

MEMORANDUM

TO: Kisha Nunez, NALP Board Liaison, Recruiting Section
Fred Thrasher, NALP Deputy Director

FROM: Dyana Barninger

PHONE: (202) 778-9882

DATE: June 20, 2013

Re: NALP Recruiting Section Board Report

Please find below a report of the Recruiting Section's activities during the first quarter of the 2013-2014 NALP Year.

Summary

The Recruiting Section has gotten off to a very productive start. We held our first section call in early May, which focused on brainstorming ideas for and coordinating production of RFP's for the 2014 AEC. Our second call focused on hot-topics and Bulletin article plans, updates from the Judicial Clerkship Section and the RRC, and discussion on the various recruitment forms the Section is charged with reviewing. The progress of each working group is detailed below.

Work Groups

Annual Education Conference Presenters Work Group

Vice Chair: Holly Barocio, Neal Gerber Eisenberg, Chicago

Under Holly's tireless leadership, we are pleased to report that 14 proposals were submitted on behalf of the section for review by the Conference Planning team for the Seattle conference. In addition to the spectrum of industry-leading topics, what is even more impressive are the numerous NALPers who came forward to lead the RFP process, share their ideas and/or agree to be speakers. Not only were our more senior NALPers involved in various stages of the process, but we also had an influx of fresh faces who stepped up to take leadership roles and become more involved in NALP. That is what Section work is all about and we are proud of the efforts of our members on this project in particular.

Examples of the subject matters our RFP's centered on include lateral associate integration and on-boarding; multi-tasking recruiting, diversity, professional development and human resources; effective summer associate evaluations; and a renewed focus on the needs of our midlevel professionals, which was encompassed in a few different proposals, including the new 201 program. The full line-up of submitted proposals is below. We are looking forward to another solid presentation of cutting edge programming in Seattle.

Recruiting Section RFP Submissions (14)**Alternatives to OCI: New Uses for Old Strategies**

The session will address the value of alternatives to OCI for schools and employers. Topics covered will include (1) law school consortia Off-Campus Interview Programs: (schools) creating a consortium and successful marketing of off-campus interview programs & (employers) why and how to choose to participate in a consortium's Off-Campus Interview Program; (2) the value of resume collections: gateway to consortia interview programs and OCI; (3) remote interviews: putting your best face forward – best practices for schools and employers, and (4) 3Ls and new attorneys: how to find them when you need them.

Shawn McKenna, Nichole Velasquez, Dyana Barninger, Nicole Lancia

Alumni Judicial Clerkships: They're here to stay ... if only for a year or two.

What started as a reaction to the recession now appears to be a permanent trend - graduating law students and young attorneys applying for federal clerkships. And, in recognition of this trend, Federal District Court judges – in particular – are now routinely seeking out and hiring as clerks attorneys with between one to three years of law firm experience. This program will examine the issues that both Clerkship Advisors and Law Firm Recruiting Professionals have had to address in counseling and working with these new attorneys as we all adjust to what looks like a trend that is “here to stay.”

Eric Stern, Amy Perez, Georgia Emery Gray

Changing Lanes: Working at the Intersection of Law Firm Diversity, PD, and Recruiting

Recent years have seen an increase in the number of combined legal professional roles at law firms. This session will focus on the particular intersection of diversity, recruitment, and professional development in law firms and the growing trend of roles encompassing more than one of these areas. Our panelists will discuss ways to take advantage of this trend and best position (or re-position) oneself to thrive, whether in a combined role or a traditional one.

Valerie Jackson, Sheri Zachary, Kisha Nunez, Michelle Wimes

Correcting the Same Mistakes: Resume, Cover Letter and Interview Tips from the Experts

Why is it that law students and attorneys seem to make the same job search mistakes over and over again? Representatives from law firms, government agencies and public service organizations will share their best advice on the errors they keep seeing and how to best correct them for summer clerkships, entry-level jobs and lateral attorney positions. We'll highlight what employers want (and don't want) to see and hear when it comes to resumes, cover letters and interviews, such as how to best format your materials, address gaps in your resume, talk about your academic performance and much more.

Skip Horne, Donna Harris, Stuart Smith, Millicent Newhouse

Engaging with Law School Candidates through Social Media

New generations of lawyers get their information online and want short, real-time bursts of information provided with a personal touch, and employers must adapt their recruiting efforts with that in mind. Social media platforms such as Twitter and Facebook provide valuable opportunities to engage with law students and actively deliver the humanized, insider view that relatively static websites and printed materials lack. This program will focus on how employers can effectively leverage these platforms, providing tips on how to map out a social media plan for recruiting, utilize existing online connections between students and law schools, and create attention-grabbing content.

