

MEMORANDUM

DATE June 25, 2016

TO Brad Sprayberry, NALP Board Liaison, Recruiting Section
Fred Thrasher, NALP Deputy Director

FROM Nicole Oddo Smith, 2016-2017 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 2016-2017 NALP year.

The Recruiting Section held a Section call on June 21, 2016. Our first call went through board news, work group updates, and discussion on the lateral and entry level recruiting summits. We are making our announcements and events on the new NALPConnect which should make it easier for discussions and participation. Further information regarding the progress of each of our work groups and vice chairs is outlined below.

Work Groups

Annual Education Conference Planning (RFPs)

Vice Chair, Louisa Heller (Akin Gump, Philadelphia)

A total of 13 Recruiting Section RFP Programs were submitted. Below is our list and we will find out in July which programs have been accepted for the 2017 Annual Education Conference in San Francisco.

"Bar"riers to Entry in a Nationwide Job Market

Presenters: Kristen Uhl Hulse, Maggie Gloyeske

This program will focus on the many ethical and practical considerations that legal hiring professionals encounter when recruiting legal talent not yet licensed in the jurisdiction for which they're being hired. With the uptick in lateral recruiting nationally for certain "hot" markets, today's firm professionals are facing questions and challenges related to multiple bar admissions and license reciprocity that have a direct effect on the lateral candidate's practice of law (not to mention the firm's bottom line). Increasingly, these professionals are serving on the front lines of identifying recruitment "red flags" and ensuring compliance with local bar rules, which effectively requires them to become experts in the requirements for admission and the authorized practice of law in jurisdictions where their firms have offices. This session will explore recommended best practices regarding policies and procedures surrounding bar admission, potential landmines, and working closely with ethics counsel to ensure firms are complying with all state regulations. We

will also discuss the impact of the Uniform Bar Exam, firm policies surrounding study time and bar leaves of absence, reimbursements, and mitigating the economic impact on firms and their clients.

#Recruiting: Reaching a Digital Generation 1 “Like” at a Time

Presenters: Rachael Bosch, Veronica Phillips, Valerie Castelo

Why do you engage in social media? To connect with friends or promote an event? Whatever the reason, we are all marketing ourselves. Now, translate this into legal recruiting. We are charged with growing and cultivating the future of our firms, and we use traditional marketing tools to convey our culture and overall reputation. But the world of marketing is fast-paced and constantly changing. Are you up to date with the newest way to reach the next generation of lawyers? This session is designed to give you the information needed to bring your firm’s recruiting outreach to your candidate’s fingertips!

3L Hiring: Is Anyone Still Out There?

Presenters: Jennifer Henfey and Nicole Oddo Smith

The 3L market has tremendous value, advantages, and pitfalls. We’ll explore why firms hire 3Ls, why 3Ls at many schools are available, and just how much of the market is still available to hire at this time. We’ll discuss ways the ways that law schools can assist with 3L hiring and the advantages of additional coursework, grades, and work experience available to employers. Schools will learn tips on preparing their students to be successful candidates, especially when they have past challenges with work experience or grades. We’ll discuss 3L hiring from many points of view – counselor, recruiter, Hiring Partner, and a 3L.

A CSO Director & a Recruiting Manager Walk into a Bar... Building Brands Through Collaboration

Presenters: Amy Jones Mattock, Lynn Ann Herron, Jennifer Henfey, Anastasia Cappelli

It's no joke. Employers are challenged to establish their brand and engage with a new class of recruits each year, while law schools seek to establish professional development and career opportunities for their students. As a result, each year employers receive many requests from career services offices (CSOs) or student groups to sponsor and participate in programs while schools field requests from employers to allow them the opportunity to get in front of students. We all need to determine how best to allocate resources, including time, money and people. Creating a strategy for partnering will enhance the brand of your school or employer and create a lasting positive impression. In this interactive program, seasoned professionals from schools and employers both large and small will share their approaches to building successful partnerships that benefit our common constituent: future lawyers.

