

CHAPTER 1

Recruitment of Associates

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§ 1.01 Introduction

A comprehensive approach to lawyer training and development starts with an effective recruiting effort. Generally, recruitment is a responsibility shared by firm lawyers and professional administrators. Most firms have a hiring partner to lead the effort and/or a committee. Recruiting administrators provide managerial oversight for the process, organizing interviewing schedules and participation in job fairs, maintaining and updating firm recruiting information, and administering the decision-making and offer process. Often, these same administrators are responsible for running the summer program and act as unofficial mentors to the firm's newest attorneys. Recruiting professionals are increasingly responsible for developing and advising law firm management on staffing strategy. As the legal hiring market becomes more competitive and complex, these administrators must track trends, stay abreast of best practices, and continuously adapt the firm's recruitment strategy to meet changing markets and candidate mindsets. Recruiting professionals are integral team members as firms strive to enhance the effectiveness of all of their legal personnel management functions. Those firms that "silo" their talent management functions miss key information for the strategic planning process if recruitment administrators are not included.

Firms hire summer associates, experienced associates and partners, technical specialists and others. Each group of candidates presents unique challenges to the hiring team trying to recruit with training and development in mind.

§ 1.02 Entry-Level Recruiting

Recruiting entry-level legal talent presents a particular challenge because of the unique nature of the law student hiring process. Those outside of the legal profession often look askance at the unusual system of mid-size and large law firms hiring summer associates in the hopes of making offers of permanent employment two years in advance of a lawyer's start date. Seemingly archaic and confusing to outsiders, the on-campus recruitment process for 2L's remains the cornerstone of law firm hiring, though in the challenging marketplace of 2012-2013, many firms have cut back on hiring through this method. Governed by rules set forth by the NALP: The Association for Legal Career Professionals,¹ whose members hail from both law schools and legal employers, law student hiring is carefully orchestrated. Though adherence to the rules is purely voluntary, historically, the majority of law firms follow them to the letter. Law schools have traditionally held employers to a high standard with regard to these rules.

¹ NALP: The Association for Legal Career Professionals, founded in 1971, provides law schools and legal employers with a forum in which to discuss legal employment issues.

§ 1.03 Working Effectively with Law Schools' Offices of Career Services

In addition to providing career planning and job search advice to law students, a law school's career services' office acts as a conduit between perspective employers and potential candidates. As most law firm recruitment professionals know, career services coordinates and manages recruitment programs, both on and off campus, collects and distributes resumes to interested employers, and posts positions for students and alumni. Establishing strong connections to these offices affords both the employer and the schools a win-win scenario. From the employer's perspective, it is important to distinguish your firm from others. In the economic climate of 2012, each new summer associate or attorney you hire is important. The more a law school knows about your firm, the better informed its students and alumni are in making important career decisions, and less likely to make costly mistakes—both for the new hire and the firm. A firm's goals then are to ensure that potential candidates not only understand practice information, but most importantly, the culture, the expected competencies, and the measures of success at their firm.

Consider the following strategies to make stronger connections to law schools:

- Volunteer attorneys, recruitment and talent management professionals to speak on-campus or through webcasts about subjects such as:
 - Practice in particular specialties or locations
 - Hot trends in particular areas
 - How to be a successful summer or lateral associate
 - Alternatives to partner-track at your firm
- Sponsor programs on a day-in-the-life of an attorney in particular practice or regarding alternative career paths, including attorneys who did not practice immediately in a firm
- Invite law school career services professionals to an information session at your firm
- Regularly inform career services about any recruitment needs
- Offer mentors for law students interested in practice areas, locations, diversity, working parents, etc.
- Conduct training on professional development areas not regularly offered at law schools
- Send regular updates regarding new initiatives, trends, other top news regarding your firm to law schools
- Ensure a school's alumni at all levels of seniority at your firm are actively involved in activities at that school

§ 1.04 Why NALP Guidelines Matter*

The NALP Guidelines were originally written to bring order to the chaotic fall recruitment process. The fall interviewing season is a frenzied and stressful time of year for all parties involved: students, interviewing attorneys, legal recruitment staff, law school career services offices, and even the law professors.

Over the years, fall recruitment programs have adapted to many changes, some making the process easier, such as the advent of technology to streamline the process; and some changes making the process more stressful, such as the increasingly large numbers of employers and students participating. The majority of schools have changed the timing of their interviewing seasons to take place before classes begin which means that the new recruiting cycle begins before the previous years' program has ended. Some employers find themselves interviewing new candidates in one conference room as they hold farewell luncheons for the departing summer associates in another. These early interview programs help the schools and students by getting the time-consuming twenty- or thirty-minute interviews out of the way before school begins, but make it more difficult for employers who are not able to wind up the current program before starting the process all over again. It remains to be seen whether schools can maintain their early interview programs at the same level given the changes in firm hiring resulting from the depressed legal market of the late 2000s. Schools in fact reported significantly fewer firms on campus in 2009 and 2010, though rose slightly in Fall 2011.¹ Although most firms have returned to fall recruiting, it is clear that the focus is primarily for their summer associate programs. Very little hiring takes place for third-year law students (3Ls).² The summer class size in most of these firms remains smaller than pre-recession levels. As we head towards Fall 2012 recruiting season, it is impossible to predict how law firm economics will impact this and future seasons. Some firms see an uptick in business and therefore, expect it will have a positive impact on recruiting, while others remain fairly sluggish and expect little increase in the number of summer associates they will hire for Summer 2013. However, most experts predict that firms will not return to pre-recession summer class levels.

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¹ See NALP, "Perspectives in Fall 2009 Law Student Recruiting" (2010), available at <http://www.nalp.org/perspectivesonfallrecruiting> (lasted visited June 11, 2012).

² See NALP, "Perspectives on Fall 2011 Law Student Recruiting," (2012), www.nalp.org/Perspectivesonfallrecruiting, (last visited June 11, 2012).

A top ranked law school might have over 500 employers participate in their fall interviewing program. The largest law schools might have as many as 900 - 1,000 students go through the program. Each school organizes its interviewing program in different ways; some schools limit the number of resumes a student can submit through the school's program in an attempt to force students to make choices about firms and decisions about in which geographic locations they have a sincere interest. This ensures that students do not simply submit a resume to every firm participating in the program. An employer likes to know that a student who submits a resume has done some self-assessment and market research and has a real interest in their firm. Some schools require students to submit cover letters while others discourage attachments.

Many top schools do not allow employers to prescreen resumes, giving employers no say in choosing the students with whom they meet through the prescreening process. Schools do this to give all students the opportunity to interview with firms in which they have an interest, though it frustrates those firms with stringent academic criteria and may not ultimately result in the goal of having more students receive offers.

Other schools allow prescreening without limits and forward a packet of resumes from which the recruiting department can select candidates for their interview schedules. No matter how the program is set up, the number of resumes passing through a career services office and ending up on the desk of a recruitment manager can be in the thousands.

Once resumes are submitted, interviews granted, thank you notes written, and call-back interviews held, the offers start being tendered and the process can easily get out of control. The NALP Guidelines were established for the schools and the employers to foster a sense of order into this chaotic process.

The Guidelines pertain to both legal employers and law schools. NALP member law schools can hold employers who recruit their students and are not NALP members accountable to the Guidelines. The Guidelines can be considered a code of ethics for the recruitment process and address issues such as representing grades truthfully on a resume or only accepting call back offers from employers for which a student has a sincere interest in working. Some Guidelines are written broadly and state that employers and schools should conduct themselves professionally and honestly, and should maintain open working relationships. Law school members are responsible for educating their students about the Guidelines and employers must disseminate Guideline information to the attorneys and staff who are involved in the recruitment and interviewing process. Employer members are expected to make accurate representation of their organization and the position for which the candidate is being considered. Both candidates and employers are expected to honor the NALP Guidelines. Students who do not adhere to the Guide-

lines may face sanctions or not depending on the rules put in place by his or her school. Employers who do not follow the Guidelines may be banned from recruiting at the school. The degree of the infraction affects the sanction for both student and firm.

NALP Guidelines also offer General Standards for the Timing of Offers and Decisions. During this hectic time, resumes are submitted, interviews are granted, call backs are offered, accepted and declined, offers are made, and rejection decisions are communicated, all creating much paperwork and a flurry of email communications. A top law school candidate might have thirty to fifty initial interviews, which could result in numerous callback interviews and offers. Without realizing it, a candidate could be holding several open offers while still accumulating call backs and still more offers.

Employers spend a lot of time developing unique formulas which calculate the ratio of interviews the firm needs to conduct to get a desired number of acceptable candidates to whom they wish to make offers. They then need to make the appropriate number of offers in order to get the desired number of acceptances. Each firm does its best to look at data from past years to figure out the numbers of offers made to the acceptances they yield. Too many or too few acceptances can create disaster for an employer. If a firm determines that the ideal summer program would consist of ten summer associates because they have the work, office space, and financial resources for that number, and if all ten work out well, they would be prepared to make all ten offers of permanent employment. If they end up with twenty acceptances instead, they will not have the appropriate office space, and will not have the ability to make twenty offers of permanent employment. Ostensibly, half of the summer program participants may not receive offers. This could create a stressful atmosphere for the summer program participants and could potentially cause a public relations problem for recruitment in future years.

The NALP Guidelines offer some order to this process. The Guidelines limit the number of open offers a student can hold after a certain time period. This forces a student to turn down the offers that he or she knows they do not want which allows the employer to make an offer to another candidate. The result helps both the firm know who is truly interested and it helps the schools by opening an offer to another student. These guidelines, however, have been temporarily revised to address changes in firms' hiring needs in a challenging legal marketplace.

Guidelines are also in place to winnow the number of open offers as the interviewing season comes to an end. While attempting to put order into the recruitment process, often the Guidelines can appear confusing. There are many times when schools and firms must communicate and clarify the Guidelines. Most students, employers, and schools realize that the NALP Guidelines are in place to assist them. If nothing else, they

open the lines of communication and can resolve an issue before trouble might follow.

