

# Arnold & Porter

## Memorandum

### VIA E-MAIL

**To:** Meaghan Hagner, NALP Member Services Manager  
Dyana Barninger, NALP Board Liaison

**From:** Jenny Li, 2018-19 NALP Recruiting Section Chair

**Date:** June 21, 2018

**Re:** NALP Recruiting Section Board Report Q2 2018

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Below please find a report of the Recruiting Section's activities during the first quarter of the 2018-19 NALP year.

Approximately 35 members joined the Recruiting Section quarterly call on Monday, June 11, 2018. The agenda (posted on NALPconnect) is below:

- 1) Introductions
- 2) Annual Education Conference/*Bulletin* Article RFP process recap (Nicole Demmel and Julieta Stubrin)
- 3) Summit Conference Planning (Jessica Fijolek)
  - a) Environmental scanning of section to compile a written list of possible sessions and/or speakers, including suggestions for hot topics
- 4) [OCI Forms](#) (Michelle Le Biavant)
  - a) Gather feedback/suggested edits to the [Open Letter to Law Students](#), [Student Professionalism](#), [Travel Expense Reimbursement Form & Instructions](#), [Employer's Interview Outcome Form](#), and [Student Evaluation of OCI Employer](#).
- 5) [Professionalism & Recruiting Training Videos](#) (Melissa Forshey Schwind)
  - a) Remind members of this resource; solicit additional topics for videos
  - b) Discuss how employers could incorporate this in their candidate communications
- 6) [Lateral Hiring Best Practices Guide](#) discussion (Laura Dolan and Elizabeth Soderberg)
  - a) Particular focus to account for new recruiting technology and expansion on partner level recruiting
- 7) Sexual Harassment & Recruiting Conduct (Jennifer Gewertz)
  - a) Provide an overview of the WALRAA task force's work to date on the subject.

## Work Groups

### **Annual Education Conference/Bulletin Article and Webinar Planning**

*Vice Chairs: Nicole Demmel (Pillsbury) and Julieta Stubrin (Fenwick & West)*

Through Nicole and Julieta's diligent outreach and follow up efforts, a total of nine RFPs were submitted on behalf of the Recruiting Section. Below please find a comprehensive list of submissions. RFPs accepted for the 2019 Annual Education Conference in San Diego, CA will be announced in July.

### **A Look Back: 365 Days of Lateral Recruiting from A New Perspective**

*Presenters: Jessica Gangjee, Catherine Maiorana, and Deverie Robinson*

Talent is the life blood of every law firm. Lateral hiring is critical and expensive, so there is little room for error. Legal recruiters are expected to attract top talent and constantly innovate lateral hiring practices with limited resources and within very short time-frames. During this program, you will hear from three seasoned recruiters who left the "big law" platform for medium sized firms, and what they've learned about building a new department and new processes from the ground up. These panelists have tried it all and are positioned to offer expertise about what works (and what doesn't).

### **ABC – Always Be Closing: Leveraging Sales Strategies Across the Talent Spectrum**

*Presenters: Alexis Fox, Jessica Sisco, and Julieta Stubrin*

How to Win Friends & Influence People, The Psychology of Selling – a bunch of sales jargon? Surprisingly, these principles of superior sales(wo)manship are key to developing top-notch talent management leadership skills. As recruiters, we are perpetually in sales mode: selling our organizations externally and initiatives internally. Taking cues from the sales industry's touted playbooks, this discussion showcases how to maximize our natural sales abilities in owning every stage of the talent life-cycle: attracting candidates, closing the deal, successful integration and meaningful engagement. Learn to master a sales mindset and utilize proven selling strategies to expand your influence across the talent spectrum!

### **Be a Leader not a Boss**

*Presenter: Maria Stanfield*

Learn how to coach others and yourself in leadership development, organizational development, professional development and career counseling. Create a forum where attorneys and staff can discuss their professional interests and goals with someone trained to listen and to encourage their professional satisfaction and growth. Coach your Associates into Partners, and your Staff into Leaders.

## **Developing a Staffing Model for a Legal Recruitment Team – Reporting from the 2018 Survey**

*Presenters: Laura Dolan, Jacki Herzog, and Nicole Oddo Smith*

The Recruiting Section, in conjunction with the Experienced Professionals Sections, surveyed NALP member firms in 2018 to identify and report best practices for various sized firms. This panel discussion will report on the findings.

