

## M E M O R A N D U M

June 4, 2014

**To:** Georgia Emery Gray, NALP Board Liason, Recruiting Section  
Fred Thrasher, NALP Deputy Director

**From:** Lauren E. Marsh, 2014 – 2015 NALP Recruiting Section Chair

**Re:** NALP Recruiting Section First Quarter Board Report

Please find below a report of the Recruiting Section's activities during the first quarter of the 2014-2015 NALP Year.

### **Summary**

The Recruiting Section has been very productive so far this year. We are pleased to have members with a variety of experience levels and from many different regions serving as section vice chairs. They have each played a critical role in the progress the section has been able to make at the start of the year.

Two section calls have been held so far. The first was held after the annual conference and focused primarily on discussion of potential RFP topics and speakers for the 2015 AEC. Our second call was held on June 16th and featured updates from each of our vice chairs, as well as a discussion of potential Bulletin ideas and hot topics. We also provided more details regarding the new section sub-groups and used the call as an opportunity to 'market' these to members. Further information regarding the progress of each of our work groups and vice chairs is outlined below.

### **Work Groups**

#### Annual Education Conference Presenters Work Group

Vice Chair: Amy Leighton Pretty (McGuire Woods, Chicago)

The section successfully submitted 14 proposals for the 2015 AEC Planning Team under Amy's leadership and guidance. Amy worked hard to identify RFP coordinators and help them navigate the submission process. We were happy to have members from a wide variety of regions and experience levels involved and feel we were able to achieve the goal of developing the topics we set out to cover. With the help of everyone involved, we were able to include topics covering a wide range of subject areas including lateral recruiting, summer programs, OCI, partner

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recruiting, and other programs that will expand the knowledge and professional development of our members.

The full line-up of submitted proposals is below. We are looking forward to another solid presentation of relevant and educational programming in Chicago.

***Recruiting Section RFP Submissions (14)***

*Alternative is the New Black: Hiring and Assimilating Alternative Track Lawyers into Your Office Culture*

We all know that alternative staffing models are here to stay, but are we prepared to hire and train lawyers for these positions? In light of the most recent report and findings from the NALP New Career Models Task Force, this presentation outlines one firm's approach to incorporating non-traditional associates into their existing staffing model. The presenters will provide insight and share their best practices and challenges for recruiting, training, and retaining lawyers for these new, critical, roles.

Melanie Priddy, Georgia Emery Gray, Kate Rooney Thomson

*Bridging the Confidence Gap: How to Get a Seat at the Table & Communicate with Confidence*

Getting invited to higher-level meetings with decision-makers and speaking with confidence is key to advancing in law firms and in law school administration. Figuring out how to be included can be tough. And once you get there, projecting confidence and getting your point across can be challenging. This session offers tips and advice on how to get invited, prepare for, and present with confidence at high-level meetings. Panel includes advice from senior Professional Development and Recruiting professionals and Communications trainer who has been teaching confident speaking and messaging to lawyers and professionals at law firms for 15 years.

Sarah Bergen, Marsha Redmon, TBD

*Cat Got Your Tongue?: What to Say When Reaching Out to Employers*

You've gathered contacts, developed outreach material, and targeted specific employers. You are ready to generate some J-O-Bs! You reach for the phone... or maybe the keyboard - no, the phone. Five minutes later you're left with a dial tone, dim memories of a friendly chat, and a feeling that you've squandered an opportunity. Have no fear! This program will teach you how to make outreach count. You'll learn to set goals for communications, research contacts, determine the best methods for making contact, and analyze how to put it together by analyzing mock calls and meetings with employers.

Jill Backer, Robin Nackman

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*Don't Stop Believin' - Keeping Summer Programs Relevant and Energized for the Firm, Your Summer Associates and You*

Have you planned more summer programs than you can count? Are your attorneys tired of contributing their time and resources when clients are demanding so much of them already? Many of us face the challenge of keeping our summer programs relevant and keeping our lawyers engaged in law school recruiting. However, with increased expectations from clients it is critical that we create a path of success for the next generation of lawyers. This program will discuss how to evaluate components of your summer program, keep contributing parties engaged, and develop relevant curriculum that reflects the demands of clients.

