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MEMORANDUM

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

DATE: October 17, 2013

Re: NALP Recruiting Section Board Report

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

Summary
The Recruiting Section has continued work on it's charges for this year, though the busy recruiting season took priority over some of our items. We held a productive Section call in October, where participation was strong and issues were raised. The progress of each working group, as well as commentary from the membership on our recent call, is detailed below.

Work Groups

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 succesful in the next stage of their career.

The Work Group submitted a RFP and it was accepted for the 2014 Conference. The program's speakers have been selected, and Lynne Traverse and her work group within the EP Section have an established timeline which spans from November to April 2014. Lauren will work with Lynne to determine how the Recruiting Section can assist with the planning phase for the program.

Form Review Work Group
Vice Chair: Diana Ross-Butler, Paul Hastings, Atlanta

An annual charge for the Recruiting Section is the review of the following forms: 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.

We received suggestions from Section membership for a few revisions related to the Travel Expense Reimbursement form, which included:

- Added a "Did You Know" paragraph to the forms section of the website above the Student Travel Expense Reimbursement Form link and in the NALPNow! in which

the forms were announced, bringing attention to the changes made in 2012 and 2013 to the form
- Added Section numbers to the format of the Form (for example, "Section 1: Your Information")
- Added an Instruction Sheet for employers to include with the form
- Added an "Enable Editing" function to the Form so that if an employer still prints and gives hardcopies of the form to students, the "0.00" in the "Paid by Me" and "Total" columns does not show.

For the Open Letter to Law Students, we have suggested looking into linking this form to the NDLE somewhere if possible.

In advance of the 2014 forms review, we suggest a quick poll of law schools to see if they use the Law School Career Services Request Form. The majority of law firms on our call have not used the form in years, but instead have been using Symplicity (our only concern here is for schools who aren't on Symplicity, as we can't be exclusionary).

NALP Bulletin Article Work Group
Vice Chair: Kate Kerr, Fenwick & West, San Francisco

For the November Bulletin, the Recruiting Section has submitted an article entitled "Sourcing Experienced Attorneys – Using Online Tools to Increase Your Pool of Candidates," with tangible promotion and sourcing tips. For the January Bulletin, we intend to submit an article highlighting for both employers and schools viable alternatives to traditional OCI visits for sourcing both 2L and 3L candidates. We have secured space in the March Bulletin as well, but are still developing the topic. Kate made a "call for authors" on our last call, and will follow

Annual Education Conference Presenters Work Group
Vice Chair: Holly Barocio, Neal Gerber Eisenberg, Chicago

We were pleased with the efforts of our members in pulling together our RFP's. Under Holly's leadership, the Section submitted 14 program proposals for the Seattle conference, of which 4 were accepted:

1) 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

2) 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

3) Recruitment Professionals 201: Career Management Skills for thte 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

4) 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

Other Discussion Items of Note

Attendance was strong and discussion was positive on our most recent quarterly call from both employer and law school members (approximately 45-50 on the call). A summary of topics is below.

- NDLS improvements - Pascale Bishop from the NDLS working group attended our call to bring attention to the survey recently distributed and to seek feedback about how employers utilize the current form and what other types of information they would like to see contained on the form. Quite a few ideas were generated, which I hope the group will find helpful to their work going forward.
- The compressed timeline of the recruitment season and speed at which decisions must be made (by both employers and students) because of that timeline was very much at top of mind. The current process is simply unsustainable. Is either party making well-informed decisions? There is a lot of skepticism that we are, but no defined way to combat the issue. This is not news to anyone, but confirmation of more of the same.
- Employers question whether the offer period should be revisited again. With the season essentially compacted into eight weeks (mid-August to mid-October), a four-week open offer period (essentially half the season) makes it difficult for employers to manage their offers and yields.
- A tangential issue to the open offer period is the number of offers students may hold open. Recognizing, as always, that this is difficult to police, there was some discussion that the

compressed timeline should also mean that students should not have any more than 3 open offers in one market at any time versus 5.

- There was a fair amount of discussion about the November 1 deadline for previously employed students. Points that were raised were:
  - For 3Ls with permanent offers, November 1 seems too long for employers to wait for their decision. By that point in the year, should those 3Ls decline the employer's offer, it is very difficult for employers to find quality 3Ls to fill that slot.
  - A November 1 deadline for 2Ls with offers to return the next summer also creates complications for employers, as they work to manage offers to 2Ls not previously employed by them. Previously employed 2Ls are holding offers open into October that, if declined earlier, could have gone to qualified 2Ls who were otherwise on that employer's waitlist or released. The compressed recruitment season seems to call for revisiting this deadline as well.
- A few shared more light-hearted anecdotes from this past season that I thought were worth mentioning:
  - One 2L, rather than sending handwritten notes via US Mail, sent a photograph of a handwritten note as a pdf via email.
  - Two other firms had experiences with 2Ls who came very prepared for their callback - with index cards and all.
  - Additional examples of the helicopter parent phenomenon - 1 set of parents joined their 2L student at an offer dinner; another arranged a call with an HR representative to discuss Benefits prior to the 2L accepting their offer.

If you would like additional details about any of the topics raised above, please don't hesitate to reach out. There is no clear answer to any of the issues raised above, but members are looking to NALP to continue to push forward and find resolutions. I think the Recruiting Section could take the lead in exploring alternatives to any of the issues above and look forward to the Board's guidance on how to proceed.

Finally, we raised the issue of engagement of Section members and if the formation of specialty affinity groups within the Section may help members engage with more ease. We discussed the addition of the four groups recommended by the Board in July - large firm, small firm, lateral recruitment, and entry-level recruitment. We will be exploring this further in the weeks ahead and announcing the formation of these groups on NALPConnect.

I hope this update is useful in providing a snapshot of the work being done by the Recruiting Section as we wrap up the 2L recruitment season and prepare for a productive quarter ahead.

DPB