Kelly Morgan, Carrie Wagner, Thomas Freeman, Marsha Nagorsky

Feedback 2.0: Turning Summer Associate Evaluations Into Powerful Learning Tools

The summer associate review process is a critical piece of summer associate programs; however, figuring out how to develop substantive evaluations and deliver meaningful feedback to summer associates is often challenging. This program will explore ways to enhance and streamline the summer associate evaluation process and provide advice on how to use feedback effectively. Presenters will also discuss what to consider when developing summer associate evaluation and work assignment forms and how to create and assess different evaluation methodologies.

Rebecca Calman, Donna Harris, Karl Riehl, Lynne Traverse

Lateral Associate Integration and On Boarding – Creating One Culture at Your Firm

The law firm industry is experiencing a trend in lateral associate moves. In order to maintain a consistent culture at law firms and maintain quality client service, it is important to establish a lateral integration program that focuses on logistical, social and practice area integration. Explore how the process works - who manages the process, discuss best practices, and hear what is important to a practicing attorney. The panel will include a perspective from a recent lateral associate and review data collected through a survey of lateral associates. Leave with tools to create a lateral attorney integration checklist and program.

Catherine Maiorana, Douglas Ebeling, Milana Hogan, Ash Miller

Making the Transition: How to Work with an HR Team

With law firms seeking to maximize talent among its administrative ranks, some firms have recently combined recruiting and development teams with human resources, often times with one person at the helm to lead both groups. Join our panel of "Chiefs" as they share their experiences of taking on HR roles and incorporating an HR team into their recruiting/development teams, best practices for making a smooth transition, and managing a larger talent pool across their respective firms.

Holly Barocio, Peggy Giunta, TBD Laura Saklad (contacted), TBD Ellen Johnson (contacted)

Recruitment Professionals 201: Career Management Skills for the Mid-Level Professional

Recruitment professionals in their fourth to sixth year have progressed beyond the "newer professional" stage and are hitting their stride. Becoming a mid-level professional means you have mastered the basics and are ready to take your career to the next level. In this mid-level foundation skills program, you will gain competencies in areas such as wearing multiple hats, lateral recruitment, lawyer integration, associate/summer associate training, strategic thinking and gaining a seat at the table. Join experts from the NALP Experienced Professionals and Recruiting Sections to learn strategies and techniques that will help you successfully move your career to the next rung on the ladder.

Lynne Traverse, Alissa Golden, Tina Russell, TBD

Re-Tooling Your Internal Interviewing Tactics

Does your interviewing process need a makeover? Regardless of whether your firm conducts 20 or 2000 interviews a year, we all need to maximize our time and resources while still identifying the best candidates. This program will help you recognize not only if it is time to make a change but how to make it happen. Transformation is never easy but you can increase your chance of success. We will discuss the process from start to finish, including winning over your first champion to full implementation.

Kelly Green

Secrets of headhunters and consultants: how they know what they know, and how you can use their resources to your firm or school's advantage!

Panel will cover resources headhunters and consultants use to track attorney movement, stay current on all openings, track how long openings at both particular firms and in particular practices have been open, decipher hiring trends across practices, calculate attrition rates by practice area, determine which law schools get the most traction where, and more. In addition, the panel will discuss how these resources can be used to evaluate potential acquisitions or merger candidates and support competitive analysis.

Jordan Abshire, Alan Dickinson, Laura Leopard, Mary K Young

Shifting Gears: A Guide on Changing Lanes from Law School Recruiting to Lateral Recruiting

Is the process of managing lateral recruitment at your firm new to you? If so, then this is the program for you! Our panel of experienced professionals will begin the discussion by highlighting the differences between law school recruiting and lateral recruiting, while referencing the transferable skills utilized in both areas. The balance of the dialog will then focus on how to lead a lateral search from determining need with practice group heads; understanding the necessary skill set; determining the methods used to

conduct the search, including working with search firms; and lateral integration. Program attendees will leave with a big picture view of lateral recruitment process and with customizable tools that can be used to create a successful lateral recruitment program at their own firms.

Kisha Nunez, Donna Harris, Chandra Clouden, Kimberly Yagelski

Strategies for Effective Collaboration between CSOs, Outplacement Professionals, and Internal & External Legal Recruiters

There are many organizations and individuals who can help guide attorneys through the labyrinth of career options when they are contemplating lateral moves. The CSO counselor, outplacement service professionals, and internal and external legal recruiters - each have differing motivations, approaches, and relationships to share and disclose with experienced attorneys. But in the end, they all benefit most when the candidate's best interests are served. This program brings these stakeholders together to explore their unique roles and to share the challenges and best practices for collaboration while serving the diverse needs of the job-seeking attorney, our constituents, and our clients.

Matthew Pascocello, Joi Bourgeois, Dan Binstock, TBD

You Can Lead a Horse to Water, But...: Successfully Navigating the Pipeline of Diversity Scholarships, Fellowships, and Career Fairs

Diversity scholarship programs and minority job fairs would seem to offer pipeline programming that is a straight forward solution for both employers and schools. Yet, the situation is often much more complicated. Have law firms been successful in increasing their diverse attorney population as a result of their 1L or 2L diversity programs? Do the majority of diverse job fairs consistently attract significant law firm and student participation and result in successful hiring? With an increasing array of diversity fellowships, scholarships and job fairs available, why do many law schools struggle with attracting applicants for these opportunities? This program will discuss, examine and suggest best practices for maximizing the potential for diverse opportunities for both law firms and law schools.

