

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: October 18, 2018

Re: NALP Recruiting Section Board Report Q4 2018

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

Approximately 30 members joined the Recruiting Section quarterly call on Wednesday, October 10, 2018. The agenda (posted on NALPconnect) is below:

- 1) Recap on Annual Education Conference/Bulletin Article Submissions (Nicole Demmel and Julieta Stubrin)
 - a) Number of RFPs accepted
 - b) Number of Articles submitted
- 2) Recap on OCI Forms (Michelle Le Biavant)
 - a) Discuss what documents were updated
- 3) Update on Legal Recruiting Summit (Jessica Fijolek)
 - a) Brief overview of what to expect (e.g. registration information, confirmed speakers and topics, etc.)
- 4) Sexual Harassment & Recruiting Conduct (Jennifer Gewertz)
 - a) Brief recap on WAALRA's survey efforts, and possible discussion on efforts to duplicate in other city groups?
- 5) Professionalism & Recruiting Training Videos (Melissa Forshey Schwind)
 - a) Discussion on how to increase student viewership to the existing [videos](#).
 - b) Possible push to 1Ls after December 1, if topics are relevant?
- 6) Lateral Hiring Discussion (Laura Dolan and Elizabeth Soderberg)
 - a) Are section members using the [Lateral Hiring Best Practices Guide](#)?
 - i) If so, are there updates you'd like us to incorporate? Would a section on new recruiting technology be helpful?
 - b) Would it be helpful to split partner/counsel recruiting into a separate section vs. associate recruiting?
 - c) [Small/Mid-Sized Firm angle (Lindy Resh)] What, if any, additional or different resources would a small/mid-sized firm like to see?

- 7) Member Feedback (All)
- a) Tell us how your Summer Associate Program and 2L recruiting season fared; what's keeping you up at night now?
 - b) For Schools
 - i) If at all, how did "precruting" (pre-OCI recruiting and offers) impact your school or students this year?
 - ii) How did the OCI process go? Anything different about this year? What innovations or new processes did you try?
 - iii) What did students report, if anything different from prior years, about their fall recruiting experiences?
 - iv) What types of employers came to your campus to recruit for non-traditional or alternate legal positions during OCI?
 - v) As the new semester gets underway, what innovations are you implementing on the student professional development front?
 - c) For Employers
 - i) If at all, how did "precruting" (pre-OCI recruiting and offers) impact your recruiting efforts this year?
 - ii) How did the OCI process go? What did you try differently this year? What innovations or new processes did you try?
 - iii) What words would you use to describe this class of 2Ls?
 - iv) What innovations are you implementing for on-boarding and orienting new first year associates?

Work Groups

Annual Education Conference/Bulletin Article and Webinar Planning

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

Two RFPs were accepted from the Recruiting Section. Below please find the accepted program descriptions. In addition, the Conference Planning team created a few original programs that focus on recruiting.

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!

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.

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: November 2018

One additional bulletin article was published on behalf of the Recruiting Section. It is:

Tips for Coping with Stress during the Fall Recruiting Season

Author: Ginette Mueller

Publication Date: July 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 4th 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.

A few ideas resulted from the Recruiting Section call:

- 1) Identify ways to alert NALP members of this resources.
- 2) Explore splitting out specific partner/counsel recruiting guidelines.
- 3) Draft a section dedicated to sourcing and technology

The work group will be soliciting volunteers to assist in the update of the lateral recruitment guide. 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 completed their 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).

Small/Mid-Sized Firm

Vice Chair: Lindy Resh (Beveridge & Diamond)

Lindy Resh has agreed to serve as the Vice Chair for the Small/Mid-Sized Firm work group for the Recruiting section.

Summit Conference Planning

Planning Committee Liaison: Jessica Fijolek (Crowell & Moring)

Jessica Fijolek surveyed the Recruiting Section members on possible 2019 Legal Recruiting Summit session topics prior to the June 27 Planning Team conference call.

