

CONTENTS

PREFACE	9	The 21st Century Lawyer: Essential Skills and Requisite Proficiencies, by Joan C. Schwartz.....	50
PART ONE: Developing a Strategic Plan for Recruitment	11	Discovering — or Creating? — The Potential for Rainmaking, by Kathleen Neumuller	52
CHAPTER 1: Who Are We and Where Are We Going? — Effective Recruitment Begins with an Understanding of Your Organization	12	Looking at Leadership: What’s New Inside Law Firms?, by Carolyn Wehmann	56
Taking Inventory	13	Working with a Hiring Committee, by Susan Collier	61
CHAPTER 2: Moving Toward a Strategic Plan.....	16	PART TWO: Law School and Law Student Recruitment	65
Developing Hiring Criteria.....	16	CHAPTER 5: An Overview — Current Trends in Law School Recruitment.....	66
Putting It All Together: Developing a Strategic Plan	18	Deciding Which Campuses to Visit and Which Students to Recruit	66
Marketing Your Firm	20	CHAPTER 6: Administration of the Law School Recruitment Process — Using the “Off-Season” to Increase Visibility and Strengthen Ties	69
CHAPTER 3: Recruitment as a Strategic Plan — Dealing with Economic Realities	22	Participating in Seminars, Consortia, Conferences	69
Understanding the True Costs of Hiring	22	Updating the Firm Résumé	69
Formulating a Recruitment Budget.....	24	Establishing a Rapport With Career Services Directors	70
Recruitment Budget for Lateral Hiring	24	• <i>Sample Letter to Law School Career Services Director</i>	71
Recruitment Budget for Regular Hiring	25	Implementing a First-Year Follow-Up Program.....	72
Budget for the Summer Associate Program.....	26	• <i>Sample First-Year Follow-up Program Letter</i>	73
Interim Hiring	27	• <i>Sample First-Year Follow-up Reminder</i>	74
Regular Hiring	28	A Word about E-mail	75
Summer Program.....	28	Utilizing Direct Mail.....	75
• <i>Sample Recruitment Budget</i>	29	• <i>Sample Direct Mail Letter for Third-Year Students at Selected Schools Where the Firm Does Not Participate in OCI</i>	76
CHAPTER 4: The Key Players — Staffing the Recruitment Process	31	• <i>Sample Direct Mail Letter for Second-Year Students at Selected Schools Where the Firm Does Not Participate in OCI</i>	77
Key Roles	31	• <i>Sample Letter to a Student Who Responded to Direct Mail</i>	79
The Need for Full-Time Administration: The Role of the Recruitment Administrator	32	Making Use of On-Campus Direct Mail	80
Article Supplement to Part One:		• <i>Sample On-Campus Direct Mail Letter</i>	81
Recruiting and Retaining Lawyers: Strategies for Building a Healthier Firm, by Carolyn M. Wehmann	37		
The Myth of the 20-20 Club, by John S. Siamas, Esq.	42		
Overhiring: Strategies and Tracking Systems, by Ellen Dougherty	47		