Although the Guidelines are simply self-imposed rules that all have agreed to follow, they have worked well over the years to alleviate some of the confusion and stress of the fall interviewing season. The Guidelines have been changed from time-to-time to reflect changes in the world of recruiting. These changes are not made without input and a vote from NALP's membership. NALP has always welcomed questions and feedback about the Guidelines and has been called on many times to interpret or clarify how law firms can work within them most successfully.

[1]—NALP Principles and Standards³

Principles and Standards for Law Placement and Recruitment Activities

INTRODUCTION

The National Association for Law Placement (NALP) was organized in 1971 to promote the exchange of information and cooperation between law schools and employers. In order to advance those interests, the Association has developed these “Principles and Standards for Law Placement and Recruitment Activities.”

The NALP “Principles and Standards for Law Placement and Recruitment Activities” were first adopted in 1978. Part V, “Standards for the Timing of Offers and Decisions,” was derived from “Interviewing Procedures for Law Students and Prospective Employers,” a set of guidelines originally adopted in the early 1960s by a group of law schools meeting under the auspices of the Association of the Bar of the City of New York. Subsequent modifications were adopted in 1985, 1988, 1992, 1994, 2002, 2004, 2005, 2009, 2010 and 2012.

The “Principles and Standards for Law Placement and Recruitment Activities” are organized as follows:

- I. General Principles
- II. Principles for Law Schools
- III. Principles for Candidates
- IV. Principles for Employers
- V. General Standards for the Timing of Offers and Decisions

³ NALP, Principles and Standards for Law Placement and Recruitment Activities (effective April 3, 2009), available at <http://www.nalp.org/fulltextofnalpprinciplesandstandards> (last visited June 11, 2012).

NALP encourages law schools and legal employers to educate all participants in the law placement and recruitment process about the spirit and the letter of these Principles and Standards. NALP urges all participants in the law student recruitment process, including members and non-members of NALP, to abide by these Principles and Standards. These Principles and Standards are designed to empower law schools, legal employers, and law student candidates (“candidates”) to self govern based on the concepts set forth below. NALP expects such governance will be managed with the highest regard for the best interest of all involved parties.

PART I. GENERAL PRINCIPLES

Successful recruitment and placement of law students requires cooperation and good judgment from three groups—law schools, candidates, and employers. These Principles and Standards provide concrete guidelines for each group. Nothing in the Principles and Standards is intended to alter any legal relationships among the participants, but participants are urged to carry out all obligations in good faith.

Activities related to the placement and hiring of law students should be conducted on the highest ethical and professional level. Timely exchange of accurate information is essential. Recruitment activities should be scheduled so as to minimize interference with students’ academic work.

Underlying these guidelines for ethical behavior is NALP’s fundamental commitment to helping to make the legal profession accessible to all individuals on a non-discriminatory basis. NALP is strongly opposed to discrimination which is based upon gender, age, race, color, religious creed, national origin, physical disability, marital, parental or veteran status, sexual orientation, or the prejudice of clients related to such matters.

In addition to abiding by these guidelines, all parties concerned with placement and hiring should observe strictly all relevant laws, accreditation standards and institutional policies. A law school may deny use of its career services facilities to students and employers who fail to adhere to these Principles and Standards. If unusual circumstances or particular organizational constraints require a law school, a candidate, or an employer to modify any provision of the principles, every effort should be made to find an alternative acceptable to all parties concerned.

PART II. PRINCIPLES FOR LAW SCHOOLS

A. Law schools should make career planning services available to all students.

1. Career planning and counseling are integral parts of legal education. Law schools should dedicate to them adequate physical space, equipment, financial support, and staff.

2. The professional services of a career planning office should be available to students without charge.

3. Law schools should strive to meet the career planning needs and interests of all students. Preferential treatment should not be extended to any student or employer.

B. Law schools should subscribe to and promote practices that protect their students' legal rights.

1. Law schools should articulate and publish meaningful policies prohibiting discriminatory hiring practices. Employers should be required to sign a non-discrimination statement prior to recruiting on campus. Procedures should be developed and published whereby claims of violations can be investigated and resolved promptly and fairly.

2. Students' privacy should be protected against illegal or inappropriate dissemination of personal information. Information protected by federal, state, or municipal law must not be disclosed without proper consent. Institutional policies conforming to prevailing laws should be formulated and published to the attention of both students and employers.

C. Law schools should educate students as to proper career investigation techniques and protocol.

1. Career services offices should educate all students about NALP's Principles and Standards.

2. Publications and counseling provided by law schools should be designed to afford students adequate information about the variety of opportunities available to persons with legal training and proper methods for exploring such opportunities.

3. Students should be counseled to focus their career choices based on their aptitudes and career goals.

D. Students' freedom of choice in career decisions should be protected from undue influences.

1. In counseling students, career services officers and others within the law school community should avoid interposing either their own values or institutional interests.

2. Law schools should disseminate Part V: General Standards for the Timing of Offers and Decisions to students and employers and urge all participants in the law student recruitment process, including members and non-members of NALP, to adhere to them so that students can make informed decisions.

3. In order to protect the best interests of all participants, law schools should take every step possible educate students and employers alike regarding the importance of the General Standards for the Timing of Offers and Decisions.

E. Law schools should develop and maintain productive working relationships with a broad range of employers.

1. Law schools should work actively to develop and maintain employment opportunities for students and graduates. All employment opportunity notices should be publicized to all students.

2. To enhance student learning and increase career development opportunities, the office of career services should maintain good working relationships with students, faculty, alumnae/i, and other elements of the legal community.

3. In order to ensure maximum information-sharing and efficiency in the employment search process, law schools should cooperate with one another to the fullest extent possible in gathering employer information and providing interview services.

4. Law schools should not disseminate information learned in confidence from employers.

F. Law schools should establish adequate procedures to facilitate recruitment by employers.

1. Procedures to enable employers to conduct on-campus interviews, solicit direct applications or collect student resumes should be designed for maximum efficiency and fairness. Those procedures should be clearly articulated and available in writing to students and employers.

2. In dealing with employers, law schools should make maximum use of standardized forms and procedures.

G. Law schools should establish and implement practices to ensure the fair and accurate representation of students and the institution in the employment search process.

1. Law schools should adopt and enforce policies that prohibit misrepresentation and other student abuses of the employment search

process, such as engaging in interviews for practice, holding more than four offers, failing to decline offers in which there is no longer interest, or continuing to interview after acceptance of employment.

2. Law schools should provide to employers and other interested parties comprehensive information on grade standards and distribution, curriculum, degree requirements, admissions and enrollment profiles, academic awards criteria, and office of career services policies and procedures.

3. Information on employment and salaries should be collected by law schools and provided to NALP, and the survey results should be made available to employers, prospective students, and all other interested parties.

PART III. PRINCIPLES FOR CANDIDATES

A. Candidates should prepare thoroughly for the employment search process.

1. Before beginning an employment search, candidates should engage in thorough self-examination. Work skills, vocational aptitudes and interests, lifestyle and geographic preferences, academic performance, career expectations and life experiences should be carefully evaluated so that informed choices can be made. General instruction should be obtained on employment search skills, particularly those relating to the interview process.

2. Prior to making employment inquiries, candidates should learn as much as possible about target employers and the nature of their positions. Candidates should interview only with employers in whom they have a genuine interest.

3. Candidates should comply with the policies and procedures of each law schools from which they obtain services.

B. Throughout the employment search process candidates should represent their qualifications and interests fully and accurately.

1. Candidates should be prepared to provide, at employers' request, copies of all academic transcripts. Under no circumstances should academic biographical data be falsified, misrepresented, or distorted either in writing or orally. Candidates who engage in such conduct may be subject to elimination from consideration for employment by the employer, suspension or other academic discipline by the law school, and disqualification from admission to practice by bar admission authorities.

2. Candidates should be prepared to advise prospective employers of the nature and extent of their training in legal writing. Writing samples submitted as evidence of a candidate's legal skills should be wholly original work. Where the writing was done with others, the candidate's contribution should be clearly identified. Writing samples from law-related employment must be masked adequately to preserve client confidentiality and used only with the permission of the supervising attorney.

C. Throughout the employment search process candidates should conduct themselves in a professional manner.

1. Candidates who participate in the on-campus interview process should adhere to all scheduling commitments. Cancellations should occur only for good cause and should be promptly communicated to the office of career services and the employer.

2. Candidates should respond promptly to invitations for in-office interviews and accept such invitations only if the candidate has a genuine interest in the employer. With respect to all other requests for information or invitations from employers, candidates should respond promptly.

3. Candidates should reach an understanding with the employer regarding its reimbursement policies prior to the trip. Expenses for trips during which interviews with more than one employer occur should be prorated in accordance with those employers' reimbursement policies.

4. Candidates invited to interview at employer offices should request reimbursement for reasonable expenses that are directly related to the interview and incurred in good faith. Failure to observe this policy, or falsification or misrepresentation of travel expenses, may result in non-reimbursement and elimination from consideration for employment or the revocation of offers by an employer.

5. Candidates should handle in a timely manner any changes or cancellations to an in-office interview including cancellation of any travel arrangements.

D. Candidates should notify employers and their office of career services of their acceptance or rejection of employment offers by the earliest possible time, and no later than the time established by rule, custom, or agreement.

1. Candidates should expect offers to be confirmed in writing. Candidates should abide by the standards for candidate responses set out in Part V and should in any event notify the employer as soon as

their decision is made, even if that decision is made in advance of the prevailing deadline date.

2. In fairness to both employers and peers, candidates should act in good faith to decline promptly offers for interviews and employment which are no longer being seriously considered. In order for law schools to comply with federal and institutional reporting requirements, candidates should notify the office of career services upon acceptance of an employment offer, whether or not the employment was obtained through the office.