The 2019 Legal Recruiting Summit is scheduled for Thursday, January 24 at New York Law School. The sessions are:

- 1) State of the Law Firm Industry (David Altuna, Senior Vice President, Citi Private Bank)
- 2) Preview and Discussion of NALP Fall Recruiting Survey Results (Jim Leipold, Executive Director, NALP)
- 3) Ready or Not, Here Comes Gen Z (Josh Miller, Speaker and Researcher)
- 4) Data-Driven Strategies to Attract and Hire Top Talent (Ada Thatcher-James, Consultant, Paradigm)
- 5) Instagram, Snapchat and iGen, Oh My!: Communicating Effectively with Digital Natives (Kevin Donovan, Senior Assistant Dean for Career Services, University of Virginia School of Law; Katherine 'Kate' Ford, Manager of Talent Acquisition, Paul Hastings LLP; Lauren Parker, Director of Career Services, University of Virginia School of Law)

Fees are \$495/NALP member. Registration is available at the NALP events [website](#), and the brochure can be found [here](#).

Sexual Harassment & Recruiting Conduct

Vice Chair: Jennifer Gewertz (Arnold & Porter)

WALRAA's Safety & Wellness Task Force circulated a survey to its members to gather as much information as possible to help create best practices. The survey deadline is October 19, and Jennifer Gewertz will compile the initial data set and forward to the Board for their review to determine what could and should be expanded to the membership at large.

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 had a conference call on October 5 to discuss the existing videos and outlined next steps.

- 1) The work group believes that the [videos](#) produced last year are fairly comprehensive in terms of addressing common professionalism issues that come up in the context of the fall recruiting process with large law firms. Therefore, the work group plans to focus efforts on seeking to increase the viewership of these videos.
 - a) In this regard, the work group will be working with the NALP office to communicate additional appropriately-timed reminders through channels such as NALPConnect and NALPNow.
 - b) In addition, the work group will review the current videos to determine whether there is a need to add more videos in the context of fall recruiting (e.g. the work group would like to determine if there is a need for a video on how students should seek additional information from employers while considering one or more offers).
- 2) Because many law students are focused on employers outside of the fall recruiting process, the work group is considering adding new professionalism videos outside the scope of fall recruiting. The work group discussed gathering feedback from Government and Public Interest employers (through NALPConnect, expanding the group to include the Public Service Section, or by other means) to determine if there are professionalism issues to address. If so, the work group could seek to create videos more tailored to those paths.

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

Member Feedback

We gathered member feedback on the 2018 2L recruiting season. Some themes that emerged during the Recruiting Section call were:

- One school member discussed how pre-cruiting created logistical issues for their OCI process (e.g. students pulling out of the OCI interviews after receiving offers pre-OCI, and the school then has to adjust individual interview schedules accordingly to accommodate additional students or to minimize gaps between time slots).
- It's been reported that there's been a small rise in OCI participation from accounting firms. One question that an employer member raised was whether accounting firms were subject to the same NALP Principles and Standards guidelines. The accounting firms are interviewing students interested

in the tax practice. Students are reporting a wide range of substantive Summer Associate experiences, from strictly accounting to strictly legal, following their 2L summer.

- Employer members had a fruitful discussion on data collection and analysis from their 1L outreach efforts. Some are:
 - Maintain a “watch list” of all 1Ls that the firm interacted with, and analyze ROI (e.g. did the 1L apply, interview, receive an offer, accepted an offer, etc.?).
 - Along the same lines, analyze ROI on various outreach events (e.g. whether one event led to more applicants vs. another event)
 - Create a pipeline by partnering with clients who hire 1Ls for a summer internship
- Employer members also discussed a trend of a rise in second look requests from students with outstanding offers, especially in the Bay Area. The Bay Area group also reported that students are taking a longer time to decide on their offers this season, which contributes to the increase of second look requests.
 - Two ideas to manage costs and expectations regarding second looks were discussed:
 - Have students affirm that they have narrowed their number of outstanding offers to two prior to confirming a second visit.
 - Offering the second visit virtually (via videoconference from another office, Skype and the like, or phone calls).

The Recruiting Section added 18 new members and lost two members from June 19 through October 18, 2018. The section has a total of 417 members as of October 18, 2018.