Melanie Priddy, Kenny Tatum, Michelle Vodenik, Karen Russell

Recruitment Professionals 201 Course

Vice Chair: Lauren Marsh, Akin Gump, Washington, DC

One of our new charges this year as a Section is to work in collaboration with the Experienced Professionals Section to create a program for midlevel recruitment professionals. We envision the program to expand on the Management Foundations course presented at the Newer Professionals Forum to help guide our senior coordinators and junior managers to be successful in the next stage of their career.

Lauren and I had several conversations with members of the corresponding work group within the Experienced Professionals Section during the RFP process to collaborate on the creation of an RFP for this program. There were a few bumps along the road early in that process, due

mainly to the fact that neither work group was aware they were tasked with the same charge, so were unaware they should be collaborating! Once we were all on the same page, planning was much more seamless and a solid RFP was submitted.

With that said, we found the RFP process to be challenging in two key ways: 1) that the program will take months to develop and, 2) that the ultimate vision for this program, once complete, doesn't fit neatly into a 75 minute concurrent session. And, frankly, it would do a disservice to the work group, the presenters and the participants to do make it so it did. With that in mind, the Work Group made suggestions to the Conference Planning Committee that include:

- Split the 201 program into two parts (2, 75 minute programs). This will allow the presenters to cover the topic substantively, and devote much more in-depth detail to the various areas that are important to our mid-level professionals.
- Place the program at the beginning of the conference schedule. Assuming several of the mid-level specific RFP's that were submitted by the section are incorporated into the conference, we will be able to inform participants of those other programs and suggest they choose a specific "track" that will be an appropriate use of their time to enhance their development.
- Create a "track" for mid-level professionals at the conference, including their own icon in the conference book, that will allow them to immediately see where to spend their time for the most value in regard to this area.

Upon hearing back from the Conference Planning team, this work group will pick up again in earnest to continue building this program.

Form Review Work Group

Vice Chair: Diana Ross-Butler, Paul Hastings, Atlanta

At the time of this report, we have had discussions and received substantive suggestions for minor revisions to the forms used by both school and employer members during the Fall recruitment season. These include 1) the Travel Expense Reimbursement Form, 2) the Open Letter to Law Students, 3) the Student Evaluation of Employer Evaluation Form, 4) the Career Services Request Form, and 5) the Employer Interview Outcome Form. The group's work will extend past the date of this memo.

In addition to revising the substance of the forms, members of the Section on our last call had some healthy conversation on how better to promote the forms to the membership. This was evidenced by the fact that some of us on the call admittedly hadn't known that the Travel Expense Reimbursement form was a fillable PDF and contains the ability to auto-calculate the total at the bottom (a change that was implemented in 2012). We have a few ideas that the group will flush out over the next week or two with the NALP office.

NALP Bulletin Submissions

Vice Chair, TBD

Based on member feedback, the Recruiting Section expects to submit 2-3 articles for the Bulletin in 2013/2014. Section members have been a bit stunted in our brainstorming so far, as many of our decisions for articles will be driven by which RFP's are accepted by the Conference Planning team for 2014. We will consider turning one or two of those RFP's into

articles once those plans have been passed on from the Committee. In addition to those, we plan to author an article for publication in the winter regarding the struggles members face keeping their constituents (attorneys, summer associates, students) motivated during the very active summer and fall seasons. This topic garnered a fair amount of discussion on a recent call and, while the solutions aren't easy to identify, we think the subject matter requires our attention prior to the summer/fall season of 2014. We hope to find an author who can identify best practices for our members.

Other Collaboration

The new schedule for law clerk hiring announced in April provided opportunities for collaboration between the Recruiting Section and the Judicial Clerkship Section. We hosted a joint call in mid-May to talk through potential questions students may pose to employers or CSOs about how to handle scheduling interviews during their summer associate program, interview travel, the offer process with both the judge and their employer, or clerkships more generally. On our next call in June, Melissa Lennon joined the Recruiting Section meeting on behalf of the Judicial Clerkship Section to discuss updates and trends we had seen so far in the process and as we approached the proverbial finish line of June 28. Melissa and the employers on the call shared helpful feedback and anecdotal experiences.

We also expect to work closely with the RRC in coming months. Chandra Clouden from Alston + Bird in Charlotte is our liaison and she was able to join our most recent conference call to talk about the goals of the RRC this year and her role as the Section's liaison.

I hope you find this update helpful in providing a snapshot of the work being done by the Recruiting Section at this very busy time of year for many of our members. We have laid good groundwork and look forward to a productive year ahead.

DPB