3. Candidates seeking or preparing to accept fellowships, judicial clerkships, or other limited term professional employment should apprise prospective employers of their intentions and obtain a clear understanding of their offer deferral policies.

E. Candidates should honor their employment commitments.

1. Candidates should, upon acceptance of an offer of employment, notify their office of career services and notify all employers who consider them to be active candidates that they have accepted a position.

2. If, because of extraordinary and unforeseen circumstances, it becomes necessary for a candidate to modify or be released from his or her acceptance, both the employer and the office of career services should be notified promptly in writing.

F. Candidates should promptly report to the office of career services any misrepresentation, discrimination or other abuse by employers in the employment process.

G. Students who engage in law-related employment should adhere to the same standards of conduct as lawyers.

1. In matters arising out of law-related employment, students should be guided by the standards for professional conduct which are applicable in the employer's state. When acting on behalf of employers in a recruitment capacity, students should be guided by the employer principles in Part IV.

2. Students should exercise care to provide representative and fair information when advising peers about former employers.

PART IV. PRINCIPLES FOR EMPLOYERS

A. Employers should maintain productive working relationships with law schools.

1. Employers should inform the law school office of career services in advance of any recruiting activities involving their students, whether conducted on- or off-campus, and should, at the conclusion of those activities, inform the office of career services of the results obtained.

2. Employers without formal recruiting programs or whose hiring activities are sporadic in nature should notify the law school office of career services as far in advance as possible of planned recruiting activities in order that appropriate assistance might be arranged.

3. Employers who conduct on-campus interviews should refrain from making unnecessary schedule change requests.

B. Employers should respect the policies, procedures and legal obligations of individual law schools and should request only services or information that are consistent therewith.

1. Employers should not expect or request preferential services from law schools.

2. Employers should not solicit information received by law schools in confidence from candidates or other employers.

3. Appointments with candidates for in-house interviews should be established for a mutually convenient time so as not to unduly disrupt candidates' studies.

4. Employers should promptly report to the office of career services any misrepresentation or other abuse by candidates of the employment search process.

C. Employers should provide full and accurate information about the organization and the positions for which recruitment is being conducted.

1. Employers should provide to law schools complete organizational information as contained in the NALP Employer Questionnaire well in advance of any recruitment activities. Position descriptions should include information about the qualifications sought in candidates, the hiring timetable, nature of the work, the number of available positions, and, if known at the time, the starting salary to be offered.

2. Invitations for in-office interviews should include a clear explanation of all expense reimbursement policies and procedures.

D. Employer organizations are responsible for the conduct of their recruiters and for any representation made by them.

1. Employers should designate recruiters who are both skilled and knowledgeable about the employing organization.
2. Employers should instruct interviewers not to make any unauthorized commitments.
3. Candidates' personal privacy should be safeguarded. Information about candidates that is protected by law should not be disclosed by an employer to any third party without specific permission.

E. Employers should use valid, job related criteria when evaluating candidates.

1. Hiring decisions must be based solely on *bona fide* occupational qualifications.
2. Employers should carefully avoid conduct of any kind during the interview and selection process that acts or appears to act to discriminate unlawfully or in a way contrary to the policies of a particular institution.
3. Factors in candidates' backgrounds that have no predictive value with respect to employment performance, such as scores on examinations required for admission to academic institutions, should not be relied upon by employers in the hiring process.
4. There has been a long-standing tradition that the first year summer be used to engage in public service work or to take time away from the law altogether, and, while the practice of having first year students work in private law firms provides additional employment opportunities to some students, such experiences should not be valued or emphasized inordinately.

F. Employers should refrain from any activity that may adversely affect the ability of candidates to make an independent and considered decision.

1. Employers should give candidates a reasonable period of time to consider offers of employment and should avoid conduct that subjects candidates to undue pressure to accept.
2. Response deadlines should be established when the offer of employment is made. Employers who extend offers in the fall should abide by the timetable for candidate response set out in Part V and must abide by it with respect to candidates enrolled in law schools that have adopted it as an employer requirement.
3. Employers should not offer special inducements to persuade candidates to accept offers of employment earlier than is customary or prescribed under the circumstances.

G. An employer should honor all commitments made on its behalf.

1. Offers of employment should be made in writing, with all terms clearly expressed.

2. If, because of extraordinary and unforeseen circumstances, it becomes necessary for an employer to rescind or modify an offer of employment, both the candidate and the office of career services should be notified promptly. Employers may retract any offer that is not reaffirmed by the candidate in accordance with Part V, Paragraphs B3 and C3 below.

PART V: GENERAL STANDARDS FOR THE TIMING OF OFFERS AND DECISIONS⁴

To promote fair and ethical practices for the interviewing and decision-making process, NALP offers the following standards for the timing of offers and decisions:

A. General Provisions

1. All offers to law student candidates (“candidates”) should remain open for at least two weeks after the date of the offer letter unless the offers are made pursuant to Sections B and C below, in which case the later response date should apply.

2. Candidates are expected to accept or release offers or request an extension by the applicable deadline. Offers that are not accepted by the offer deadline expire.

3. A candidate should not hold open more than five offers of employment at any one time. For each offer received that places a candidate over the offer limit, the candidate should, within one week of receipt of the excess offer, release an offer.

4. Employers offering part-time or temporary positions for the school term are exempted from the requirements of Paragraphs B and C below.

5. Practices inconsistent with these guidelines should be reported to the candidate’s career services office.

⁴ The wording of Part V presented below was approved by the NALP Board of Directors on February 25, 2010, and was in effect for the 2010-2011 recruiting season on a provisional basis. In February 2011 the NALP Board of Directors agreed to extend these guidelines through the 2011-2012 recruiting season. At the April 2012 Annual Business Meeting the Membership voted to adopt these provisions making them permanent.

B. Full-Time Employment Provisions

1. Employers offering full-time positions to commence following graduation to candidates not previously employed by them should leave those offers open for at least 28 days following the date of the offer letter or until December 30, whichever comes first. Offers made after December 15 for full-time positions to commence following graduation should remain open for at least two weeks after the date of the offer letter.

2. Candidates may request that an employer extend the deadline to accept the employer's offer until as late as April 1 if the candidate is actively pursuing positions with public interest or government organizations. Candidates may hold open only one offer in such circumstances. Employers are encouraged to grant such requests.

3. Employers offering full-time positions to commence following graduation to candidates previously employed by them should leave those offers open until at least November 1 of the candidate's final year of law school. Candidates should reaffirm these offers within thirty days from the date of the offer letter. Employers may retract any offer that is not reaffirmed within the 30 day period.

4. Employers offering candidates full-time positions to commence following graduation and having a total of 40 attorneys or fewer in all offices are exempted from Paragraphs 1-3 of this Section. Instead, offers made on or before December 15 should remain open for at least three weeks following the date of the offer letter or until December 30, whichever comes first, and offers made after December 15 should remain open for at least two weeks.

C. Summer Employment Provisions for Second and Third Year Students

1. Employers offering positions for the following summer to candidates not previously employed by them should leave those offers open for at least 28 days following the date of the offer letter or until December 30, whichever comes first. Offers made after December 15 for the following summer should remain open for at least two weeks after the date of the offer letter.

2. Candidates may request that an employer extend the deadline to accept the employer's offer until as late as April 1 if the candidate is actively pursuing positions with public interest or government organizations. Candidates may hold open only one offer in such circumstances. Employers are encouraged to grant such requests.

3. Employers offering positions for the following summer to candidates previously employed by them should leave those offers open until at least November 1. Candidates should reaffirm these offers

within thirty days from the date of the offer letter. Employers may retract any offer that is not reaffirmed within the 30 day period.

4. Employers offering candidates positions for the following summer and having a total of 40 attorneys or fewer in all offices are exempted from Paragraphs 1-3 of this Section. Instead, offers made on or before December 15 should remain open for at least three weeks following the date of the offer letter or until December 30, whichever comes first, and offers made after December 15 should remain open for at least two weeks.

D. Summer Employment Provisions for First Year Students

1. Law schools should not offer career services to first-semester first year law students prior to November 1 except in the case of part-time students who may be given assistance in seeking positions during the school term.

2. Prospective employers and first year law students should not initiate contact with one another and employers should not interview or make offers to first year students before December 1.

3. All offers to first year students for summer employment should remain open for at least two weeks after the date made.

§ 1.05 A Systematic Approach to Summer Associate Hiring

Strategic planning is the key to a successful summer associate hiring program. The best way for a firm to develop a meaningful recruitment strategy is to look backward before moving forward. There are patterns that emerge in each firm's hiring efforts and savvy firms track several important aspects of their hiring performance every year to stay on top of these patterns. Figures to track include the following:

1. Yield of callbacks from screening interviews
 - By campus and screening interviewer
2. Rate of acceptance of callback interview offer
 - By campus and interviewer
3. Yield of offers from callback interviews
 - By campus and callback interview team
4. Rate of acceptance of summer offers
 - By campus, by candidate demographics
5. Firms chosen by those who decline

In addition, other statistics that will be important to making strategic entry-level hiring decisions include annual associate attrition rates (by class, practice area, and by associate demographics), numbers of associates promoted to counsel or partner status, and voluntary and involuntary departures (by class, practice area, and associate demographics). Once a firm has tracked this information for five years, patterns will emerge that will be important considerations in making any kind of recruiting decision. Before hiring the first associate in a given year, a careful examination at how last year's new hires are doing, and those from the year before that, and so on should be made. Only then will a clear picture of the effectiveness of past hiring efforts and future needs emerge. Past successes (and past failures) will help develop a clear idea of hiring criteria. However, firms may find they must rely less on these considerations and more on an analysis of workflow and revenue, particularly in a down market.

The law school career services professionals in the schools from which a firm recruits or wants to recruit can help develop stronger ties with their students and help you make the best use of a firm's recruitment

resources. Work in partnership with them, seek information from them, and maintain communication with them over time. Effective recruitment does not end with offers, but is an ongoing process of developing an awareness of a firm and its unique attributes on campus.

