

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

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

DATE: January 26, 2018

RE: NALP Recruiting Section Third Quarter Board Report

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

Recruiting Call:

The Recruiting Section held a Section call on Tuesday, January 23, 2018. Our call's agenda included a board update and reminder of upcoming webinars, joint calls, and conferences; discussion of a webinar on Integration using an ATS, 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. The Entry Level/OCI subsection announced their revisions to the Employer Travel Reimbursement form and also their work on the Professional Etiquette piece that is available on the NALP portal. In addition, Tony Waller joined the call to discuss the video toolbox project addressing issues with professional etiquette for law students. Nicole Oddo Smith announced the staffing model survey and called for volunteers to assist with the project. The topic of issues related to the recent salary history legislation was raised with a request for volunteers to write a Bulletin article or to prepare an RFP for the 2019 conference on this topic. The members were reminded that the next drop-in call will be held February 1, 2018.

The first drop-in call was held on Thursday, October 5, 2017 and has been held on the first Thursday of each month since. Approximately 15-20 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 (Sevfarth 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. As many NALP members are unaware of this handout's existence, we recommend that this handout be distributed directly to law schools and law firms in advance of the OCI season.,.

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 27th 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.

Since then, Jessica and Dorianna have reviewed the existing best practices document to see where changes should occur. 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.