

# Memorandum

**DATE:** June 28, 2012

**TO:** Fred Thrasher, NALP Deputy Director  
Crist Modesto, NALP Board Liaison, Recruiting Section

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**RE:** **NALP Recruiting Section Board Report**

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Please find below a report of the Recruiting Section's activities during the first quarter of the 2012-2013 NALP Year.

## Summary

The Recruiting Section remains busy and productive. We were able to meet during the NALP Conference in Austin and had a robust discussion about our interests for the year going forward. During this meeting, we gathered over twenty RFP ideas and had nearly thirty participants. We held three section calls, two shortly after the conference in early May with a focus on RFPs and the other in mid-June focusing on Bulletin Articles and Forms review. Our section has been active in using NALP Connect to communicate information to our section members. We anticipate as we get into the second quarter that we will be able to concentrate on projects of the other working groups in the recruiting section.

## Recruiting Section Challenges

### *Member Communication*

We have experienced challenges in communicating with our recruiting section membership in general. We have found that members are either not using NALP Connect, unsure how to use it or just are interested in getting involved (even though they are members). We have over 200 members of our recruiting section according to NALP Connect and over the past two months have posted a variety of discussion items (RFP ideas; Bulletin ideas; Forms review ideas) and we received zero participation on any of the discussion items. The first call we did have immediately following the conference had a small turnout (perhaps a dozen or two participants), but the other two calls we basically just had our section vice-chairs on the call.

We want to find more proactive avenues to engage NALP members interested in the recruiting section to get more involved and offer up their valuable ideas, but as highlighted above, we are experiencing some major stumbling blocks. We are looking

forward to working with the NALP staff and the Board to help come up with some creative solutions (please see the NALP Connect working group summary below which also highlights some additional suggestions).

### *Connection and Partnership with the Resource Council*

Our section leadership would like guidance from the Board on ideas to help us connect and learn more about the Resource Council/Regional Representatives' work for the coming year. We see a tremendous opportunity for information sharing and collaborating between our two groups. Perhaps quarterly calls with the Council and all sections could be done to further enhance communication? One example is that given our 'quick take' surveys our section is tasked with, it would be great to partner with the Council on ideas to poll the membership on (based on their on-going environmental scanning activities). In general, our section leadership welcomes a more robust partnership with the Resource Council and are open to ideas to better facilitate this connection.

### **RFP Group**

Dyana Pinkerton and Lexi Donahue did a wonderful job leading this group and we were able to submit 9 great ideas for next year's conference. They are listed below in no particular order:

### **Recruiting Department Staffing Models: Rebrand, Remain Relevant, Revitalize**

Have you wondered how you can make your department even more valuable to your firm? Would you like your attorneys to know that you do more than "just plan parties"? Are you looking for additional ways to make your job more exciting and challenging? Presenters will discuss their department's rebranding, how existing roles and responsibilities were expanded, and new positions created, during the economic downturn. The more experienced professional, or those who have been in the same position for awhile, will also walk away with new ideas on how to expand their roles and find excitement in their career!

**Lisa McLafferty, Debby Caldwell, TBD – see comments below , TBD – see comments below**

### **Knowledge is Power: Understanding Law Firm Economics and Profitability in this Changing Market**

In this changing market, law firms are increasingly searching for ways to teach lawyers the economics and business of law firms. Whether you love numbers or get confused by them, join us for this practical session where you will learn about the different law firm business models and how a firm's partnership and compensation structures impact the practice and associate life. Attendees will learn about common financial metrics such as profits per partner, realization, utilization and net margins. We will also discuss profit drivers and how these have been altered in this changing landscape.

**Sonia Menon**

### **Knowledge is Power: Using Recruiting and Professional Development Data to Raise Your Profile at the Firm**

Recruiting and PD efforts increase the value of the firm's most important asset – its human capital – but how do you demonstrate this return on investment in an organized and compelling way? This program will address the importance of compiling recruiting, attrition, training and other statistics and apply it in a way that your firm's management values. Presenters will demonstrate what data to keep, how to keep it, and how to use this data to gain a “seat at the table.”

**Jennifer Queen, Kay Nash**

### **America's Got Talent! But How Do You Find It?**

The lateral market is HOT, HOT, HOT and the pressure is on to fill positions quickly. As recruitment professionals, we are tasked with sourcing the best candidates as efficiently as possible, and good financial stewardship is a necessary part of this process. While the match-making skills of search firms are necessary for many hard-to-fill positions, there are many other resources for identifying and attracting talent. We invite you to join us for an informative review and discussion of the many alternate sources for finding top lateral attorneys.

**Erin Springer, Miekko Rechka**

### **Lateral Associate Integration: Creating ONE Culture at Your Firm**

The law firm industry is experiencing a trend in lateral associate moves now more than ever. In order to maintain a consistent culture at law firms and maintain quality client service, it is important to establish and implement a lateral hiring integration program that focuses on the logistical integration, social integration and practice area integration for each lateral associate hire. This program will provide concrete steps for the implementation of lateral associate candidates and provide tools for the creation of a lateral attorney integration checklist.

**Douglas Ebeling, J.D., Milana Hogan, M.S.Ed, Aisha Greene, J.D.**

### **Lateral Partner Integration: Avoiding the Crash and Burn**

The ‘crash and burn’ metaphor has become commonly accepted as a descriptor for failed lateral partner hiring and integration experiences. Today, law firms who seek to hire and successfully retain lateral partners must proactively design integration plans that leave no room for failure and should ideally serve as the elusive metric of a newly hired partner's success. But what do those integration plans look like? Presenters will provide an overview of the hiring process and then, delve practically into the mechanics of a lateral partner's integration into the whole of a law firm, across different practice areas and offices.