§ 1.06 Defining Your Hiring Criteria

Whether your firm is making offers to second-year law students for summer associate positions or to successful summer associates or third-year students for full-time employment, the biggest issue at hand is deciding which among them will be the best fit for your firm. Generally, fit is determined by three categories of factors:

- Baseline criteria of skills, knowledge, and experience needed to do the work;
- Personality characteristics and attributes that will inspire confidence in the firm's supervisory lawyers; and
- Motivational conditions necessary to instill commitment to the work of the clients, loyalty to the firm, and a personal will to develop into a top-notch lawyer.

Many firms make the mistake of setting hiring criteria based entirely on academic success or the rank of the law school from which a candidate hails. While grades are one indicator of an individual's intellectual capacity, they often fail to tell the whole story. There are students who achieve academic success at the expense of learning the kind of life lessons that help them understand the business of pleasing clients and working profitably. Academic success can signal diligence, discipline, and hard work or it can merely be evidence of an ability to excel in an academic environment. The rigorous screening processes for admission to good programs results in a highly competitive academic environment that challenges most students. The majority of students who successfully complete the program will be talented. Your job is to figure out which of them will most likely to find success in your firm. What mix of intellect, personality, and drive will cause a lawyer to feel as though he or she is among kindred spirits?

A law firm begins this process of defining fit by asking itself who becomes successful in the firm? The fact is that many different types of people become successful, but there maybe some common attributes shared by this group. Characteristics to consider generally fall into these three categories; skills, personal qualities, and behaviors and values.

[1]—Skills

Skills are measurable abilities that will be important to a lawyer's ability to do the work of the firm. Examples include the following:

- Academic achievement
- Advising
- Analysis
- Budgeting

Business development
Communication
Consulting
Counseling
Delegating
Editing
Facilitating
Following instructions
Initiating relationships
Interpersonal relations
Language capabilities
Leadership abilities
Marketing
Mentoring
Motivating others
Negotiation
Oral expression
Organization
Persuasion
Planning
Problem solving
Project management
Public speaking
Reading to extract facts
Research
Self-promotion
Summarizing
Supervision
Team leadership
Teaching
Time management
Translating complex information into understandable language
Writing

[2]—Personal Qualities

You might define personal qualities very broadly, but they will represent the characteristics most valued by the firm's partners. For example:

Adaptable
Aggressive
Ambitious
Assertive
Balanced
Calm

Collegial
Confident
Congenial
Conscientious
Cooperative
Creative
Enthusiastic
Entrepreneurial
Extroverted
Friendly
Innovative
Insightful
Intellectual
Introspective
Intuitive
Jovial
Kind
Mature
Motivated
Outgoing
Practical
Quiet
Relaxed
Scholarly
Self-starter
Sense of humor
Sensitive
Serious
Team player
Tolerant
Unflappable
Warm

[3]—Behaviors and Values

Considering how an individual behaves and learning what an individual values helps you to learn what he/she cares about and to determine which features of your firm’s work experience might serve as a motivational trigger for this person. Common work behaviors and values often include the following:

Ability to handle multiple tasks
Able to improvise
Able to work without structure
Applies good judgment

- Appreciates the responsibility of firm citizenship
- Asks good questions
- Attends to details
- Builds consensus
- Client-centered approach
- Committed to law or a practice area
- Committed to private practice
- Decisive
- Eager for experience
- Engenders respect
- Enjoys a structured work environment
- Exhibits a strong work ethic
- Exhibits balance in work and life
- Grasps the “big” picture
- Hard-working
- Inspires trust
- Level headed under stress
- Maintains control of emotions
- Motivated to succeed
- Open to new ideas
- Plans for professional development
- Pleases clients
- Reaches out for responsibility
- Recognizes and appreciates different working styles
- Respects others
- Responsive
- Risk-taker
- Sets goals
- Sets priorities
- Takes initiative
- Thoughtful approach to work

Defining your hiring criteria is as simple as brainstorming, using these three categories of characteristics. In a short time, a picture begins to form. Narrowing down the list to no more than seven or eight criteria allows for more efficient application of these factors in the candidate evaluation process. These criteria should be used to target your firm’s marketing materials used for recruitment, to screen candidates at all levels (including partners and potential group or firm merger targets), and to use in making hiring and promotion decisions. As you refine these criteria, it will become clear how critical effective recruiting is to the firm’s ability to train and develop its lawyers successfully.

§ 1.07 Applying Hiring Criteria in Entry-Level Recruitment Process

Once you have your list of hiring criteria whittled down to seven or eight factors, you can structure your hiring process in a way that allows for their application at every phase.

[1]—Reviewing Resumes

Recruiting administrators and hiring committee members can use these “fit” factors as a screening mechanism in the resume review process. Look at the following scenario to get a sense of the way in which “fit” factors can be applied in a resume review:

Case Study

The selection criteria of Johnson, Johnson, & Johnson are these: Academic achievement, effective communication skills, confidence and poise, good judgment, entrepreneurial spirit, and evidence of being hard working. Look at the fictional resume of Mr. Student below and try to apply these criteria to it to determine the extent of the match.

A. Good Student, III

411 Hook Street
New York, NY 10000

(212) 555-1212
metsfan@boohoo.com

Education

New York University School of Law, New York, NY
Juris Doctor expected May 2009
B Average
Member, NYU Annual Survey of American Law

Fordham University, New York, NY
Masters of Mathematics with Highest Honors, May 2005

Columbia University, New York, NY
Bachelor of Science in Mathematics with Minor in Statistics,
May 2002

Legal Experience

Thompson & Thompson, New York, NY
Summer Associate
Summer 2008

Conducted research on taxation regulations. Assisted attorneys in completing and filing corporate tax forms. Attended meetings with IRS.

Teaching Experience

Greenwich Academy, Greenwich, CT

Math Teacher

September 2006 - June 2007

Taught math classes to high school sophomores, juniors and seniors. Prepared lesson plans. Graded projects and tests. Tutored students as needed. Monitored study halls and lunchroom. Coached baseball team.

Accounting Experience

IBM, Purchase, NY

Accounting Assistant, Tax Department

October 2002 - April 2003

Completed tax documents. Filed reports. Reconciled monthly IRS reports. Met weekly and monthly tax deadlines. Received award for filing error free reports.

Interests

Concert pianist; studied from age of 4. Enjoy competing in crossword puzzle contests. Softball and NY Mets. Fluent in French.

Analysis

Remember J J & J's selection criteria: academic achievement, effective communication skills, confidence and poise, good judgment, entrepreneurial spirit, and evidence of being hard working. Mr. Student appears to be a "good student," meeting the requirement of for academic achievement. The schools he attended are challenging and his grades are solid. We might be able to extrapolate that he communicates well from the fact that he has teaching experience. It may not hold true, but at least we know he has had the experience of standing in front of a room of people trying to make them understand something. That experience together with his experience as a concert pianist might also lead us to believe he has confidence and poise. Good judgment is almost impossible to prove on a resume, but we can tell that he proofread his resume and included only relevant data (though some may question his noting his attachment to the Mets!). An entrepreneurial spirit is also a tough behavioral factor to assess using only a resume, but we might gather that he has drive because he completed both a master's degree and is pursuing

a law degree. He also has real work experience, which can be a sign of an entrepreneurial spirit.

A resume can yield important information that will assist the firm in making a good decision about allocating resources to move forward with a potential candidate if you know what you are looking for when you read it. How often has your firm interviewed a candidate based only on his/her grades or law school affiliation, without any idea of whether or not he/she fits in any other ways? The hours wasted on interviewing candidates with no potential for success at your firm are hours that could have been spent producing revenue. Even worse, each time firm lawyers interview candidates who are clearly do not fit with the firm they feel less inclined to participate in to this important firm citizenship function in the future. Misusing time is never appreciated and always wastes precious resources—both tangible and intangible.

[2]—Effective Interviewing Strategies

Carefully defined selection criteria also play an important role in productive interviews. First, using the criteria to prescreen resumes allows you to interview only those candidates with the most potential matches to factors likely to predict success for lawyers joining the firm. Once identified, these candidates can be interviewed to further determine the extent to which they match the firm's selection criteria. In order to get the most useful information from the interviewing process, interviewers must carefully prepare before meeting each candidate.

Start with the resume and the fit factors. For example, if academic achievement is clearly noted on the resume with a grade point average or class ranking that more than meets your standards, you know you do not need to spend a lot of time gathering information on academic performance in the interview. Rather, you can focus on getting more details about an individual's interests and accomplishments. The resume will not tell you about every selection criteria or fit factors. For example, it might be difficult to find evidence of some behaviors and personal qualities from the resume only. If a candidate has not started a business or worked outside of academia, how can you discern evidence of an entrepreneurial spirit? If the candidate is not juggling a part-time job or active in many organizations, how can you tell if he/she is a hard worker? The absence of such entries would not necessarily prove that the candidate was neither, but would definitely cause the interviewer to want to get more information on those two factors.

To ensure the interview is productive there must be a plan for making the most of the time allotted for it. Many interviews get bogged down in the introductions and "ice-breaker" stage. In a misguided attempt to put candidates at ease, interviewers spend an inordinate amount of time chatting about surface issues unrelated to an individual's capacity to work

as a lawyer for the firm. Some interviewers will say this free flow style of conversing with the candidate allows them to get a sense of the candidate's personality and style. The problem is that the interviewer often learns little more than whether or not he/she "likes" the candidate, which may not be the best predictor of success for the lawyer. It also allows for the inadvertent extension of bias in the interview process because all of us are hard-wired to feel most comfortable with those who are most like us. If little of substance is shared, the interviewer and interviewee cannot truly get enough information to know whether there is a match. "Seat of the pants" interviews that are entirely dependent on one's "gut feeling" about a candidate are not effective strategies for candidate selection and make poor use of interviewer and candidate time.

