

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

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

DATE: June 16, 2017

RE: NALP Recruiting Section First Quarter Board Report

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

The Recruiting Section held a Section call on Thursday, June 15, 2017. Our first call's agenda included a board update; discussion of the Lateral Recruiting Summit held June 9, 2017 in Chicago; report back on RFP's for the 2018 Annual Education Conference; call for bulletin articles; and a call for volunteers for the Lateral Hiring Working Group's update to the Best Practices Guide to include partner-level hiring and updates to the use of technology.

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. Below is a comprehensive list of submissions. RFPs accepted for the 2018 Annual Education Conference in Hollywood, Florida will be announced in July.

"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.

#Recruiting 2.0 - Implementing & Executing Your Social Media Plan

Presenters: Rachael Bosch, Veronica Phillips, Valerie Castello, Erin Ryce

We invite you to continue the conversation from the 2017 session "#Recruiting: Reaching a Digital Generation 1 "Like" at a Time". This time we explore how to go from making the case for social media as a recruiting tool to implementing and executing on your new outreach strategy. What is an editorial calendar and how do you create one? What tools can you use to be more efficient and keep costs low? These areas will be discussed in an interactive and comprehensive session for the social media novice and the platform savvy team member as well. In addition to tools and tips, attendees will walk away with the latest data on law firm and law school platform usage. Data will be compared year-to-date against the 2017 results to provide a state of social media in the legal market.

A Practical Guide to Small and Mid-Size Law School Recruiting

Presenters: Isabella Hannon, Leslie Becker Wilson, Mary Beth Moore, Robin Thorner

Small and mid-size law school recruiting takes a lot of TLC. Creating and working a plan within your team is half of the battle. In this interactive program, our panelists will share their employer outreach methods and you will also engage with other small and medium school CSO professionals to take away a variety of tactics to leverage your relationships with employers to create a strong recruiting program on your campus. You will also have an opportunity to discuss and find solutions to common struggles such as how to manage employer expectations in your particular school setting.

AI and the Future of Legal Recruiting

Presenters: Katherine Loanzon, Nicholas Grimm, Marcus Sawyer

This program will focus on the use of AI (Artificial Intelligence) in recruiting legal talent. AI technology, like Mya, Affectiva and EngageTalent, are disrupting the recruiting industry by doing a lot of work that used to be done by humans, like gauging a candidate's emotions, engaging passive candidates and creating gender neutral job-postings. Therefore, will AI be used to help recruiters do their jobs better or end up replacing recruiters?

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.

Alternatives to OCI for Recruiting Law Students for firms outside the AmLaw 100, including Small and Mid-Size Law Firms

Presenters: Sarah Weissman, Bryan Hauhe, Dmitriy Galyutin, Angela Wieber

Shrinking class sizes, increasing salaries and the needs of the millennial generation have changed the recruiting game for small and mid-size law firms. So how do these firms compete in this changing market? Should they continue to participate in OCI? Should they start a 1L only summer program? What types of programming and communication attracts top caliber law students? These questions as well as a presentation of alternative recruitment strategies will be addressed by a panel of law firm and law school representatives.

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 the Cocktail Party: New Approaches To Landing Great Talent

Presenters: Greg Miarecki, Katie Hoekstra, Jenny Li

This program will discuss new and innovative approaches to recruiting entry level lawyers, focusing on partnerships developed between law firms and law schools. The program will go beyond the standard summer cocktail parties and other “one size fits all” approaches, and focus on “rifle shot” approaches designed to help firms land their ideal candidate. Additionally, unlike similar programs in the past, this session will explore how schools and law firms can strengthen relationships by involving more professionals in the relationship, and by leveraging law school assets, including faculty, other administrative staff, and students.

General Ledgers, Expense Codes, and Client Matter Numbers...OH MY! Tips to Approaching and Managing Your Recruiting Department's

Presenter: Melissa Forshey

Most managers receive little or no formal training in how to develop a budget forecast, track their expenses, or how to make mid-year adjustments. In addition, with the focus on efficiency and, in some cases, budget cuts, we must learn how to do more with less. During this session, you'll learn how to implement a budget tracker, hear about innovative ways to implement programming in the face of limited funds, and tips to manage this seemingly daunting task on top of your other roles and responsibilities.

How to utilize and work with your law schools to fill your lateral positions

Presenters: Sarah Weissman, Tamara Fairhurt

We work together during OCI let's continue to work together beyond the 3L year! Let's create a year round relationship and work closely together to fill lateral positions with alumni from local law schools. This session will focus on how to work with law schools to recruit for lateral positions. What programs and strategies are currently working for law firms that are successfully using law schools to recruit for lateral positions? How can law firms help to better serve law school alumni populations and how can law school career services help firms find lateral talent... come find out!

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.

Making Your Small Firm's Summer Program a Big Success!