**Sang Lee, Tina Metis, TBD Lateral Partner Hire**

### **Looking Beyond Summer Events – How to Develop and Implement a Training Curriculum for Your Summer Program**

Firms are now focusing on developing their associates through implementation of core curriculum and competency models, and summer programs are no longer just about planning ‘fun’ events. This program will provide insight as to how firms can start the development process early with summer associates by developing a training curriculum specifically for their summer program. Presenters will discuss what to consider when

developing and implementing a curriculum and putting a focus on three main areas: soft skills, core training and practice group development. Examples of possible presentation topics will be provided for each area, as well as tips for success.

**Lauren Marsh, Amy Pretty**

**Re-Tooling the Traditional Recruiting Model: Break Into a Cycle That Works!**

“New” is no longer taboo! Many successful law firms are now able and willing to chart a new course when it comes to recruiting and retaining attorneys. Especially for small and mid-sized firms, why follow Biglaw when you can be a leader instead? This program will explore alternatives to the traditional summer associate/OCI model and discuss outcomes for your department, your firm as a whole, and how you can maintain relationships with your favorite career services departments.

**Kimberly Dunn, Kathleen Pearson**

**"The Digital Dilemma - How to Make Social Media Platforms Work"**

Employers and law schools have adopted technology in different ways to connect with their various audiences. We have all learned we can't adopt every single tool. This session will highlight how different organizations, of various sizes and resources, have specifically approached mobile apps, LinkedIn, text-to-shortcode and next generation websites. Hear about the successes and lessons learned from those who have undertaken new projects. Learn how technology and social media can be used to position your firm or law school, and you, for the future.

**Michael Nguyen, Kimberly Yagelski, Katie Smith, Yujin An**

**Bulletin Article Group**

Anna Friesenhahn Cox Smith also did an excellent job leading this work group for the Recruiting Section. We have come up with 8 great article ideas that we proposed and submitted to Janet Smith on behalf of the section. We did inform Janet that with the exception of Jessica and Amy's proposed articles, we did not have participation or volunteers from the NALP recruiting section for authorship. Anna continues to work with Janet on trying to reach out to potential writers.

- Best Practices in Lateral Associate On Boarding
- Partnering with Marketing & Other Administrative Departments in your Office
  - Jessica Buchsbaum will write on a summer associate blogging initiative her firm, Bilzin Sumberg, just started this year as a direct result of such a partnership
- How to Train Your Interviewers
- Surviving August Recruiting – time management, best practices for recruiting office and attorney interviewers, etc.
- Developing core competencies or successful training models for summer associates.
  - Amy Pretty will right on this topic (if this is selected as a conference program, then Amy will right on How to Train your Interviewers)
- Recruiting International Law Students/Attorneys
- Alternative Sources for Candidate Searches

- How to Make Social Media Platforms Work - how different organizations, of various sizes and resources, have specifically approached mobile apps, LinkedIn, text-to-shortcode and next generation websites
- Re-Tooling the Traditional Recruiting Model - alternatives to the traditional summer associate/OCI model

### **Form Review Work Group**

Cindy Evans heads this work group. Cindy, Ben Litman and I reviewed the forms that Fred Thrasher had sent over and Cindy turned in our report with minimal suggestions. The focus of our suggestions were the following:

- Update the Candidate Travel Expense Reimbursement form to automatically calculate costs when the candidate puts in their expenses. This form was also further streamlined to make it more user friendly.
- Effectively brand all the forms with the NALP logo so they are all consistently branded.
- A minor edit to the Career Service letter to law students to include a writing sample.

### **Cutting Edge Information Analysis & Real Time Data Collection**

Ben Litman leads this work group. We anticipate that we will be able to start on any new projects for this group during the second quarter. With the RFPs, bulletin articles and forms review we have not had the bandwidth to focus on this area during NALP's first quarter. We also look forward to partnering with the Resource Council on some environmental scanning initiatives in this area.

### **NALP Connect**

Jessica Buchsbaum & Ben Litman are the vice-chairs of this group and have really done a superb job in trying to connect with our section membership via NALP Connect. The following represents a summary of activity and challenges related to the recruiting section's NALP Connect section page.

Statistics:

- The recruiting section's NALP Connect page is the fourth largest with 227 members
- The page content includes:
  - 7 Group resources
  - 5 Subgroups (with no content)
  - 4 Announcements
  - 3 Group discussion posts with 0 replies
  - 0 Events

NALP Connect Feedback from Section Chairs and Vice-Chairs:

- It has been challenging to engage members through NALP Connect.
  - At times, it appears that section members aren't receiving proper notification of the announcements or events. This was most recently evidenced by lack of attendance during our June 19<sup>th</sup> call.
  - Members do not respond to group discussion posts

- The section members do not access and download the resources posted to the section page. The most downloads any document has received is the Travel Reimbursement form with 19 downloads.
- It seems like members are not fully aware of the features available in NALP Connect and/or are unfamiliar with the proper way to set up the notifications to ensure proper delivery of postings on group pages.
- The section summary under "Group Directory" is not accurate. The Recruiting Section has 5 subgroups and 0 events, notwithstanding the summary under the directory. (See screenshot below)

Suggestions/Possible Solutions:

- Better training/information to members regarding notifications, the benefits of NALP Connect and utilizing NALP Connect as a resource.
  - One page reference sheets
  - Training for section admins
- Enhancing the program by offering an event invitation feature, where section leaders could send invites to calls through the NALP Connect page and members could accept or decline the event (which could be tracked on the NALP Connect page) and members would receive a calendar appointment upon accepting the invitation (like evite.com).