Civil Procedures: Making the Most of Law School and Law Firm Relationships

Presenters: Michelle Le Biavant, Kevin Donovan, Elizabeth Pond

Have you ever encountered a non-responsive candidate and wondered what happened? Do you have a student who you know would be a great fit for a firm but won’t get in through the regular channels? Do you ever feel like you don’t have a clue what law students are looking for or how

best to attract them, or that you have no idea what a particular law firm is looking for in a candidate? All of these questions can be answered with a simple solution: a strong connection between law school career services offices and law firm recruiters. In this panel, professionals from both sides will discuss best practices for how career services personnel and law firm recruiters can work together to achieve their goals: setting up students for success, and acquiring the best talent for our firms.

Developing Your Summer Associates into Star Associates

Presenters: Lauren Marsh, DeAnna Bumstead-Yearly

Millennials seek more from their summer program experience than attending parties. Opportunities for professional development are a top factor for this generation as they enter the marketplace. At the same time, firms have prioritized training and developing their associates from an earlier point in order for them to become more successful and productive. This program will provide insight as to how firms can start the development process early by establishing a training curriculum specifically for their summer associates that enhances a firm's core values. Presenters will discuss factors to consider, possible presentation topics, best practices and potential pit falls for designing and implementing summer training programs.

Interviews: Avoiding and Managing the Pitfalls

Presenters: Louisa Heller, Susan Robinson, Shannon Curry

This program will focus on the importance and value of interviewer training. It will explore the benefits in using interviewer training as a risk management tool, as well as a tool that enables interviewers to distinguish top talent. The session will cover how to prepare interviewers for OCI and call-backs using in-house training; what documents and guidelines to give and ideas for training programs. It will also discuss how to address issues that may arise during interviewing season, both from the perspective of legal employers and law school career services. The program will also provide insight from the law school perspective as to what firms should focus on when preparing their interviewers for OCI and callbacks.

Not Just the Resume: Training Your Professionals to Lead Effective Interviews to Assess and Ultimately Select the Right Legal Candidates for Your Firm

Presenters: Jacki Herzog, Jennifer Sarhaddi

Interviewing Best Practices: training your professionals on the Do's and Don'ts for candidate evaluation and hiring. With hectic schedules abound, interviewers may show up well intended but ill prepared to assess a candidate's professional skills and overall fit for the given position and work environment within your firm or organization. This program will examine behavioral interviewing strategies, example interview forms, types of good, bad and inappropriate interview questions, and predictable factors that affect a candidate's employment decision. Walk away with practical tips and pointers to help your interviewers get the most from their candidate interviews to better ensure a new lawyer's success at your firm.

So We Have The LPQ – NOW What?

Presenters: Nicole Lancia, Raj Selvadurai

When it comes to partner hiring, the data contained in the Lateral Partner Questionnaire, or LPQ, is key to knowing whether or not a partner will be successful at your firm. LPQ's generate long lists of data in multiple categories. How do you discern a clear bottom line that indicates whether or not the new partner will add the required value? In this program we will uncover the mysteries of LPQ analysis: what are the components of the best LPQ's and how do we apply what we've learned. We will also discuss the diligence process, and what happens in the case of non-disclosures or false disclosures.

Start Your Engines: Identifying Red, Yellow & Green Flags in the Pre-Hire Process

Presenters: Jacki Herzog, Kevin Demorest, Soraya Walden

Lateral hiring remains a key growth strategy for many law firms. This program brings together law firm departments of legal recruitment and business analytics to examine useful ways to assess not only a candidate's reputation in the legal community, their legal practice skills, and collaborative and entrepreneurial skills, but also their portable book of business and potential client following. Learn to spot the red flag, green flag, and yellow flag markers within your pre-hire due diligence process by partnering with other firm departments to analyze LPQs, manage the conflicts process, identify possible compensation issues, and review a candidate's public persona.

The Inside View: Understanding OCI from the Law School Perspective

Presenters: Louisa Heller, Sarka Cerna-Fagen, Melissa Lennon, Mariel Staszewski

OCI is a challenging process for everyone involved; interviewers, law students, and especially the law school career services and law firm recruiting teams who engineer the process. As law firm recruiters, we can tell someone easily what our OCI process looks like - from pre-OCI prep, to the first on-campus interview date, to the last offer accepted. Often, however, we may not be aware of what goes into OCI from the law school perspective. How is the OCI process determined and by whom? What are the greatest challenges for career services with regard to OCI and callbacks? How does OCS work with students to prepare for interviews?