Productive interviews begin with an interview plan. After reviewing a resume for evidence of fit factors, the interviewer identifies important knowledge gaps for this candidate. These become the primary topics for the interview conversation and the interviewer then prioritizes those topics he/she most wants to learn about. Having determined your topics and prioritization, you can begin developing questions likely to elicit meaningful information on these topics. Look at the fit factors below and see the proposed questions (note that they can also be statements) that could be asked of candidates to open these topics of conversation:

TEAM PLAYER

"Tell me about experiences you have had working as a part of a team."

"What do you think makes a team function effectively?"

"What was the biggest challenge you faced getting kids to work together when you were a camp counselor?"

"Under what conditions do you do your best work—do you prefer working with others or on your own?"

ACHIEVEMENT-ORIENTED

"Of what achievement are you most proud?"

"Describe the factors that motivated you to do so well in school."

"What one personal quality that you possess has led to your success in law school?"

"Tell me about your experiences as a teaching assistant—how did you know if you were being an effective teacher?"

Beyond the obvious benefit of allowing you to get needed information from the candidate, planning your questions in advance allows you to conduct a smoother interview. Gone are the long pauses that occur as

you try to read the resume and develop questions on the spot. Gone are the trite questions asked only to fill time, such as, “*So what else can I tell you about my firm?*” or “*Tell me about yourself?*” Law students, in particular, bemoan the overall quality of their interviews saying little of substance is exchanged in the majority of their interactions with potential employers. Well-planned, substantive interviews impress candidates because they demonstrate that the interviewer cared enough to invest time and effort into the process. Effective interviews allow firms to make better decisions, learn more about their future employees, and seem more appealing all at the same time.

Firms have begun to incorporate into their interviews “behavioral” questions. These are questions that require the candidate to describe how she has handled a particular situation in the past, giving interviewers insight into how such person will function in the future. For example, instead of “describe your greatest strength,” the interviewer might ask, “Please describe a time when one of your strengths enable you to be successful where you might not have otherwise.” This method will free the candidate to demonstrate she has the skills the firm desires, providing you with more valuable reliable information.

[3]—Evaluating Student Candidates and Making Offers

You have completed your substantive interviews, obtaining a wealth of information on all potential hires and have only to make final decisions as to who among them should receive offers. Now is when you will be thankful you gave each student more than a cursory glance. While you may once have thought all top students were pretty much alike, you now know more about each of them and can intuit definite differences. Once again, your fit factors will play an important role in providing pragmatism and consistency to the decision-making process. Remember that that goal is to hire with your firm’s training and development profile in mind as well.

Noting these parameters, we can lay out a framework for a systematic process of choosing the candidates most likely to do well in your firm’s practice, culture, and work environment. First, go back once again to the core selection criteria and assess the fit of each candidate based on the extent to which they meet them. Next, add the overlay of specific factors related to the area of practice desired, unique culture of the people with whom this person would be working, and the extent to which mentoring and training will be available to this person. Finally, considering each of these factors, make a separate decision to extend or not extend an offer on each student. Ranking them as a group will only be meaningful if they are all looking to join the same practice area or if your firm does not assign a practice specialty to summer associates.

Practically speaking, you also have to allow for a percentage of the candidates to reject your offer. Most firms track these statistics annually by firm and by practice specialty in order to allow for sensible decisions on the number of offers to extend. Prudent firm managers will say receiving fewer acceptances is always better than finding yourself with too many. A summer class that is too large is usually the harbinger of poor morale, lower quality work assignments, and fewer offers for permanent employment.

[4]—Tracking Recruiting Statistics

Tracking various recruiting results from year to year is important to being able to map out a long-term approach to training and development for your lawyers. Things that may be useful for you to know include information specific to each individual hired as well as aggregate information on classes hired. For individuals, creating a database of information on undergraduate majors, law schools, grade point averages, LSAT scores, and practice interest will allow the firm to track over time the relative impact of any or all of these factors on success within the firm. For classes, collecting and tracking demographic information will alert the firm to shifts in the law student population that may be critical to future planning for recruitment and development.

§ 1.08 The Behavioral Interview—Keys to a More Effective Recruitment Process

The current legal marketplace demands a more rigorous interview process. Since most firms are interviewing for fewer summer, first year associate, and lateral positions; selecting individuals who are the “best fit” becomes even more important. A technique used in the business world for some time now is the behavioral interview. The “science” behind behavioral interviews is that past behavior is the best predictor of future performance in similar situations. Behavioral interview questions permit the interviewer to gather much more substantive information regarding a potential candidate than more traditional legal employment interviews. For example, a typical interview question might be, “How did you like Georgetown Law?” The behavioral interview question would be, “What factors did you consider in choosing Georgetown Law?” You can see that the second question elicits not only the factors, but also the individual’s thought process, values, and motivations, key factors in discerning whether someone is a good fit for your firm.

Begin the process of preparing for the behavioral interview by defining your hiring criteria or if your firm has moved to a competency model, use your competencies and benchmarks as the foundation for developing your questions.¹ While the entire interview will not be a series of behavioral questions, you will want to use this technique to identify the most important success factors the firm is seeking. The key here is to really think through the questions and prepare your interviewers for these kinds of interviews. It is not unusual for interviewers to balk at this technique since they may not be comfortable with it and they were not asked these kinds of questions in their own past interviews. But once they have experienced the substantive information gained in using these types of questions, the value of the behavioral interview will be more than evident.

The following is a short list of additional examples:²

- Describe a time when you had to sell an unpopular idea.
- What influenced you to go to law school particularly in the current economic climate?
- What has been the most difficult challenge you faced and how did you overcome it?
- Describe a time when you felt you were at your very best and tell me why.

¹ For further information on defining hiring criteria, see § 1.05 *supra*.

² For additional examples of behavioral interview questions along with more traditional questions, see § 1.12 *infra*.

- Have you had the experience of having too many demands on your time at once, and if so, how did you deal with it?
- Tell me about an experience you have had dealing with a very difficult individual. What made this person difficult and how did you effectively interact with him or her?
- Give me an example of a time when you changed direction after being certain of your goal. What factors did you consider in making the transition?

§ 1.09 Associate Lateral Hiring

The basic strategies and techniques found under the headers for entry-level hiring apply to the process of hiring experienced lawyers, but there are some additional tactics firms can employ to assist in making good hiring decisions. While firms have hired law students using the current model for summer recruitment developed back in the 1970s, it was not until the mid-1980s that lateral hiring became a common practice. Lateral hiring is now an integral part of most firm's recruiting efforts. Associates move regularly and without fear of stigma to their resumes. In 2013 the legal marketplace has show signs of recovery, and therefore, there are associates who want to make a change are once again testing the waters.

Though its popularity has increased, most firms struggle with hiring successfully in the lateral market. Talk to any firm recruiting manager and you will probably be able to get her or him to relate a horror story of a lateral hire that went wrong. At the same time, many will say laterals are their best salespeople because they have something to which they can favorably compare the current firm's environment, work, or culture. Generally, when lateral hiring goes bad it is because the firm failed to approach the hiring process in a systematic fashion. The rigid rules guiding summer associate hiring force firms to follow careful procedures and keep them from making hasty decisions. Alternatively the *laissez faire* approach many firms have to lateral hiring can result in nasty surprises.

The best lateral hiring processes start with requiring that firm leaders who want to hire outline why an experienced lawyer is needed and what that person will be doing—essentially creating a position description. With much of the lateral hiring being done at the practice group level, without oversight from a hiring committee, cost-conscious firms are creating due diligence processes to ensure that groups make good decisions. Many firms have learned the hard way that it pays to interview candidates thoroughly and check references. The application of the firm's selection criteria to lateral hires is just as important as it is for entry-level attorneys—perhaps even more so because these individuals may have an immediate impact, representing the firm in dealings with subordinates and clients.

Lateral associate interviews should delve into the associate's preparation and training and their likely aptitude and passion for the matters they will likely be handling. Interviewers should probe to learn what type of feedback and mentoring the associate has received. Time should be spent dissecting specific work experiences to determine the associate's depth of knowledge and role on teams. Clearly, if the firm is using a competency model, the candidate should be evaluated

based on the benchmarks for his/her level. Candidates should have conversations with both partners and associates to gauge the extent to which they will fit comfortably with both peers and senior lawyers. Candidates should be able to articulate clear and cogent reasons for desiring the position.

§ 1.10 Working Effectively with Search Firms*

Using the services of a search firm can be an effective hiring tool, but is sometimes a frustrating experience. In a buyer's market, where candidates are plentiful, firms may decide to forego the services of a search firm in order to save the expense, which can be considerable. When the firm does decide to use a search firm, you, as the client, should feel that your firm's interests and needs are understood. You can and should take steps to achieve an optimum working relationship, especially with your preferred providers. Consider the pointers below in optimizing your use of the services of search firms.

[1]—Educate and Inform

Market your Firm. It goes without saying that all of the law firms with which headhunters work are top-notch, prestigious firms with the best lawyers. In describing to the headhunter your firm's appeal and uniqueness, distinguish your firm by substantiating generalized statements with specifics, including reasons why an attorney should consider leaving his/her current place of employment for yours. For example, firms commonly describe themselves as a nice and collegial place to work with no "screamers," or as a "quality-of-life firm." Instead, try to provide examples of that collegiality and work environment, and be sure to point out specific achievements of the firm, such as having the only litigation department in the city that has three high-profile female partners. Give your firm some flavor beyond what can be gleaned from the Web site.

Be Proactive. Disseminate to search firms information about the firm's needs in advance of posting that information on the firm's Web site and/or advertising elsewhere. Circulate this advance notice of active needs via e-mail or phone to your "insider" search firms. Be sure they know it is advance notice; headhunters will work harder to fill your need if told about it before word gets out to the general public.

Emphasize the Work and Opportunities for Advancement. Candidates are mostly interested in the type of work they will be doing and their prospects for career advancement, especially in this continuing questionable economic climate. These matters are important to the candidate. Provide illuminating details such as:

- Who are your clients?
- What kind of work would the attorney be doing?
- For whom will the candidate be directly working?