CHAPTER 7: On-Campus Interviewing (OCI)	82	• <i>Sample Memorandum Regarding a Judicial Clerk's Résumé</i>	105
Scheduling On-Campus Interviews	82	Participating in Job Fairs	106
Scheduling Interviewers	83	Considering Spring OCI	106
Creating and Using an On-Campus Interview Information Checklist	83	Participating in Career Programs	106
• <i>Sample On-Campus Interview Information Checklist</i>	84	“Virtual” Recruiting: Video Conferencing and Beyond	107
Saying No to Law Schools — Declining Invitations to Participate in On-Campus Interviews	85	CHAPTER 9: IN-HOUSE (OR “CALLBACK”) INTERVIEWS	108
• <i>Sample Letter Declining an OCI Invitation — No Information Enclosed</i>	85	• <i>Sample Memo to Recruitment Committee Re: In-house Interviews</i>	109
• <i>Sample Letter Declining an OCI Invitation — With Information Enclosed</i>	86	• <i>Sample In-house Interview Schedule</i>	110
Establishing On-Campus Interview Schedules	87	• <i>Sample In-house Interview Candidate Information Memorandum</i>	111
• <i>Sample On-Campus Interview Schedule</i>	89	Scheduling In-House Interviews: Administering the Process	112
• <i>Sample On-Campus Interview Schedule: Allocation of Interviews</i>	90	• <i>Sample Interview Schedule Grid Form</i>	113
• <i>Sample Information for On-campus Interviewers</i>	91	• <i>Sample Interview Schedule Request Form</i>	114
• <i>Sample On-Campus Recommendation Summary Sheet</i>	92	Keeping Others Informed	115
• <i>Sample Interview Evaluation</i>	93	Responding to Candidates: Invitation to Interview	116
Sending Out Rejections/Invitations for In-House Interviews	95	• <i>Sample In-house Interview Information Memorandum</i>	116
• <i>Sample On-Campus “Yes” Letter</i>	95	Establishing and Communicating a Travel Reimbursement Policy	117
• <i>Sample On-Campus “No” Letter</i>	96	• <i>Sample Travel Reimbursement Policy</i>	117
Informing Career Services Directors of “ <i>No Shows</i> ”	97	Sending Out an Interview Confirmation Letter	119
• <i>Sample Letter to Career Services Director about “No Show” Students</i>	97	• <i>Sample Confirmation Letter</i>	119
Monitoring Outcomes of On-Campus Interviews	98	Providing Information to Applicants Upon Arrival at the Firm for In-House Interviews	120
• <i>Sample On-Campus Decision Summary Form</i>	99	• <i>Sample Information Card</i>	120
CHAPTER 8: Law Student Recruiting Beyond OCI	100	Following Up When There’s No RSVP	121
Inviting the Unsolicited Résumé	100	Handling Applicants Who Are on Hold	121
Participating in Résumé Collection Services	100	• <i>Sample Letter to an Applicant Who Is on Hold</i>	122
Responding to the Unsolicited Résumé	101	Making In-House Interviews Special	123
• <i>Sample “No” Response to Unsolicited Résumé</i>	101	CHAPTER 10: THE OFFER PROCESS	124
• <i>Sample Invitation to Mini-interview</i>	102	Extending the Offer	124
• <i>Sample Invitation to Interview with Travel Reimbursement Offered</i>	103	Remembering Due Diligence and Conflicts Checks	126
Reviewing Unsolicited Résumés from Judicial Clerks	104	• <i>Sample “No Offer” Letter</i>	126
		• <i>Sample Summer Associate Offer Letter</i>	127
		• <i>Sample 3L Offer Letter</i>	128
		Following Up on the Status of an Offer	129