The Recruiting Pipeline: Building and Keeping Top Candidates in Your Firm's Pipeline

Presenters: Shannon Scott, Shannon Moynihan, Hiroko Peraza, Katie Creedon

This session will explore pro-active, innovative strategies to build a recruiting pipeline and successful ways to market your firm to target great candidates before and during law school! The panelists will discuss methods for marketing to candidates before law school; where to target efforts and which groups to target. We will also explore ways on how to keep top candidates who may have been very close to getting an offer or declined your offer engaged with your firm for future summer (or perhaps lateral opportunities). You will hear from panelists who come from different professional backgrounds, including management, diversity and inclusion, and recruiting, who will discuss best practices and share perspectives on how to successfully grow a law firm with top talent.

Winning the War on Talent: Best Practices in Lateral Recruiting

Presenters: Catherine Maiorana, Nicole Lancia, Jacki Herzog

With the evolution of modern technologies and the explosion of social media, many law firms are using digital marketing to identify and source candidates. In the competitive legal marketplace, recruiters need to go above and beyond traditional methods for sourcing candidates. Digital media is a powerful and cost effective way for law firms to cultivate relationships with potential candidates. While our immediate goal is to fill current openings, we also need to be maximizing opportunities for building our pipelines for the future. Strategic use of digital media is key to achieving that objective and many more, such as increasing our firms' profiles. Join us for an interactive conversation on lateral recruiting strategies, including an examination of leveraging social media and alumni networks. In this program, we will discuss tips and best practices for sourcing candidates and building your pipeline. We will also highlight the edits and revisions to the newly updated Lateral Hiring Best Practices Guide.

NALP Bulletin Submissions

Vice Chair, Katie Creedon (Wolf Greenfield, Boston)

While we were asked to submit three topics, we submitted and were selected for four feature articles. See below for our submissions.

- Name: Ramona Sein, Ass't Dean for Employer Relations, William & Mary Law School
- Topic: Productive Ways for Employers to Engage with ILs
- Scheduled for October 2016 (due to Janet by September 2)

- Name: Nicole Oddo Smith, Attorney Recruitment Manager, Dechert LLP (with a co-author from the judicial clerkship section)
- Topic: Judicial Clerkship Hiring - Timing, the Gap Year, and How Firms Can Prepare
- Scheduled for December 2016 (due to Janet by November 2)

- Name: Jacki Herzog, Manager of Legal Recruitment, Clark Hill
- Topic: What is the candidate's and the firm's professional responsibility during the recruitment process and notice period and how should recruiting manage the risk
- Scheduled for February 2017 (due to Janet by January 3)

- Name: Chia Kang, Lateral Partner Recruiting Manager, Ropes & Gray
- Topic: best practices for sourcing candidates
- Scheduled for April 2017 (due to Janet by March 2)

Entry-Level Hiring

Vice Chair, Donna Harris (Cleary Gottlieb, New York)

While we spent considerable effort on last year's NALP forms/ letters, this year Donna is taking the lead on reviewing them before our upcoming recruiting season. We will be also working on a new proposal for this work group in the Fall to better take advantage of the Innovative Talent Work Group Report.

Open Letter
Student Professionalism
Travel Expense Form
Student Evaluation of Employer Evaluation Form
Employer Interview Outcome Form

Lateral Hiring

Vice Chair, Jacki Herzog (Clark Hill, Pittsburgh)
Vice Chair, Soraya Walden (Jackson Walker, Dallas)

The lateral hiring guide has been submitted to NALP. Jacki and Soraya want to have more lateral focused conversations and continue the momentum of the Lateral Recruiting Summit. Our first lateral hiring call is scheduled for Wednesday, July 20, 2016 at 2pm EDT. We are still working on topics for the year but would like to have several calls that focus on lateral discussion.

Small and Mid-Size Firms

Vice Chair, Anastasia Cappelli (Stradley Ronan, Philadelphia)
Vice Chair, Kristen Uhl Hulse (Coblentz, San Francisco)

This group had a chance to meet at the NALP conference and we look to have some special programming for this group in the upcoming year.

Recruiting Summit Planning Committee

Representative, Nicole Oddo Smith (Dechert, Philadelphia)

The Recruiting Summit Planning team met Tuesday, June 28th to plan the 2017 Recruiting Summit. A few ideas were solicited on the call and Nicole spoke to several other recruiters to get feedback and ideas. We had a very productive meeting and look forward to another excellent Summit with timely sessions and robust discussion.