* By Lynne Simoneau Coonan, Coonan Attorney Search. Ms. Coonan is located in Atherton, California, and can be reached at 650-324-2248 or lynnecoonan@sbc-global.net.

- How will the candidate fit into the group/practice?
- Will there be much interaction with other offices? Provide examples.
- Is there opportunity/need for travel?
- How competitive is the salary?

Act as Liaison. Law firm recruiters and administrators can pave the way for the headhunter to establish a working relationship with key partners. Ideally, arrange for a partner in the group to talk directly to the headhunter about the need and the group. If a partner cannot make time to speak directly with the headhunter, you must get and give as much information as possible about the opening, including: number of attorneys in the group; how many associates vs. partners; why there is a need; for which attorney(s) will the candidate be directly working; what is the selling point(s)/appeal of the job. Throughout the search, continue to relay pertinent information from the attorneys in the group to the headhunter.

Manage the Search. When asked for candidate status, be informative and provide specifics. Indicate where in the process the search is and where the particular candidate stands—i.e., the firm is still assessing whom to interview; looking at other stronger candidates first; offer going out, etc. The more information the search firm has, the better it can manage a candidate's expectations, keep them interested while looking at other candidates, and focus ongoing recruiting efforts.

Be Responsive. Once a résumé is received, provide feedback, even if it is a rejection. Closure is important to headhunters as well as candidates. When asked for a status report, try not to ignore the request for feedback. A headhunter needs to know that a résumé has been received and that the candidate's materials have been reviewed. Follow-up is essential to being a successful headhunter, and a search firm will not assume that silence is a rejection. Headhunters want to be able to close the loop with their candidates and not leave them in limbo.

[2]—Attracting Candidates

Be Open but Strategic. Take résumés from many headhunters, but partner more closely with a few whom you trust and respect. Be open to developing new relationships. Invest more time briefing those headhunters whose contributions you value and with whom you have a rapport.

Enhance the Headhunter's Image. Candidates value headhunters for their relationships with the law firms, their access to the inside track and their personal relationships they have with the firms' recruiters and lawyers, especially partners. The closer the relationship appears to be, the better candidates the headhunter will be able to attract for your firm.

Help your headhunter look connected by providing insight and being accessible.

Be Opportunistic. Be open to receiving top-notch résumés that align with your firm's key practice areas, even if you do not have an identified need. Having a hard-and-fast rule against looking at candidates without an identified need hurts your chances of getting that superstar candidate.

Provide Honest Feedback. Entrust the search firm with feedback about the candidates, especially after interviews. A headhunter should be able to be trusted with honest feedback and should know how to tailor his/her comments for the candidate. The more honest the feedback, the more useful the search firm can be in future recruitment efforts.

Fully Utilize the Headhunter Throughout the Process. Maintain frequent communication during the interview and offer stages. Probe whether a candidate is interviewing elsewhere and what his/her desired timing is. Assess the candidate's interest level. Use the headhunter to get the candidate excited about an offer. Work with the headhunter on selling the firm while an offer is being put together. Continue to work closely with the headhunter after the offer has gone out; make it a team effort by alternating contact with the candidate to keep him/her feeling positive about your firm. Even after acceptance, communicate with the search firm to ensure that the placement remains on track.

[3]—Structuring Searches

There are a few possible arrangements for working with headhunters on identified needs. They include:

Nonexclusive. Usually you are working on a nonexclusive basis with headhunters, whereby you are able to receive résumés from any source for a particular need.

Exclusive. On occasion, a partner search or a particularly difficult associate search will be conducted on an exclusive basis, restricting your relationship to working with just one search firm to fill that need. This may or may not entail the payment of a portion of the fee as a nonrefundable retainer at the outset.

Limited-Term Exclusive. In addition, you may want to give a search firm a head start on a search through a short-term exclusive arrangement. For example, consider giving a search firm a thirty-day exclusive opportunity to present candidates for a particular need. This encourages them to concentrate their efforts on your need. The exclusivity demonstrates a true partnership between the headhunter and the law firm, which gives the headhunter increased credibility, thereby allowing him/her to attract more and better candidates.

§ 1.11 Diversity Issues in Recruiting

Promoting diversity at all levels of organizational life has become an increasingly important priority for law firms. Firms nationwide are taking a stand on hiring attorneys from a variety of backgrounds and it is not uncommon to find this commitment written into a firm's strategic plan in the form of diversity goals. Recruiting attorneys from diverse backgrounds is now an integral—and intentional—part of the hiring process for law firms. For the last fifteen years, most legal employers have actively recruited minorities during on-campus interviews, participated in minority job fairs, and sought candidates at law schools with high minority populations. In addition, many firms have made strides in recruiting women and persons of color and an increasing number have begun actively recruiting openly gay and lesbian attorneys. Today, law firms are focused not only on recruiting high numbers of minorities, but also on demonstrating a genuine commitment to diversity through both internal and external initiatives.

Two significant factors account for this trend. First, in the past few years, firms have had to become more responsive to inquiries from both entry level and lateral hires about their diversity initiatives and the representation of women and minorities in partnership roles. An increasing number of candidates are choosing firms based on the employer's diversity policies and the number of minorities in the firm—particularly those in leadership positions. This is, in part, a generational response. Attorneys coming out of generations X & Y have grown up in more diverse and tolerant times and are looking for firms that value differences. They want to see that attorneys from all backgrounds are treated fairly and equitably. Even if they're not minorities themselves, they want to know that a firm would hire their friends and that opportunities for advancement are not limited solely to persons fitting a particular demographic.

Second, employers are learning that in today's global economy, diversity in language, culture, and race is a vital factor in remaining competitive. In response to a customer base that has grown to be increasingly diverse, corporations have established diversity goals to grow with their markets and subsequently outperform their competition. To this end, law firms have begun to partner with their clients in the accomplishment of the client's diversity and minority initiatives. Corporate clients now look to their law firms to staff their project teams with attorneys who reflect the diversity goals that have become important to them—and they are shying away from those firms that do not.

As firms become more committed to meeting the diversity objectives of their clients—and those cited in the firm's own strategic plan—there is an expectation that the need for minority talent will increase. How can you establish your firm as one that is attractive to minority candidates?

First, by going public with your diversity data and minority initiatives. When diverse candidates are researching firms or hear about a position, the first thing they do is check out the firm's website to see if it is diversity friendly. They look for evidence of programs and policies that support lawyer development, such as mentoring and training. They look for initiatives specifically focused on support for diverse and women lawyers, as well. The more readily available this information is, the more likely it is that students and lateral candidates will use it in their decision-making process. This information should also be included in the NALP Directory of Legal Employers, a popular research tool for job-seeking attorneys.

Another successful recruitment strategy for hiring entry-level minority attorneys is to build relations between a law firm's recruiting team and relevant campus and student organizations. This includes sending minority attorneys to speak at minority student organizations and hosting on-campus receptions. Such gatherings permit students to have informal discussions with attorneys with whom they share similarities and allows potential hires to establish a meaningful connection to the firm. It also provides students a chance to talk about substantive issues concerning firm culture and the organization's commitment to diversity. Maintaining repeated contact with students in whom the firm has an interest is also very successful in building a relationship that results in the student joining the firm.

In addition, women, persons of color, and openly gay attorneys should be involved in the recruiting process and should play an active role in on-campus and in-firm interviews. They offer an invaluable perspective on what it is like to be on the applicant's side of the interview table and can describe first-hand their day-to-day experiences of working as a minority attorney in your firm. Training sessions for recruiters and on-campus interviewers should include specific information on employing diversity competence in interviews.

Other activities that have a positive effect on minority recruitment include student workshops featuring topics that benefit student jobseekers including interviewing skills and resume building. Although the workshops are open to all law students, they are coordinated by minority law student associations on various campuses and attract large numbers of minority students. Through these workshops, firms obtain access to these students early on and a "mentoring relationship" between participating students and the firm's attorneys can result.

Finally, establishing a solid internal mentoring program for minority associates is a great way to attract minority talent and promote much needed professional development for these traditionally underserved populations. In addition to strengthening professional skills, mentoring programs provide a means through which minority attorneys may gain entry into the kinds of internal and external client development networks

which they have historically found difficult to access. As with any good mentoring program, a minority-focused mentoring initiative should include training for both mentors and mentees. This training is especially valuable for partners who may not have had much experience working with associates from diverse backgrounds and who may benefit from guidance on communicating effectively across racial, ethnic, and cultural differences.

As many law firms have experienced, the journey towards organizational diversity is a complex and challenging one. However, implementing just a few of these strategies will go a long way in demonstrating that your firm is sincere in its stated efforts to sustain a diverse workforce.

§ 1.12 Recruiting Strategies for Small Firms and Solo Practitioners

In the search for highly qualified talent, solo practitioners and small to mid-size firms may feel that they are at a distinct disadvantage when competing with larger firms, though in a depressed legal market, such firms may actually find themselves in a good position to hire, with a high number of qualified candidates from which to choose. It can be difficult to meet staffing goals. Partners in smaller practices are often frustrated with the challenges inherent in attracting both the quality and quantity of candidates needed to support the workflow. The salary differential between large and small firms set against the backdrop of high levels of law school debt incurred by many recent graduates conspire to make smaller firms look less appealing to new lawyers. The high demand for lawyers with practical experience in specialized areas of litigation, transactions, and particularly in intellectual property have also made small to mid-size firms fertile hunting grounds for larger firms seeking talent.

At the same time, lawyers who practice in smaller firms and boutiques often find they get early responsibility, hands-on mentoring, and a saner work environment—the very things most new lawyers say are extremely important to them. How can smaller firms effectively communicate this message in order to compete for talented candidates in today’s chaotic marketplace for experienced lawyers? A review of two case studies may help to highlight practical recruiting strategies that give smaller firms an edge in attracting candidates to their practices.

