

MEMORANDUM

TO Anna Whitener, NALP Board Liaison, Recruiting Section
Fred Thrasher, NALP Deputy Director

FROM Lynn Ann Herron, 2015-2016 NALP Recruiting Section Chair

DATE October 15, 2015

SUBJECT NALP Recruiting Section Second Quarter Board Report

Please find below a report of the Recruiting Section's activities during the second quarter of the 2015-2016 NALP Year.

Summary

Members of the Recruiting Section have completed or are wrapping up a busy and faced paced recruiting season and are assess the results of their summer and fall recruiting programs. Our most recent section call was held on September 29, 2015. On this call the Section provided members the opportunity to hear an update from our Board liaison and a report from our Vice-Chairs on the results of the RFP process, Bulletin articles approved, and other projects completed and going forward, discussed our experience with the recruiting season and tips for making the most of the final quarter of the year. Further information regarding our discussion and the progress of each of our work groups and vice chairs is outlined below.

In addition, I spoke on the Mid-Atlantic Region call on September 22 and the Regional Resource Council call on October 7 to report on the activities of the Recruiting Section and encourage active participation from the members.

15 members have joined the Recruiting Section since April and I have been reaching out to them to welcome them, encourage their participation and act as a resource.

Work Groups

Annual Education Conference Planning (RFPs)

Vice Chair, Lesli Hutchinson (Proskauer, Los Angeles)

The Recruiting Section was very happy to learn that 13 of the 29 RFPs submitted on behalf the section were selected for the 2016 Annual Conference. Proposals were submitted in partnership with other sections and encompass a broad range of topics covering law student, judicial clerk, non-traditional track, and lateral recruiting (partner and associate), topics for employers of all sizes, diversity, data and metrics and ethics. Most of these programs will showcase the expertise and talents of our own members. The RFP's selected were:

1Ls – Making the Case, Making the Hire, Making it Stick

With the 2L hiring schedule becoming ever more truncated, firms are looking for ways to connect with students even earlier in the recruiting process. For this reason and others, 1L hiring is on the upswing. In addition to getting an inside track on top candidates, 1L hiring can help build stronger relationships with law schools, enhance overall yields during 2L recruiting by creating a "pipeline effect," and provide a strong marketing tool for the firm. This session will provide recruiting

professionals with data and tools to help hiring partners and management evaluate the pros and cons of hiring 1L's in today's recruiting environment, including insights from students who have participated in 1L programs. The presenters will share ideas for navigating the 1L hiring season and for integrating 1L's into a 2L summer program. Finally, the presenters will review variants of traditional summer programs as they have been used for 1L's, including practice-focused programs, programs employing firm-client partnerships, and short session programs.

Lynn Ann Herron, Dyana Barninger, Kevin Donovan, Timothy Lloyd

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.

Maria Minor, Michelle Kaplan McAndrew

Drinking from a Fire Hose: August Interview Trends and Innovative Callback Initiatives

The current condensed schedule for on-campus recruiting and call-back interviews provides challenges for all of the stakeholders in the recruitment process. Firms that interview large numbers of students in a short period of time are developing new strategies for dealing with the compressed recruiting season. Hear from innovators who have stepped outside of the typical interview process to experiment with interview structures and strategies to enhance and manage their law student recruitment program — learning about course corrections and refinements along the way

Caitlin Obringer, Paul Giangola

Fitting Lateral Candidates Into Your Compensation / Competency Structure – Considerations and Alternatives

Using case studies and role playing, the presenters, will highlight the issues relating to compensation and competency faced by law firms and lateral partner candidates. Karen's expertise as a law firm insider and decision-maker, coupled with Jeffrey's expertise in candidate representation, will provide program attendees with an in-depth look at these issues from both sides' perspectives.

Karen Andersen, Jeffrey Lowe

Hot Topic - Innovating Talent Acquisition

The newly-formed Innovating Talent Acquisition work group will be in a position to present findings from its work at the 2016 AEC. Over the course of the year, this group will engage and interview professionals who have experience with entry-level recruitment outside of the legal industry to understand their strategy, process and how they govern employer behavior. After analyzing our findings, we hope to translate these methods to the legal industry and offer innovative options to NALP members to apply to their institutions. The group will develop a session for the Annual Education Conference in Boston that may include presenters from outside the industry to share and discuss new approaches to talent acquisition.

Members of the ITA work Group

Judicial Clerks in the Job Market: Opportunities and Challenges for Employers and Counselors

Many judicial clerks are seeking a new job, or even a new career path, after their clerkship. Many employers are also eager to hire lawyers with clerkship experience. Between ethics rules, judges' policies, and potential conflicts of interest, it can be a challenge for clerks to communicate their interest in an employer or for employers to reach out to current clerks. Join a panel of experienced recruiters, law school counselors and members of the judiciary for an interactive discussion of effective practices, good timelines, and pitfalls to avoid in recruiting and counseling judicial clerks.