Lauren Marsh, Amy Leytem Pretty

*Generation Y...Is It So Tricky? Effective Communications with Millennials*

How can law firms and Career Services Officers communicate effectively with Millennials? How can we reach this generation in a manner that both preserves the professional nature of our communication and still acknowledges and embraces the style this demographic has adopted? What do Millennials expect and how can we best educate students in a time of ever changing technology and various options for communication.

Adriane Kyropoulos, Douglas L. Keene, PhD, Gretchen K. Rollins, David Adams

*How Technology Is Changing Legal Recruiting*

For employers seeking new ways to recruit attorneys and for law school counselors trying to advise attorneys on finding legal jobs . . . technology has had a profound impact on the search process. This session will address how technology has changed the legal search process for employers and candidates. We will introduce the new technologies and emerging tech companies that are up-ending the traditional search process and creating online marketplaces, smart matching and platforms for gamified referral programs. We will discuss how employers and candidates need to adjust their approaches and strategies to compete and to attract the best talent. We will also cover what has not changed as a result of new technologies.

Kate Kerr, Matt Pascocello, Robert White

*Impact of Early Clerkship Hiring on Summer Associate Programs and OCI*

With the formal demise of the Federal Law Clerk Hiring Plan in 2014, judges are hiring law clerks earlier and earlier. Many federal judges are making offers to both students and alumni far in advance -- as much as 3 years before the start of a clerkship term. Students may now start applying as early as August of their 1L summer, as soon as access to OSCAR is granted. This session will examine the impact of such early hiring on firms' OCI practices and summer associate programs. We will present best practices for law firms and law school career counselors in dealing with the issues arising from summer associates who may already have clerkships or who may be actively pursuing clerkships. We will also continue the discussion

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started at the 2014 Seattle NALP conference regarding judges hiring alumni candidates with one or more years of experience at a firm.

Sheila Driscoll, Natasha Zech, Melissa Lennon

*Outside the Legal Industry: Recruiting Practices and Summer Program Management in Banking, Consulting, and Beyond!*

Join us as we explore alternative approaches to law firm recruiting. Hear first-hand from professionals outside the law firm sector on their summer program recruiting strategies. Our dynamic panel will include recruiting professionals with experience in the consulting, financial services, accounting, and i-banking industries. We will focus on setting hiring projections, interviewing methodologies (on-campus, in-office), the decision-making and offer/sell processes, summer program management (evaluations, benchmarking, etc.), and offers at the end of the summer. You will come away from this program with a comprehensive perspective on current recruiting practices and the tools to innovate your existing hiring strategies.

Haley \_ Lelah, Tom Donlon, Laura McCane, Diane Silverman

*Partner Recruiting - Nuts to Bolts*

You've been handling lateral associate hiring for years – so partner recruiting can't be much different right? Wrong. Partner recruiting is a whole new ball game with a completely different set of rules. Whether you've already stepped onto this minefield or are contemplating taking on a new level of responsibility, this program will help you navigate it. These days every firm wants to hire rainmaking partners and the competition is steep. During this session, you will formulate best practices for managing the recruitment process, working with headhunters, seeing the search through from start to finish, negotiating offers, landing the best candidates and integrating new partners into your firm. This session will help your firm achieve its lateral partner hiring goals.

Catherine Maiorana, Craig Budner, Dani Barnard, Lindsay Baumgardner

*Partnering for Progress: How Schools and Firms Can Work Smarter, Together*

Changes in the legal market have resulted in employers and law schools confronting significant recruiting challenges and the pressure to work together to address these issues is mounting. This panel discussion will focus on four recurring, hot-button issues: student professionalism, educating students about opportunities, facilitating student-employer interaction, and compressed recruitment timelines. This open dialogue among the panelists and the audience will promote two goals: 1) identifying how firms and schools view these issues and how we can collaborate to address them; and 2) creating a list of suggested areas of improvement for further examination by NALP members.