Presenters: Katie Creedon, Lindsay Howard

When summer time rolls around, do you find it hard to compete with the "big firms" in town? Are you struggling to fill your program with meaningful experiences? Do you hire 1Ls, only for them become a distant memory two years later? Come join us to learn how to make your small summer program a big success! We will share what we have learned by transitioning from a big firm to a small firm, and help you to target your recruiting efforts, stretch a limited budget, generate attorney participation, and finally figure out what to do with those 1Ls!

Raising an Army! - Building Out Your Firm's Recruiting Team

Presenter: Dana Neiswander

Is your firm's recruiting function growing in complexity? Have you recently needed to create and then manage totally brand new roles on your team? Or are these things on the horizon at your small to mid-size firm? Not to worry! Join us for a manager-level discussion about raising a recruiting army while addressing important firm needs and objectives, and finding fulfillment in your evolving leadership position. Whether you are going from a department of one to two, or you already oversee a group of ten and plan to specialize even further, let's explore how to add new headcount and be smart about it.

Succession Planning for Law Firms – A Practical Approach

Presenters: Andi Cullins, Stephen Nelson, Alexis Fox

The challenge presented to law firms by retiring partners is of such wide-spread concern that The American Lawyer devoted the September 2016 edition to what one author called “the graying of The Am Law 200”. However, too few law firms have looked critically at succession planning or what happens when critical partners who are moving quickly toward retirement, don't have any viable “heir-apparent” within the firm. This program will present some strategies and tools to help firms think about this critical issue, including methods for tracking and analysis.

Taking It By The Reins: Evolving Lateral Recruitment Into A Revenue Generation Team

Presenters: Jessica Gangjee, Erin Ryce, Julie Bonasso

Lateral recruiting is trending up and in law firms, talent is literally revenue. Recruiters must continue to innovate lateral hiring practices to reduce the cost to recruit while increasing the revenue gain by delivering performers who stay. Panelists from a variety of legal industry backgrounds will share best practices to attract and engage talent throughout the life cycle of the lateral process and innovative ways to use external consultants to source and hire talent. Employers will acquire new tools and approaches to become their firm's internal search consultants, strategies to better collaborate with headhunters, and cost effective outsourcing options.

The 411 on Talent Tools to Develop Laterals: Coaching and Assessments

Presenters: Mary McGurrin-Novack, Darien Fleming

Increasingly law firms are embracing coaching as a key component of an effective talent development strategy and are using in-house resources and/or external consultants to coach lateral lawyers. Coaching is extremely effective in positioning lawyers to make a smooth transition to a new firm, work collaboratively, develop leadership skills and build their practices. Coupling coaching with assessments like StrengthsFinder 2.0 can be a powerful formula for unlocking the potential of laterals. Come join two seasoned professionals (who are experienced coaches) for a “how-to” program on implementing a pilot coaching initiative or a discrete program for your firm or school.

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.

Winning the War on Talent: 2.0

Presenters: Catherine Maiorana, Jacki Herzog, Esq., Abbe Bunt, Chris Miller

Once upon a time when we needed to find a spectacular candidate to fill a position, we would pick up the phone, call a search firm, and wait for 100 resumes in the hope of finding one ideal candidate. Join colleagues for an interactive round-table conversation from both sides of the table regarding how sophisticated technology and ever-changing social media is changing our approach to lateral recruiting. We will explore: What should be the role of a search firm? What is the search firm value proposition? How can law firms maximize relationships with external recruiters? How can we capitalize on synergies and leverage technology? What does everyone see as the future of law firm recruiting?

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 (K&LGates)

We have submitted the following 5 topics for publication in the Bulletin:

Tentative Topic: Coaching Summer Associates and preparing them for the transition from student to lawyer

Author(s): Mary McGurrin-Novack (K&L Gates)

Column or Feature: Column

Proposed Publication Date: November 2017

Tentative Topic: Working with External Recruiters

Authors: Jacki Herzog (Clark Hill) and Cathy Maiorana (K&L Gates)

Column or Feature: Column

Proposed Publication Date: February 2018

Tentative 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

Tentative Topic: Alternative Hiring and Career Tracks for Attorneys

Author: Chelsea Parrott-Sheffer (Sevfarth Shaw)

Proposed Publication Date: April 2018

Column or Feature: Feature

Tentative 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)

While we understand that the Innovative Talent Work Group is not yet ready to provide the Recruiting Section with any charges, we are committed to looking at better ways for law schools and law firms to work together for entry level recruitment. We will be shifting the review of OCI forms to immediately after the Fall 2017 recruitment period to take advantage of the topic being fresh on everyone's minds.

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.

The Best Practices Lateral Hiring Guide was published in 2016. Focus was on lateral associates, so the group has accepted the charge of updating the guide to include a section on partner hiring along with updating the guide for any additional technology issues that have become a focus since the update.

Small and Mid-Size Firms

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

This group is planning to hold a conference call in July 2017 focusing on how small and mid-size firms can “go up against” the big law firms during OCI. They also plan a follow-up call after OCI to discuss what worked.

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 will be attending the Recruiting Summit Planning Committee meeting in DC on June 27, 2017.