Marilyn Drees, Nicole Oddo Smith, Charlotte Wager

Knowledge is Power: Using Data to Raise Your Profile

Firm leaders are constantly asking, "How do we compare to other firms?" and "What is the return on our recruiting investment?" This session will prepare recruiters to answer these and other strategic questions, and will help recruiters enhance their visibility and credibility in the firm. Join our panelists for a lively discussion about how to effectively collect and compile statistics and data and learn how to use those statistics to demonstrate the success (or failure) of the firm's recruitment programs, including attrition statistics, alumni lists, judicial clerkship lists and other data. Presenters will demonstrate not only what data to keep, but how to keep it, and will discuss how to use this data to enhance the recruiter's role within the firm.

Irena McGrath, Emily Busse, Lauren Marsh, Kathy Schmidt

Lateral Partner Hiring - Start your Engines, Assemble your Team – Integration Starts Now!

When hiring lateral partners, it is important to pull together your lead team before you start. This panel will address partner hiring and integration procedures starting with identifying your business need through the recruitment, on boarding and integration processes. The panelists will discuss how key departments—recruiting, practice management and marketing—can work together with firm leadership to understand the business behind a lateral hire and successfully facilitate the recruitment and integration of new laterals.

Niki Kopsidas, Mary Panetta, Katy von Mehren

Making the Connection: Best Practices for Recruiting Diverse Law Students

Are you charged with recruiting a diverse class of law students? Are you an ally for your firm's diversity recruiting efforts? Can you be an effective diversity champion without "diversity" in your title? Law firm recruiting and diversity professionals with varied backgrounds and experiences, including law firm and law school experience will share their perspectives and techniques for recruiting diverse law students. The panelists will discuss sourcing, programs, outreach efforts, minority job fairs, relationship management, working with law school faculty, firm alumni and minority law student organizations, all to illustrate how to identify talented diverse candidates interested in pursuing careers in law firms. Discussion will also focus on the challenges of implementing recruitment strategies in organizations and/or locations where there may be an absence of diverse candidates and/or student organizations.

Kisha Nunez, Donna Harris, Rachel Simmonds-Watson

Pitch Perfect: How to Sell Your Small to Mid-Sized Firm to Top Talent

Twenty seven percent of law school graduates secure employment with small and mid-sized law firms. As the gap between large law firms and the smaller firms widens due to salary increases and considering that "work life balance" is no longer an acceptable selling point, what can the

small to mid-sized law firm do to compete with big law to attract top talent? This presentation will explore other techniques small to mid-sized firms utilize to attract top talent.

Anastasia Cappelli, Anna Whitener

Professional Responsibility 201

Ethical dilemmas, confidentiality issues, and NALP’s Principles and Standards are just a few of the important issues that challenge NALP members on a regular basis. Through interactive discussion, participants will examine some of the issues that impact both employers and schools, and provide strategies for successful collaboration and attainment of mutually beneficial results. Participants will also explore NALP’s Principles and Standards and their interpretations as well as engage in a dialogue that will illustrate the practical applications of these important guidelines. This program and the ensuing dialogue will provide valuable insight for NALP members as they navigate these sometimes murky waters.

Fred Thrasher

Recruiters: Know Your Competition - Separate Yourself From the Pack!

Top firms compete for the same scarce resources; the partner and associate markets are finite, yet few firms effectively market their brand to entice attorneys to join their firm. Perception of firm culture is largely immutable because few firms leverage their periphery benefits such as, advancement opportunities, mentorship, typical hours, management and other benefits into a concise campaign. This partly comes from a lack of firm self-awareness, which hinders recruitment efforts and leads to ‘lateral recidivism.’ We deconstruct what top partners and associates look for and how firms can better sell themselves to the top attorneys and understand their market perception.

Michael Allen, Charles Curtis

Want Power in Your Law Firm? Learn How to Use Talent-Based Metrics

Effective talent management is part strategy and part execution. The strategy is a simple model of the skills, behaviors, and values needed to drive long-term success. Execution is the discipline needed to actually follow the strategy. Faithful execution is more attainable if a firm has a strong system of metrics that fairly and objectively measure progress toward stated goals. If metrics are positive, the team is energized and stays the course. If metrics are negative, time and resources are saved. This session presents a simple conceptual framework for organizing talent strategy and layers on examples of effective metrics, with particular emphasis on recruitment.