Dyana Barninger, Amy Mattock, Ellen Strauss, Kendall Lowery

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*Recruiting and Integration in International Offices*

Do your responsibilities include recruiting, hiring and integrating lawyers in your law firm's international offices? With the global expansion of many legal employers, U.S. professionals increasingly need to be aware of hiring and training practices for offices in a number of different countries. This program will provide an overview of the differences between the U.S. and other countries related to law student and lateral attorney hiring. Participants will also hear about best practices for orientation and integration of law students and laterals in international offices. The program will provide resources for learning about education, training and licensing requirements in international countries.

Jennifer Katz-Hickman, April Stockfleet, Louisa Heller

*Summertime and the Living (can be) Easy: Best Practices for Planning & Orchestrating a Successful Summer Program*

Whether you are planning a summer program on the East or West Coast, in the South or Mid-West, or whether you have a summer associate class of 8, 18, or 86, we all face common challenges when it comes to enhancing and reinvigorating our summer programs. We often fall into a familiar pattern of simply doing what has been done in the past because it seems to work... or does it? Participants will leave this session with best practices for summer associate professional development and work assignments, as well tips for providing worthwhile social and networking opportunities. Hear from your coast-to-coast colleagues and walk away with fresh ideas and suggestions that will help you implement a program that will be a smooth success!

DeAnna Bumstead-Yeary, Anja Heidenreich, TBD

*The Headhunter Within All of Us*

Learning how to utilize a headhunter's skills in a law firm and law school environment. In the new economic environment, recruiting and career services personnel need to perform many of the tasks traditionally performed by headhunters, from sourcing candidates to closing deals to selling students to potential employers. Creative recruiting methods utilizing these skills should be implemented now more than ever. The panel will discuss the experiences of headhunters who have worked in Career Services at Law Schools and Recruiting in Law Firms and how they use their skills on a day to day basis.

Lorraine Bowman, Neil Sirota, Sabrina Eisenbrei

*Unmet Expectations: The Problem with Lateral Hiring*

Lateral hiring is gaining momentum again but retaining our laterals has become increasingly difficult. This session will explore recent research findings from the NALP Foundation regarding hiring and attrition of laterally hired associates and discuss best practices for identifying and recruiting candidates who will have the best chance for long-term success. This interactive

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program will also give attendees the ability to discuss and take away ideas for successfully orienting, integrating and mentoring lateral associates to maximize the opportunities for retention.

Dana Mandell, Tammy Patterson, Diane Downs

*Win-Win-Win – Firms and Schools Work Together for Summer Associate Success*

Firms and schools are focused on the same goal -- law student success. Preparing students to receive feedback during the summer, and how to react is a critical skill for their growth and development. How do we ensure that supervisors speak in terms that students understand, and that students “hear” what evaluators are saying? Join this lively discussion as panelists share the benefits of a partnership geared toward helping students to make the best of their summer experiences, and give participants ideas for collaboration to address situations where students struggle.

Irena McGrath, Bruce Elvin, Mark Weber, Dyana Barninger

NALP Bulletin Submissions

Vice Chair, Lesli Hutchinson (Proskauer, Los Angeles)

We used ideas that came out of the RFP brainstorming process to develop potential topic ideas for the section’s 2014/2015 Bulletin article submissions. We have received a great response to the call for authors and submitted 7 topics for consideration. The article proposals cover a wide range of subject areas including partner on-boarding, antitrust do’s and don’ts, trends in 3L recruiting, and other areas pertinent to members of the section.