## **Gettin' Sticky With It: Boosting Your Lateral Integration Value-Add**

*Presenters: Alexis Fox, Jessica Sisco, and Julieta Stubrin*

Lateral integration is certainly a “sticky” business. It takes coordination across a wide spectrum of stakeholders and departments to produce lateral talent success and meaningful stickiness with your organization. As talent management professionals, we are uniquely positioned to lead an impactful integration process, but too often our role comes to a halt after on-boarding. Join this best practices-sharing session for guidance on crafting – and driving! -- targeted integration plans that leverage your distinctive skills, inter-firm relationships and organization savvy to deliver business-contributing laterals.

## **Lateral Recruitment Therapy: Everything You've Always Wanted To Know About Lateral Recruiting And Now Have The Chance To Ask**

*Presenters: Ted Blum, Kathren Davis, Scott Hodes, and Regina McCaffery*

It has been 10 years since the worst global recession in recent history. During that time, the relationship between legal recruiters, law firm recruiters and hiring partners has adapted and evolved into a “new normal”. The importance of the strength of this relationship cannot be overstated. We therefore invite you to join us in a Q&A session that will finally, once and for all, provide an open forum to discuss how things have changed for better or worse, what we as recruiters can do better, and what you as law firms can do to help. No topic is off limits and we will leave no stone unturned! This will be a fun, informative, lively, and (at times brutally) honest discussion which will answer everything you have always wanted to know about recruiting but were afraid to ask. This is one you do not want to miss!

## **The Great Talent Services Relay Team: How to pass the baton among recruiting, human resources, integration and professional development to create a seamless and meaningful experience for new attorneys as well as existing attorneys.**

*Presenter: Bradford Kaufman*

It goes without saying the best recruiting in the world is only half the equation – we must retain, develop and elevate our recruits to achieve a long and meaningful tenure. This is a tall order if recruiting, human resources, integration and professional development are not united in purpose and working together. Now more than ever it is essential for there to be shared services, resources, and integrated strategies among these teams. Whether your firm has a long history of Talent Services or is just beginning the journey, we invite you to join this interactive discussion and hear about best practices.

## **The Secret Sauce for Successful Lateral Integration**

Presenters: Melissa Forshey Schwind, Michelle Le Biavant, Jeneec Martinez, and Christine Whitehead

With lateral associate attrition rates on the rise, law firms are increasingly focused on integration as a way to measure the success of a lateral and keep them from falling through the cracks. Laterals themselves also want a clear understanding of how they will be integrated into a new firm and expect a positive, consistent experience. Our panel of experienced lateral-focused professionals will lead a discussion on integration methods, best practices, process inefficiencies, and prioritizing client service with lateral support.

## **Think Outside the Box: How the Legal Industry Can Learn From Other Client Services Industries**

Presenters: Kelly Druten Green and Kari Mitchell

This session will examine recruitment and development strategies from other client services industries, including engineering, accounting, and consulting. We will discuss how certain approaches can be applied to and benefit the legal industry. Techniques include an extended period of candidate engagement, implementation of candidate assessment (competency tests and panel interviews), and 'on the job' experiential programs. We will also highlight developmental programs after the candidate recruitment process, including performance reviews and mentorship programs. School professionals will learn how to better prepare students for the competitive recruitment process. This program will offer clear takeaways for both recruitment and development professionals to implement into the legal industry.

Two periodic column article proposals were submitted on behalf of the Recruiting Section. They are:

### **Partnering with Business Development**

*Author: Christine Whitehead*

Proposed Publication Date: December 2018 or March 2019

### **Salary History Laws Across the US**

*Authors: Yujin An and Nicole Wanzer*

Proposed Publication Date: October or November 2018

## **Lateral Hiring**

*Vice Chairs: Laura Dolan (Bass Berry) and Elizabeth Soderberg (Kirkland & Ellis)*

One of the charges from the board for this work group is to review and update lateral recruitment guide (i.e. to create the 4<sup>th</sup> edition) to account for new recruiting technology (e.g. Leopard, LinkedIn, other sourcing or applicant management systems, etc.) and add relevant information regarding partner level recruitment. This is a NALP year-long charge with an end of Q1 2019 target deadline. Initial ideas should be submitted in late October 2018, prior to the November 2018 Board meeting, and proposed updates/suggested revisions should be submitted in late January 2019, prior to the February 2019 Board meeting.