Case 1:

A partner in a ten-lawyer firm looking to hire two transactional lawyers with several years’ experience tells a story of lost time and wasted effort. He advertised his positions in the local newspaper and bar bulletin, describing the years of experience required and noting that high academic credentials were required for consideration. Only a handful of resumes were received and even fewer were truly qualified. In the end, he interviewed two decent candidates and made offers to both. Neither accepted the offer—both said they could not take the salary cut.

Analysis and Recommendations:

This firm’s recruiting strategy needs an overhaul. They have to take a hard look at the marketplace to understand where their firm stands among competitors in terms of quality of work, training and development, and compensation. Assuming they meet or exceed the benchmark in these areas for firms of similar size and practice, their attention should turn to where they look for candidates. While local newspapers and bar

publications are good sources of potential candidates, broadcasting the message in a more targeted manner may allow access to a wider population of appropriately credentialed laterals and may attract the attention of lawyers ready to make the change. Local law schools, internet recruitment sites, the firm's career center on its web page, and business or association newsletters are inexpensive and practical ways to advertise positions to a larger and perhaps more targeted population of lawyers.

The next critical step is to begin the difficult process of deciding what are "must haves" and what are the "icing on the cake" credentials that will determine who is the best match for the demands of the work and the culture of the firm. Are grades more important than hands-on experience? Would a skilled practitioner from a less than top-ten law school do? Is a gregarious personality the "make or break" dynamic? Knowing that the job seekers with highest academic credentials may have multiple opportunities and may also be interviewing with larger firms offering significantly more money (though in a tight legal market those candidates might be more available than expected), assess carefully which credentials are most likely to predict success in the firm's practice. Developing a clear picture of who is successful in the firm helps to guide this tough decision-making process. If this firm believes academic credentials are the most important criteria, it will be important to screen resumes carefully for signs that the individual is motivated by more than money. At the very least, salary should be discussed in the earliest stages in the interviewing process to get it out of the way. Those individuals whose primary motivator is salary will not be interested in moving forward. It makes no sense to waste time on laterals who simply cannot live with the salary structure. Such individuals may become less focused on salary when legal positions are harder to come by so it will be important not to rule laterals out based solely on the level of their previous salary.

To reach qualified candidates who *will* be motivated by what the firm has to offer, the firm needs to find a way to communicate its distinguishing features (those things that make the firm a great place to work) in the position announcement itself. Spend less space outlining the specific grades and honors required and instead use those lines to highlight the firm's commitment to its attorneys' development, challenging work, interesting clients, entrepreneurial opportunities, and collegial environment. The language you use should attract candidates' attention and pique their interest in learning more about the firm. Once resumes begin to flow in, they should be reviewed with an eye toward identifying personal characteristics that suggest this lawyer might fit in with and value the firm's unique qualities. The cover letter or introducing e-mail may provide clues on what motivated him or her to apply and look on the resume for job shifts that suggest motivators, pre law work experience, or outside interests that provide you with a picture of the person beyond

his or her work environment. These clues may give you an impression of what motivates or is valued by this lawyer.

Case 2:

A solo lawyer specializing in employment law was severely frustrated in her attempt to hire her first associate. She placed a small advertisement in a local legal news publication at a very expensive rate, but received few responses. She interviewed a few candidates who applied who had general litigation experience, but realized she would be setting herself up for extensive training time if she hired one of them. Without other candidates in the pipeline, she was faced with starting over again. Instead, she went back to juggling the workload without help, relying on a summer clerk from a local law school.

Analysis and Recommendations:

Hiring the first associate is probably the hardest step to take for a solo practitioner. In this case, the first error was the placement of the advertisement. Among all the larger, slicker advertisements placed by the big firms in this expensive publication, her ad looked small and insignificant. Her money would have been better spent following the recommendations listed above as practical, yet inexpensive sources for candidates. But in this particular situation, she also has another excellent alternative. One of the local law schools has a well-known program in employment law. She has spoken on panels there and knows some of the professors. Working with both these professors and the career services office in the law school, she should have an excellent opportunity to get her position announcement directly in front of a qualified audience. Almost every law school collects and disperses job listings to alumni who may have an interest. Many schools provide this service online allowing students to access a job data bank from remote locations with a password. In addition to having access to lawyers with the desired background, she will have the added benefit of being known to many of the students and graduates of the school because of her work with the school.

She was smart to recognize that at the moment she would not be able to take on the challenge of retraining someone. Sometimes talented lawyers who are eager to change their practice specialization provide smaller firms with the means to employ a top prospect. But it only makes sense if the partner has the time and resources to fully assist the attorney in the professional development process. The best thing she has done, however, is to recognize the value of student interns. If the flow of work is seasonal or cyclical, she may *not* need a full-time lawyer to assist her. Law students today often have more hands on experience than one might

expect since most schools encourage internships and clerking experiences throughout the course of law school.

Summary:

In the final analysis, small firms face many of the same challenges as the larger firms in recruiting talent, but the effects of a failure to attract qualified lawyers are felt instantly by smaller practices. The best means of competing as a smaller fish among much bigger predators is to carefully pick the pond in which you are going to swim. Solo practitioners and small to mid-size firms need a comprehensive recruitment strategy that helps them both select and attract the right lawyers for the practice. It must take into account both the types of skills and experiences needed for the practice, and the advantages and benefits that candidates will find if they join the firm.

Clearly defining the skills, experiences, and personal qualities needed to be successful in the firm's practice is the first step toward developing a sound recruiting foundation. Beyond that, it is important to carefully assess the many ways in which it may be possible to attract candidates to your firm. Be creative and use resources close at hand. Law schools, bar publications and bulletin boards, association newsletters, and word of mouth are all inexpensive, yet effective ways of finding good candidates. It makes no sense to go head to head with the big guys. If a candidate's primary motivator is money, he or she will probably not choose a smaller firm in the end. However, to attract those who may be motivated by things such as early responsibility and hands-on training, make certain job seekers can see the unique advantages of practicing in a smaller firm environment. Help them understand how they might advance skills and experience with hands-on work opportunities and still find balance between work and the rest of their life.

Sometimes smaller firms have a big advantage. As salaries go higher and higher and firms require more and more work to amortize them, the attendant stories of junior lawyer burnout increase. The pressure to bill extensive hours, a lack of mentoring, and few opportunities for promotion fuel large firm associate attrition. Savvy smaller firms should be on hand to guide these talented and experienced lawyers into their firms.

§ 1.13 Checklist for Small Firm Recruiting

1. Realistically assess the market and your needs.

Determine whether the increased demand for your services is part of a short-term or long-term trend. Is the spike in work due to one specific matter, or are you seeing repeat clients and more business coming into the firm overall? Will trends in the market affect your caseload in the foreseeable future? If the increase in work is temporary, consider hiring a lawyer who will work on a contractual basis. If you believe you need more permanent, long-term assistance, consider hiring someone on a part-time or flex-time basis. Rather than incurring the costs associated with hiring a full-time employee, you may find that your needs can be met by hiring a lawyer to work with you 20-30 hours a week.

2. Clearly define who you need—and what you can offer.

Given the increased demands on your time, which tasks would you wish to transfer to your new associate? Think about those things you can eliminate from your own load that would best free you to concentrate on your most pressing priorities. Consider the knowledge and skills required by someone who would fulfill this role. Which credentials are required for this person to make a meaningful contribution to your firm? Salary is also an important consideration. What is the absolute maximum you are willing to pay? Also, be mindful of your ability and willingness to train. Will you have time to do so, or do you need this person to hit the ground running? Can you offer a competitive benefits package? Being clear about the type of lawyer you need and the benefits you can offer are key to any successful recruiting effort.

3. Craft a candid job description.

Include a brief but accurate description of your practice and list the qualities that would allow a lawyer to succeed in your firm. Think about ways you can describe your firm's distinguishing features. What makes it special or different from the competition? Also, given the small size of your firm, be sure to emphasize the personal qualities you seek. Be sure to specify whether the vacancy is a full-time, part-time, or contractual position.

4. Cast a wide net in your recruiting efforts.

Rather than focusing primarily on advertisements in costly legal publications to attract candidates, explore other less-expensive alternatives:

- Contact the Career Services offices of law schools in your area to let them know about the vacancy and your hiring needs. Law school professors can also provide excellent leads for potential candidates.
- Ensure that the job announcement is clearly posted on your firm's Web site.
- Place an advertisement in the local legal newspaper and the newsletter of your local bar association. Such ads are often posted on the publications' online version at no additional charge.
- Alert colleagues in other firms and organizations to your hiring needs to see if they are aware of any viable candidates.

5. Screen applicants with your hiring goals in mind.

Before reviewing the first cover letter or resume, reacquaint yourself with your hiring criteria. Remaining focused on your hiring needs enables you to maintain objectivity and select only those applicants who best meet the objectives you have established for this position and for your firm. Remember, also, that a resume is a writing sample in and of itself and can demonstrate an applicant's writing style, attention to detail, and proofreading skills.

6. Make the most of the interview.

Have questions prepared in advance based on your hiring needs and the information you have gleaned from the applicant's resume.¹ Are there skills, experiences, or gaps on the applicant's resume that merit deeper exploration and further discussion? Most importantly, ask yourself if you could envision working with this person. Is he or she the right personal fit for your firm? Do their work and personality styles mesh with your own, those of your colleagues, and your clients?

7. Check references.

Checking references is an important step in the process. In addition to the names the candidate has given you, ask if there are others with whom you can speak, such as clients, opposing counsel or fellow associates. Some people may not want to say anything negative about an individual during a reference check, but "faint praise" can often be a sign that there may be an issue worth investigating further before making an

¹ See § 1.14 *infra* for sample interview questions.

offer. Don't skip the reference check or ignore the information gained in it. Hiring the wrong person can be a costly mistake. Some firms require a formal background check, which can protect the firm from issues that may not be apparent in an interview process. Background check vendors exist to do a thorough process of this, including checking social media for potential issues.

