

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

October 16, 2014

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

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

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

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

### **Summary**

Members of the recruiting section are wrapping up another busy recruiting season and are now reviewing and assessing the results of their summer and fall recruitment programs. Despite the hectic season, the section has been productive and continues to move forward with its initiatives for the year. Our most recent section call was held on September 30<sup>th</sup> and it provided members the opportunity to reconnect and 'download' after the season. A lively discussion was held regarding the pace of the fall recruiting this year, as well as other pluses and minuses regarding the new timing guidelines. Further information regarding this feedback, as well as 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 was pleased to be informed that 11 of the 15 RFPs submitted were selected for the 2015 AEC. We are delighted to have a wide range of relevant recruiting topics on the conference agenda. A list of the selected RFPs is included below for reference.

#### ***Recruiting Section RFPs Selected for 2015 AEC***

##### *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

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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.  
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

*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

*How Technology Is Changing Legal Recruiting*

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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 Pascoello, 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 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

*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

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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

*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 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

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NALP Bulletin Submissions

Vice Chair, Lesli Hutchinson (Proskauer, Los Angeles)

The section submitted seven articles for 2014 – 2015 and our first article appeared in the October bulletin. Selected bulletin article topics for this year include:

<b>Title</b>	<b>Description</b>	<b>Author(s)</b>	<b>Publish Date</b>
Changes to the Third Year of Law School	Whether firms can play a part in these positions by offering positions similar to a ‘trainee’ role. Are there alternative positions to be held such as internships, apprenticeships, law clerks, secondments, etc.	Nicole Oddo, Attorney Recruitment Manger, Dechert LLP	October 2014
Recruiting for Small to Midsize Firms	How to implement what you learn about big firms into your office or team of one. Make the most of what you learn at the annual NALP Conference.	Soraya Walden, Director of Attorney Recruiting at Jackson Walker	April 2015
Hiring 1L Pipeline Programs	Stating the business case. How to propose and important factors to consider for implementation.	Caitlin DiFilippo and Lynn Herron at Hogan Lovells	December 2014
Unconscious Bias in Recruiting	How to educate, address and prevent. Possible collaboration with Diversity & Inclusion section.	Chia Kang, Senior Lateral Legal Recruiting Coordinator, Ropes & Gray	March 2015

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Anti-trust Laws	Discuss anti-trust laws and best practices in the law firm. Do's and Don'ts	Amy Leytem Pretty, Attorney Recruiting Manager, McGuirewoods LLP	January 2015
Involvement in your City Group	Why you should participate. What do city groups have to offer. How are city groups structured. Tax implications. Non-profits vs. Incorporating.	Anja Heidenreich, Attorney Hiring Manager, Alston & Bird and Lesli Hutchinson, Legal Recruiting Manager, Proskauer Rose	May 2015
Lateral Partner On-Boarding		Susan Reonegro, National Recruiting Manager, Manatt, Phelps & Phillips, LLP	November 2014

Lateral Recruiting Subgroup

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

The lateral hiring subgroup's first call is scheduled for Wednesday, October 22nd. We currently have 30 members in the group on NALPconnect. An email will go out to the members via NALPconnect on Tuesday, October 14th, to announce the call and to solicit input on topics to discuss. The topics to date include direct sourcing, integration, partner recruitment, and lateral associate hiring (increase in markets, talk about trends developing). We also anticipate discussing the possibility of reviewing the Best Practices for Lateral Hiring and other potential updates to suggest to the section.

Small/Mid-sized Firm Subgroup

Vice Chair, Soraya Walden (Jackson Walker, Dallas)

The first subgroup call was originally scheduled in July, but due to the busy law school recruiting season the call was rescheduled to Wednesday, October 29th. We are doing what we can to advertise our group to get more people to join us and we are putting together an agenda for our first call in a few weeks. Having just gone through a very busy recruiting season with some significant changes from the past, this is actually the perfect time to have our first call and

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discuss some of the issues that we faced when everything is fresh in our minds. We look forward to a productive discussion.

Long Range Strategic Planning Reporting

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

The Long Range Strategic Planning committee has been focusing on data collection in order to determine what is on the minds of our members. We held a roundtable discussion at the NYC city group meeting and a member of the section has offered to hold a small group discussion in the Philadelphia area as well. We also distributed a survey to members of the section via Survey Monkey through NALPconnect and we will host two calls for members who would like to further discuss topics. Progress is being made and having just completed another fall recruiting season, we expect the discussions to be fruitful. We will compile the data collected and discuss the results in the weeks ahead in order to meet the deadline for our section memo.

Recruiting Summit Planning Committee Liaison

Vice Chair, Lauren Marsh (Akin Gump, Washington)

The agenda for next year's summit has been finalized and members have been invited to attend the program on January 29th. The summit will include an in-depth look at the future of law firm recruiting and how law firms and law schools are responding to the new normal. We hope to have another great turn-out at this year's event.

**Hot Topics in the Section**

During our September call, participants had much to say about this year's recruiting season. The timing of the discussion was good because many members were wrapping up, or had already concluded, their fall recruiting season. Topics that came up during the call include:

*Pace of the Season*

- Members recruiting for small to mid-sized programs felt this year's season was particularly fast-paced in comparison to years past and it put a strain on their departments
- Members from larger firms who took part in the discussion felt the season went well and they were able to keep up with the fast pace
- Not all large firms identified with this, but it seems those within the NY market were able to 'weather' this environment more so than others
- Some firms experienced a higher number of callback interview cancellations this year because other firms were moving quickly with invitations and offer decisions

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- Firms reported using a 'group callback' model this year in order to adjust the fast timeline
- One firm reported being done with their recruiting by the end of August

*Reaffirmation Guidelines*

- Students automatically reaffirmed upon receiving their offers and therefore the new guideline did not benefit the firm as intended
- Some firms reported back that the guidelines were helpful and they felt students better communicated regarding their status and interest
- One firm included various reaffirmation dates for the students in their offer letter in order to ensure they heard from candidates

*Offer Deadlines*

- Some firms feel that a twenty eight day offer deadline is too long when the process is moving so quickly. This is particularly the case with firms that have a smaller sized summer program. Larger firms in the NY market may not be as likely to have an issue with the timing.
- Members expressed a desire to reevaluate the five offer rule (Principles & Standards Part V A.3). Some students ignore this guideline and the number of offers seems high given the pace of the season.

I hope you find this update helpful in providing an overview of what is on the minds of our members and the work being done by the Recruiting Section. I am proud of the progress our section has made despite the busy seasons we just experienced and I am excited to see the 'fruits of our labor' as the NALP year progresses. Please feel free to contact me with any questions you may have regarding this information.

LEM