

M E M O R A N D U M

October 21, 2009

TO: Jennifer Queen  
Board Liaison, Recruiting Section

FROM: Christina Kunz Fox  
Chair, Recruiting Section

CC: Fred Thrasher  
Deputy Director, NALP

RE: Recruiting Section Second Quarter Board Report

This memo summarizes the activities of the Recruiting Section for the second quarter of the 2009-2010 NALP year. Included in this report is an update on the following: (1) second quarter conference call; (2) responses to the 2010 Annual Education Conference RFPs and to proposals for articles; (3) status reports on the Section's work groups; and (4) issues for consideration for the Long Range Strategic Planning Committee.

**Second Quarter Conference Call.** The Section held a brief conference call on October 14 to update the members on the status of its work groups, and NALP's responses to the conference RFPs and article proposals submitted on behalf of the Section. In addition, the members shared some of their thoughts about issues they are facing during this unique recruitment season. Several members expressed concern over a negative impact the timing guidelines, specifically the "45-day rule," was having on their management of offer numbers. The Section was informed by our Board Liaison that the newly formed Commission on Recruiting in the Legal Profession would be considering the impact of the guidelines, and encouraged the members to email their thoughts to NALP's suggestion box. Also discussed was the usage of waiting lists for offers. A few of the members shared that

they were using them, and were surprised to find that many of the students to whom they extended offers from a waiting list were still available. The discussion also touched upon the difficulty of managing hiring partners' expectations about the quality of candidates that might still remain in the late fall and spring should room still be available in their programs at the end of the season.

**Results of Annual Education Conference RFPs and Article Proposals Submitted on Behalf of the Section.**

The section put forth 10 proposals and the following 3 were selected:

- Looking Beyond Today: Developing Recruiting Strategy in Tough Times
- Welcome to the Family: Managing the Recruitment Process of Lawyer Groups and Firm Mergers
- E-Networking: Part 2 – Putting your Best E-Footprint Forward

The section submitted 2 *Bulletin* article proposals on the following topics:

- How to get involved in leadership positions (scheduled for November 2009 issue)
- Handling outplacement for laid off associates and deferred students (waiting for response)

**Work Groups Updates.**

**Evaluating Leadership** – (Purpose/Charge: This group is spotlighting organizations that have found success with alternative evaluation models, ones that moves beyond law school pedigree and grades, as well as creating a bibliography of NALP and other articles relating to this topic to serve NALP members). This work group, chaired by Francesca Schoenwandt, is now in full swing after some work group staffing changes were recently finalized. NALP's Director of Publications was very helpful with suggestions on how to navigate NALP's resources. Heather Cavanagh is focusing her research on NALP sources, such as past *Bulletins*, the NALP Bookstore, the Professional Resources Section, past committees, and past conference programs and handouts. Randy Liss is

focusing his research efforts on various search engines to pinpoint common themes on alternative methods of evaluation for hiring. He, like Heather, have found so far behavioral interviewing technique sources to be the most prevalent theme. Francesca is focusing her research on more specific searches involving various company and school websites to see if there is any information that is industry specific or that schools may use to prepare students for various career paths, or use for their admissions processes. She also plans to look in regions outside of the U.S. to see if there is information that may be specific to geography. As for format of the final product, the group is planning on providing single line descriptions next to each source (to explain why/how that source is helpful) listed on the bibliography, rather than providing a single introduction to the whole list of sources. We would like to hear thoughts from the Board on how they would like to see the final product formatted. The group plans to have the draft of the bibliography submitted to the Section for comments and suggestions by the end of the next quarter, and to submit the final draft to the Board in early April. If the Board prefers a different submission timeline, please let us know.

**Lateral Recruiting: Best Practices Guide** - (Purpose/Charge: This group is working on the update to NALP's Lateral Hiring Best Practices Guide). The members of this work group, chaired by Donna Manion, are reviewing the guide's current 8 sections and will be meeting again early next month to discuss their suggestions for additions and revisions given the changes to the lateral market. In addition, the group is also brainstorming to determine if additional sections should be added to the guide given the lessons learned in the past year. We expect to have most of the revisions and additions complete by the next quarterly report.

**Evaluating Alternative Recruiting Models** - (Purpose/Charge: This group, approved by the Board in May, was charged with evaluating alternative recruiting models in other industries as well as in legal markets outside of the U.S. On behalf of the work group (Karen Amatangelo-Block, Polly Lawson, Lacie Marshall, Tracey McIntyre, Melanie Priddy, Susan Reonegro and Diana Ross-Butler), chaired by Erin Springer, I am please to submit the attached memo summarizing their findings. If the Board would like the group to conduct any follow up research or analysis, or has any questions, please let us know.

**Issues for Consideration for the Long Range Strategic Planning.** In response to the Board's request for input regarding key issues and challenges related to the Section's area of expertise that are likely to be faced by NALP members in the next several years, we believe that the newly formed Commission on Recruiting in the Legal Profession is currently addressing the majority of the key topics. We have several members serving on the Commission, so we look forward to hearing from them at the conclusion of their analysis. By the next quarterly report more of our members will have a better sense of their results from the current recruiting season, and we will likely have additional input for the Board and the Long Range Strategic Planning Committee at that time. On a NALP organizational level, some members have expressed interest in working on more projects that can serve NALP in "real time." Our Section has the good fortune of a large membership, however once we completed the conference RFP and article proposal processes, there were many members that were interested in working on additional projects. This year we had far more volunteers than work groups available. If the Board or the Long Range Strategic Planning Committee has any thoughts or ideas on additional opportunities to engage our members during the second half of the NALP year, I am certain there would be an overwhelming response for

volunteers. I have found that our members are interested in responding to timely topics and issues, and are capable of pulling together to turn around projects very quickly.

Thank you for your time. If the Board needs the assistance of our Section on any additional projects, please let me know.

Attachment