8. The offers.

After selecting the lawyer you wish to hire, determine where you can and cannot be flexible in the offer package. Are you willing to cover bar dues but not CLE courses? Will you offer a standard bonus or one based on contributions made to the practice? How much extra vacation time are you willing to negotiate? Can you offer schedule flexibility if it is desired? Be sure to discuss the offer in terms of the total compensation package, rather than just salary alone.

9. Put time and thought into orientation.

Preparation in advance of your lawyer's first day ensures a smooth transition. The necessary office furniture, computer equipment, and supplies should be in place before their arrival. Make space in your schedule to orient them to your office, its systems, and your personal work style. Take time to reiterate their duties and your expectations of them before bringing them up to speed on their caseload and any pressing projects.

§ 1.14 Sample Interview Questions**If you want to learn why they seek a new job:**

What about this position or organization interests you?

Why do you want to leave your current firm? Why now?

Why did you leave your previous job? Were you laid off? If so, what were the circumstances?

What led to your decision to look for a new job?

How long have you been looking? At what kind of positions have you looked during that time?

Do the partners you work with know that you seek new employment?

If I spoke with your supervising partners, what might they tell me about your work?

Describe the comments made at your last evaluation.

How many hours did you bill last month [last year]?

If you want to learn more about the depth and breadth of their legal or substantive skills:

Describe your current work projects.

What role do you perform on this particular project? How many attorneys work on this project?

How has your role on matters evolved since last year?

What percentage of your work has involved [specific practice area] issues?

Describe the scope of your client contact. What level of contact do associates at your level generally have at your current firm?

Describe the greatest responsibility level you have had assumed on a case or matter.

Explain the scope of your knowledge about [specific practice area].

Tell me about a time when your supervisor was unavailable and you had to solve an immediate problem. What was the outcome?

Describe your most challenging assignment.

What are you an expert in?

What do you aspects of legal work do you find most engaging? Which are you passionate about?

What single legal issue matters most in this industry or field? What do you think of that issue from a legal perspective?

If you want to learn more about their interpersonal skills:

Give me an example of a time when you were part of a group that did not function well. Why did it malfunction? What could you have done to improve the experience?

Describe a time when you did not get along with a co-worker or team member. What impaired your relationship with that person?

Describe your negotiating style?

How do you typically deal with conflict?

Tell me about a time when you had to deal with an upset or difficult client or co-worker.

Have you ever disagreed with your supervisor? How did you handle that?

What do you do when clients disregard your advice?

Give me an example of a time when you motivated others.

When you delegate assignments, how do you keep track of their progress?

How would you describe your supervisory approach to working with more junior attorneys?

If you want to learn more about their attitude toward work, supervision, and career:

How would you describe your ideal work environment?

Give me an example of how you approach a complex assignment.

How have your ideas about law practice changed since law school? What have you learned about yourself as a practicing lawyer? How and when do you feel a sense of achievement from the work you do?

What do you like least about your work?

What do you like most about your work?

Tell me about a time you succeeded or failed.

Why did you become a lawyer?

Describe a time where you faced a stressful situation that required you to cope.

Have you made any career choices you regret?

Tell me about a time when you showed initiative and took the lead.

Would you hire your current or most recent boss as outside counsel?

If you want to identify their approach to professional development:

What have you identified as developmental objectives for the next year?

What do your supervisors compliment you on? What kind of assignments do you think you handle the best?

In what areas have you developed new skills or experiences in the past two years?

How has your work experience changed your approach to problem solving?

What one thing could you do that would most improve your overall effectiveness?

Describe a goal you have previously set for yourself and why you pride yourself on accomplishing that goal.

Where do you see yourself five years from now?

If you want to learn more about their strategic career plan:

What specifically interests you about our firm [practice group]?

Out of all the firms you considered in your last job search, what tipped the scale in favor of your current employer?

How did your experience at your past employer affect your next job decision?

What initially attracted you to the last two jobs on your resume?

How has the practice of law in a firm met or failed to meet your expectations?

What types of skills do you hope to develop and where do you hope they will take you?

§ 1.15 Lawyer Hiring Checklist for Small Firm Recruitment**Candidate's Name:** **Practice Area/Group:****Interviewed by:** **Interview Evaluations Received:****Overall Ranking of Candidate by Interviewers:****Check all that apply:**

- Transcript received, if required
- Current resume on file
- Writing sample received/reviewed
- Bar admission(s) verified
- Certificate of Good Standing received
- Conflict check completed/reviewed
- Court check for malpractice completed
- References checked, including:
 - Employment history verified
 - Listed references called
 - Current supervisor contacted

Additional comments:

Offer will be extended

Offer will not be extended

- Offer letter sent
- Offer accepted
- New lawyer start date:

§ 1.16 Sample Job Descriptions for Law Firm Recruiting Professionals

The following descriptions offer a sample of responsibilities and qualifications for positions in law firm recruiting:

[1]—Legal Recruitment Manager

A growing legal recruiting department of a large law firm is seeking a Legal Recruitment Manager. Responsibilities include managing all aspects of the firm's legal recruiting programs, including both entry-level and lateral recruiting. Work with the chairs of the Entry-level and of the Lateral Hiring Committees and practice group leaders to identify staffing needs; communicate and manage relationships with executive search firms regarding lateral hiring; facilitate decision making process and follow-up, including completion and analysis of necessary reference checks and background research on candidates; oversee the offer process, including preparation of offer letters, due diligence, attorney registration, conflict, and liability issues; oversee all aspects of new lawyer orientation and integration into firm; manage recruiting staff handling law school recruiting programs and summer associate programs; manage and monitoring the legal recruiting budget; develop, maintain and oversee preparation of lawyer recruiting materials and the careers page on the firm website; and manage the Careers section on the firm's intranet.

Qualifications: Bachelor's degree in a related area required; JD preferred. Prior professional services recruiting experience required; law firm experience preferred. Must have strong communications skills; ability to establish effective working relationships throughout the firm; ability to work effectively under time constraints; understanding of current industry and market trends.

[2]—Lateral Recruitment Manager

Large international law firm is seeking a Lateral Recruitment Manager. The Lateral Recruitment Manager will manage all lateral hiring (associates and partners), including formulating search strategies, managing relationships with legal search firms, pre-screening resumes and overseeing the coordination of interviews, offers, and rejections. This role collaborates with and supports Partners assigned to lateral recruitment efforts to develop and implement strategic approach, and manages Recruitment Coordinators efforts to ensure a consistent recruitment process. Some of the responsibilities include: Manage lateral hiring for all offices. Work directly with lateral hiring partners on hiring strategy. Establish and maintain relationships with legal search firms. Serve as the firm's liaison to search firm personnel. Negotiate search firm agree-

ments. Maintain communication; obtain and analyze information regarding status of job market; provide and obtain feedback regarding candidates. Act as liaison to lateral candidates throughout the interviewing process. Manage callback interview process, including but not limited to scheduling interviews and communicating with candidates. Facilitate the decision-making process and follow-up, including offer letters and all procedures required before the start of a new lawyer. Analyze recruiting data and results, compare to strategy and targets, communicate status to hiring partners and recruiting director, and determine resulting action plan. Collaborate with Legal Recruitment staff in other offices to develop and promote Firm wide recruiting efforts. Achieve diversity hiring goals. Determine new and cost effective methods regarding lateral searches in a competitive legal market.

Qualifications: Minimum of a Bachelor's degree, JD preferred. Minimum of 7 years recruiting experience, preferably in a law firm or professional services firm. Must have minimum of 2 years experience managing a team; preferably in a multi-office environment. Proficiency in the use of computer programs including Microsoft Office (Outlook, Word, Excel) and database programs (e.g., LawCruit).

[3]—Attorney Recruiting and Development Coordinator

Responsibilities include working with the Director of Recruiting to establish day-to-day communication with regional offices regarding attorney recruitment and staffing, coordination of firm recruiting and development programs and other firm meetings and events, maintenance and coordination of CLE courses, LawCruit, and Bar dues for all attorneys. Provide administrative support for professional development department as assigned. Position and Responsibilities: (1) Responsible for screening resumes submitted to the firm, conducting reference checks and background checks if needed. (2) Assist with coordination of events that attorneys/firm will support, including the summer associate program and attorney development programming in all offices. (3) Management of the LawCruit recruiting database. (4) Communicate with law school Career Services Departments in an effort to assist in recruiting efforts, as well as work with law schools to coordinate all aspects of the on-campus interview process. (5) Assist in providing annual reports of recruiting results and maintenance of a database of historical and relevant recruiting activity. (6) Assist in orientations and exit interviews as needed. (7) Assist with annual attorney evaluations. (8) Coordinate, track, and sign up for CLE courses for all attorneys. (9) Coordinate and track attorney Bar dues. Provide additional support for recruiting and professional development departments as assigned.

Education and Experience: Bachelor's degree. One or more years experience in professional recruiting and legal personnel, development programming, public relations, marketing, or human resources.

[4]—Legal Recruiting Assistant

In this role, you will be responsible for assisting in the recruitment of law school students, the planning and execution of the firm's summer program, and fall recruiting. Responsibilities: Arrange for on-campus interviewing dates and the scheduling of attorneys to interview. Schedule callback interviews and arrange for travel and hotel accommodations. Process travel reimbursement requests. Assist with planning and executing fall recruiting events and receptions. Prepare offer and rejection letters. Assist summer associates with finding summer housing. Assist with planning and executing the summer associate orientation and summer associate events, both in-house and off-site. Assist with completing NALP forms, law school surveys and other statistical information as required. Assist with developing and updating marketing materials. Prepare interview schedules.

Qualifications: A bachelor's degree and at least one year recruiting experience is required, preferably in a law firm setting. Candidates must be proficient in Microsoft Office and be comfortable working with database applications and spreadsheets. Strong organizational, administrative, communication and interpersonal skills are necessary. Flexibility to work overtime and occasional weekends during peak times is also necessary.