Lynne Traverse, William Henderson, Beth Johnson

NALP Bulletin Submissions

Vice Chair, Kathy Schmidt (Wiley Rein, Washington, DC)

The section submitted three articles for 2015 – 2016 and will submit further propels for emerging issues as they arise. The first article appeared in the August bulletin and the next will appear in November. Selected bulletin article topics for this year include:

| Subject | Author(s) | Publish Date |
|---|--|--------------|
| 28 Days - Using the Timing Guidelines to Your Advantage | Kathy Schmidt, Wiley Rein and Marilyn Drees, Yale Law School | August 2015 |

| | | |
|--|--|---------------|
| Partnering with Student Groups to Strengthen Your Brand | Lynn Herron, Hogan Lovells and Co-Author TBD (law school member) | November 2015 |
| Maintaining an Effective Recruiting Strategy When the Firm is Changing | Irena McGrath, Hogan Lovells and Co-Author TBD | February 2015 |

Entry Level Recruitment/OCI

Vice Chair, Nicole Oddo (Dechert, Philadelphia)

The Recruiting Section was charged with reviewing and updating various NALP forms and resources including the Open Letter to Law Students, Student Professionalism During the Interview Season, Travel Expense Form and Instructions, Student Evaluation of Employer Evaluation Form, and Employer Interview Outcome Form. The forms and resources were published on NALP’s website and announced in the June 18, 2015 NALP Now. The documents and forms will be reviewed again after the recruiting season to ensure that the changes were effective and there are not further refinements that could or should be made.

This subgroup is coordinating with the Judicial Clerkship Section to host a call on November 3. The call will consist of a facilitated discussion on the impact of early clerkship hiring and gap years on law firm recruiting. A report on the discussion in this call will be included in the next Board report.

Lateral Recruiting Subgroup

Vice Chair, Cathy Maiorana (K&L Gates, Boston)

This subgroup plans to hold a call in late October/early November to start the process of updating the Lateral Hiring Guide, which they will work on throughout the year. During this review and update the subgroup will consider either addition a section specifically addressing later partners or creating separate guide on this topic. Cathy spoke on the October Regional Resource Council call about this project and encouraged the Regional Representatives to participate in this project and subgroup or encourage their members to participate.

Small/Mid-Sized Firm Subgroup

Vice Chairs, Soraya Walden (Jackson Walker, Dallas) and Anastasia Cappelli (Stradley Ronan, Philadelphia)

The small/midsized firm subgroup plans to have a call in November to discuss the recruiting season, trends, and best practices. This subgroup also plans to focus on NALP AEC presentation topics regarding small to mid-sized firms, solicit more speakers and discuss supplemental materials.

Recruiting Summit Planning Committee Liaison

Lynn Herron (Hogan Lovells, Washington, DC)

The agenda for the Recruiting Summit scheduled for January 28, 2016 was finalized and registration has opened for members. The Summit will include a discussion of how law schools, employers and clients influence the future of legal education and lawyer development, an interactive program on ethical and professional responsibilities within the industry and an insider’s view of the market with a particular focus on regional differences, hot and cold practices and the impact of continued mergers and consolidations.

In addition, the Recruiting Section was pleased to learn that the Board agreed to add a Lateral Recruiting Summit to the schedule in 2016.

Hot Topics in the Recruiting Section

During our September call, participants discussed the 2015 recruiting season. These are the findings from that call and other outreach calls to our members.

- The actual process of interviewing went faster and finished earlier than in prior years. However, students took more time to make decisions and seemed to have more trouble making decisions.
- Many students took as much time as they had and there have been a lot of reports of students asking for extensions. This impacts employers hiring for smaller programs the most, as it may impact their ultimate outcome if many of their offerees wait until the last day to accept or decline. This could mean they are not able to fill their summer class or they end up with a slightly larger program than they wanted, if they were less conservative about their offers. The yield is not as predictable when viewing past data.
- Students followed up more with questions by email, phone or in the form of additional visits to employers. Employer and school members schools report that students seemed to be thinking more long term, asking questions about partnership track/compensation, training and the like.
- Students are looking at multiple markets. This appears to be in part to hedge their bets, but also due to personal circumstances (family or significant other) and in part because they are “exploring” and not really committed to a particular city or region. This is making it more difficult to assess geographic interest.
- Employer members indicated a larger number of students did not respond to offers at all. School members reported that they heard students need to be trained on using voicemail – both the importance of leaving a message and the importance of checking their own – rather than relying on firms to call them back based on seeing their number in caller ID as a missed call.
- The recruiting “track” is longer. Outreach starts as soon as allowed with continuous contact through the recruiting season, with many touch points along the way.
- Smaller offices/firms are more likely to use the 14 day affirmation period than larger firms/offices. Those that did use it report that it was useful and students were waiting longer to reaffirm, many on the 14th day, as opposed to immediately, as was seen last year.
- More law schools appear to be conducting “second chance” type programs, where employers can ask for additional candidates or they offer up resume books of students still available, and they started earlier.

We hope you found the above summary helpful in providing an overview of our achievements and member discussions to date. Our next call is scheduled for January, in advance of the Recruiting

Summit, but we hope to have made progress on some of our projects March and will review the activities of our spring recruiting.

Please feel free to contact me with any questions you may have.