Lateral Recruiting Subgroup

Vice Chairs, Wanda Wood (Baker Hostetler, New York) and Cathy Maiorana (K&L Gates, Boston)

The Lateral Recruiting Subgroup is for NALP members who specialize in recruiting lateral associates and partners and are interested in a forum to communicate and network with other professional on issues related to the recruitment of these experience attorneys through targeted work group conference calls and NALPconnect. The group’s goal is to develop a robust number of resources such as programming at the annual education conference, Bulletin articles and analysis of environmental scanning efforts. Two call dates have been scheduled for Wednesday, October 22, 2014 at 3:00pm EDT and January 28, 2015 at 3:00pm EDT. A subgroup has been established on NALPconnect and outreach is being done to members to encourage participation. Slated for this year: review of the Best Practices Guide and recommendation on if the guide should be updated in 2015-2016, Bulletin articles and a webinar (topic: to be determined, pending outcome of which RFPs have been selected for the 2015 conference).

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Small/Mid-sized Firm Subgroup

Vice Chair, Soraya Walden (Jackson Walker, Dallas)

The Small/Mid-sized Firm Subgroup is for NALP members who work for firms in the small/mid-sized range. For purposes of this group, we are classifying small/mid-sized law firms as follows: small, 1 to 100 attorneys; and mid-size, 101 to 500 attorneys. Soraya has been working hard to get the subgroup up and running on NALPconnect and to brainstorm with colleagues about potential discussion topics. Outreach is also being done to recruit members to join the subgroup on NALPconnect and we are working to identify other avenues that can be used to generate interest. The first subgroup call has been scheduled to take place about a month from now. We hope to have enough members by then for a good discussion on what topics we should focus on and get started with creating resources on those topics.

Long Range Strategic Planning Reporting

Vice Chairs, Dyana Barninger (K&L Gates, Charlotte) and Elissa Brito (Kirkland & Ellis, New York)

The Strategic Planning Vice Chairs, Dyana Barninger and Elissa Brito, and I have had a few calls to brainstorm on how best to conduct outreach to Recruiting Section members, whose feedback and ideas will contribute to the Recruiting Section's report and recommendations to the Long Range Strategic Planning Committee. We determined that a survey is a necessary part of our outreach and have developed a draft survey to solicit feedback from members of the Recruiting Section. We are working with Georgia Emery Gray and seek guidance from the Board on the best way to reach NALP members without causing survey fatigue. In addition to the survey approach, we have discussed reaching out to our city groups and in-person surveying/round table discussions in order to broaden the group of survey respondents. We have developed a draft timeline for this project that includes data gathering and outreach efforts over the next few months (taking into account down time for the busy 2L recruiting season) and time to draft the report in order to meet the November deadline.

Recruiting Summit Planning Committee Liaison

I attended the planning meeting for the 2015 Recruiting Summit in mid June. The meeting was very successful and we were able to identify several topics for the program sessions. The proposed topics and program ideas are based upon the interests of our members and recent 'hot' topics of discussion amongst colleagues. The insight taken from the recent RFP brainstorming sessions amongst section members and from our section calls were also helpful in the planning process. This should be another successful program for our members and the event is expected to be well-attended. More details will be shared as the agenda is finalized.

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**Other Collaboration**

Best practices for using web-based programs for on-boarding new attorneys has been a recent topic of interest amongst members and was originally brought up for discussion via a NALPconnect discussion board. We hope to collaborate with members of the Lawyer Professional Development Section to develop a program around this topic in the near future as several members were interested in receiving more information.

**Hot Topics in the Section**

During our most recent call, members of the section expressed an interest in learning more about early 1L/2L recruiting initiatives that firms are making in order to get a ‘jump start’ on recruiting candidates to their firms. They are also curious to learn how the new timing guidelines impact fall recruiting and whether the reaffirmation deadline helps firms during the offer process. These are both topics we plan to discuss during future calls.

I hope you find this update helpful in providing an overview of the work being done by the Recruiting Section during what is a busy time of year. I think we have made good progress and have gotten the ball rolling on exciting initiatives that will be beneficial to our members.

LEM