## **OCI Forms**

*Vice Chair: Michelle Le Biavant (Perkins Coie)*

This work group is in the process of the annual review and update of the various forms and communications used for the OCI process and housed on the NALP website (Open Letter to Law Students; Student Professionalism During the Interview Season; Travel Reimbursement Form and Instructions; Employer's Interview Outcome Form; and Student Evaluation of OCI Employer). The target completion date is Monday, July 16, 2018 in advance of the fall OCI season.

Per Fred Thrasher, the 2017-18 OCI Forms Work Group has already reviewed and updated the Travel Reimbursement Form and Instructions in January 2018. The 2017-18 Recruiting Section also completed a major review and restructuring of the Student Professionalism During the Interview Season guide, and it was approved by the Board in February 2018 and posted in March 2018.

## **Small/Mid-Sized Firm**

We are still seeking Vice Chair(s) for this work group.

## **Summit Conference Planning**

*Planning Committee Liaison: Jessica Fijolek (Crowell & Moring)*

The majority of the section call was focused on environmental scanning to compile a list of possible sessions for the Summit. The ideas discussed are listed below:

- Students seeking joint master degrees like a JD and an MBA
  - Do firms hire them after their second year of school?
  - Do firms offer them class year bumps or bonuses when they come in as associates?
- New recruitment technology
  - Are firms using online scheduling tools outside of Lawcruit or viRecruit?
- Diversity recruitment efforts
  - How are firms addressing diversity in their hiring practices?
  - What is the definition of diversity? Our recruiters and law school colleagues are seeing conflicting definitions coming from bar associations.
  - How are firms tracking first generation law students? Are they considered diverse?
  - Are firms and law schools using affinity groups in their recruitment efforts?
  - What do our clients expect?
- Associate salary increases
  - How did firms deal with the jump to \$180,000?
  - How are our firms and law schools dealing with the jump to \$190,000?
- Law firm outreach efforts at law schools
  - What are the successful outreach efforts you've seen at your law school or you've led at your law firm?
  - What's the best way to get in front of students?

- Communication best practices from the perspective of the law school career services.
  - How do firms want to communicate with law students?
  - How should law schools counsel their law students regarding the uptick in summer receptions?
  - 3L and non-traditional hiring practices
    - Are firms hiring more or less 3Ls?
    - What are the non-traditional entry level roles available for law students?
    - How are firms recruiting for non-traditional roles?
  - Bar exam
    - What states are switching to the uniform bar exam?
    - How does this affect teaching and training of law students?
    - What law schools are facing accreditation issues due to low bar passage rates?
    - How has low bar passage rates affected hiring and demand for entry level lawyers?
  - Fall recruitment
    - How are on campus interview dates set?
    - How are firms dealing with the overlap of fall recruitment and the end of their summer programs?
  - Summer programs
    - Are firms dealing with multiple start dates for their summer associates?
- Are law schools sensitive to the timing of summer programs?

## **Sexual Harassment & Recruiting Conduct**

*Vice Chair: Jennifer Gewertz (Arnold & Porter)*

The Board is currently reviewing the work of WALRAA's Safety & Wellness Task Force to determine what could and should be expanded to the membership at large. WALRAA's Safety & Wellness Task Force is also working on a survey to its members to gather as much information as possible to help create best practices.

This is a work group in collaboration with the JD Career Advisors Section.

## **Professionalism & Recruiting Training Videos**

*Vice Chair: Melissa Forshey Schwind (Paul Hastings)*

This work group is tasked to review the current videos and recommend any additional videos to create. In addition, this work group is helping to shepherd through the continuing communication and promotion of existing videos.

This is a work group in collaboration with the JD Career Advisors and Law Student Professional Development sections. Leslie Becker Wilson, JD Career Advisors Section Chair, has confirmed Paul Johnson and George Podolin as Vice Chairs. Eric Bono, Law Student Professional Development Section Chair, has confirmed Elisabeth Beal and Angela Cruseturner as Vice Chairs.

Paul Johnson or George Podolin will schedule a call amongst the Vice Chairs to discuss next steps.

The Recruiting Section added 21 new members from April 11 through June 18, 2018. The section has a total of 418 members as of June 21, 2018.