Pearson*

With the reduction in firm budgets and summer associate positions, employers and schools face challenges with recruiting and placing talent. This program will review alternative employment strategies to the traditional summer associate model. We will discuss utilizing law clerks during the summer, as well as during the academic year; co-op programs between law schools and employers; and both project based and virtual employment. Employers and law schools will learn how to strengthen their relationships to meet mutual hiring objectives in a cost effective manner. Discussions include best practices for these alternative programs and how to create a business case analysis.

**You Can Bring a Horse to Water AND Make Him Drink! Learning How to Implement Change**

*Presenters: Katie Creedon, Jeanette Forgey, Lindsay Howard*

Change is hard for everyone, and when long standing traditions and processes have been in place that seems to run smoothly, there is often resistance to change. We recently revamped our entire legal interview process, and lived to tell the tale! We will share how we incorporated behavioral questions, score cards, and panel interviews into our process. In addition, our experience will show how to obtain buy-in from management and bring about effective change to systems and protocols that will help your recruiting or PD departments run more effectively and efficiently.

**NALP Bulletin Submissions**

Vice Chair: Cathy Maiorana (Mintz Levin)

We submitted and had accepted the following 5 topics for publication in the Bulletin:

**Topic: Converting a CV into a Resume**

*Author(s): Melanija Radnovic (American University)*

Column or Feature: Column

Proposed Publication Date: November 2017

**Topic: A Top Ten List for Working with External Recruiters**

*Authors: Jacki Herzog (Clark Hill) and Cathy Maiorana (Mintz Levin)*

Column or Feature: Column

Proposed Publication Date: February 2018

**Topic: Salary History Ban and the Impact on the Legal Community**

*Authors: Chia Kang (Ropes & Gray)*

Proposed Publication Date: March 2018

Column or Feature: Column

**Topic: Alternative Hiring and Career Tracks for Attorneys**

*Author: Chelsea Parrott-Sheffer (Seyfarth Shaw)*

Proposed Publication Date: April 2018

Column or Feature: Feature

**Topic: Dealing with Stress during the Busy Recruiting Season**

*Author: Ginette Mueller (Michael Best)*

Proposed Publication Date: May 2018

Column or Feature: Column

**Entry Level Recruitment/OCI**

Co-Vice Chairs: Tamara McClatchey (Chicago Kent Law) and Michelle Soto (Dechert LLP)

The Recruiting Section remains committed to looking at better ways for law schools and law firms to work together for entry level recruitment. During the Fall, we have reviewed the Travel Reimbursement form. We have also revised the Student Professionalism During the Interview Season Handout which was recently posted to the NALP website and announced on NALPnow!.

**Lateral Hiring**

Co-Vice Chairs: Jessica Gangjee (Burns White) and Dorianna Phillips (Stoel Rives)

On May 4, 2017, the Lateral Hiring group sponsored a webinar put on by ViRecruit entitled *Best Practices for Lateral Recruiting in viRecruit software*. 86 people were registered for this program. As a follow-up, on May 11, 2017, the Lateral Hiring group sponsored a webinar also put on by ViRecruit entitled *Best practices for High Volume Recruiting in viRecruit software*, which focused on OCI recruiting. Registration was received for 111 participants.

During the September 27<sup>th</sup> call, Jessica Gangjee explained the project and called for volunteers to move The Best Practices Lateral Hiring Guide project forward. The focus here is on updating the guide to include a section on partner hiring along with updating the guide for any additional technology issues that have become customary since the last update. A call for volunteers has gone out several times via NALPConnect.

**Small and Mid-Size Firms**

Co-Vice Chairs: Adam Gratch (DePaul University) and Liz Klein (Duri Tangri)

We continue to struggle with participation from this segment of the membership. Since many of these section members travel solo to the Annual Education Conference, we are looking at ways to connect these members at the conference.

**Recruiting Summit Planning Committee**

Representative: Tamara Fairhurst (McGuireWoods)

Tamara attended the Recruiting Summit Planning Committee meeting in DC on June 27, 2017 and she attended the Recruiting Summit on January 25, 2018. She is also working on the Toolkit for Law Student Professionalism as the Recruiting Section representative.