• <i>Sample Follow-up Letter Asking for Reaffirmation of Interest in an Offer</i>	130	Backing Up: An Ounce of Prevention	148
Following Up to Encourage Acceptance	131	Using New Technological Tools	148
Advising the Core Interviewing Group:		Article Supplement to Part Two:	
Status of Offers	133	Résumé Review — A Quantitative Approach, by Alan C. Douglas	149
Communicating the Results of In-House Interviews	134	Interviewing Tips for Recruitment Directors, by Carolyn Wehmann	151
• <i>Sample Report of Results of In-house Interviews</i>	134	Inside the Interview	158
• <i>Sample Chart of Results</i>	135	Making the Most of the Hectic In-House Interview Process	164
Sending a Welcome Letter When Offers Are Accepted	136	Planning and Attention to Detail: Criteria for Successful Callbacks, by Laura Buchtel	168
• <i>Sample Welcome Letter to a 2L</i>	136	Behavioral Event Interviewing — A Better Way, by Robert R. Begland, Ph.D.	172
• <i>Sample Welcome Letter to a 3L</i>	137	Reimbursement Rights and Wrongs, by Sarah Staup	176
Soliciting Student Feedback When Offers Are Declined	138	Taking the Show on the Road — Virtual or Otherwise, by Janet Smith	179
• <i>Sample Letter to Students Who Declined Offers</i>	138		
Developing a Recruitment Program Survey	139	PART THREE:	
• <i>Sample Letter to Accompany Recruitment Survey</i>	139	The Summer Associate Program	185
• <i>Sample Recruitment Program Survey</i>	140	CHAPTER 12: The Summer Associate Program — The Key to a Successful Recruitment Program	186
Keeping the Law Schools Appraised: In-House Interview Recruitment Status Report	142	An Overview	186
Preparing a Recruitment Report	142	Work Assignment Procedures	187
CHAPTER 11: Program Computerization	143	Seminars and Social Events	190
• <i>Sample Recruitment Report #1 — Master List of Candidates</i>	144	The Importance of Feedback	190
• <i>Sample Recruitment Report #2 — Interview Date Not Set — 3L Students Type of Interview: Full</i>	144	Establishing and Communicating the Ground Rules	191
• <i>Sample Recruitment Report #3 — Upcoming Interviews — 3L Students Type of Interview: Full</i>	145	• <i>Sample Originating Memo Outlining Summer Program Policies and Procedures</i>	192
• <i>Sample Recruitment Report #4 — 3L Students Decisions: Pending Type of Interview: Full</i>	145	Orienting Summer Associates to the Firm	195
• <i>Sample Recruitment Report #5 — 3L Students Decision: Pending</i>	146	• <i>Sample Memo Outlining Orientation Schedule and Requesting Participation</i>	196
• <i>Sample Recruitment Report #6 — Callback 3L Students Decision: Callback</i>	146	• <i>Sample Associate Orientation Agenda</i>	198
• <i>Sample Recruitment Report #7 — No Offer 3L Students Decision: No</i>	147	Summer Associate Program Schedule	200
• <i>Sample Recruitment Report #8 — Offer Extended — 3L Students Decision: Yes</i>	147	• <i>Sample Summer Associate Program Schedule</i> ...	201
		Mentor Program	202
		Summer Associate Assignment Forms and Summer Associate Attendance at Meeting Forms	205
		• <i>Sample Work Assignment Form</i>	205

- *Sample Form to Request Attendance at a Meeting by a Summer Associate* 206
- The Summer Associate Evaluation Process 207
- *Sample Memorandum and Work Assignment Evaluation* 208
- *Sample #1: Work Assignment Evaluation Form* 208
- *Sample #2: Work Assignment Evaluation Form* 210
- *Sample #3: Work Assignment Evaluation Form* 212
- Summer Associate's Assignment Evaluation..... 213
- *Sample Summer Associate's Assignment Evaluation* 214
- Mid-Summer Evaluations 215
- End-of-Summer Evaluations..... 215
- *Sample Memorandum Asking Attorneys to Evaluate Summer Associates*..... 216
- *Sample #1: Summer Associate Evaluation Form* 217
- *Sample #2: Summer Associate Evaluation Form* 219
- *Sample #3: Summer Associate Evaluation Form* 221
- Compiling Evaluation Comments..... 222
- *Sample Compilation of Evaluators' Comments* 222
- Seminars..... 223
- Possible Topics for Summer Associate Program Seminars..... 223
- Scheduling Seminars..... 227
- Social Events 228
- *Sample Memo about Reimbursement for Lunch Expenses with Summer Associates* 228
- Encouraging Informal Social Events 229
- Types of Social Events 229
- Program Computerization 230
- Wrapping Up the Summer 231
- *Sample Cover Letter to Accompany Survey* 232
- *Sample Post-Summer Survey of Summer Associates*..... 233
- A Final Word about Exit Interviews 234
- Extending Offers 234

Article Supplement to Part Three:

- The Summer Experience: Shifting the Focus, by Kelly A. Kienzle..... 235
- 23 Ways to Boost the Effectiveness of Your Summer Program..... 239
- Summer Program Finesse — Creating an Inclusive Environment for All Summer Associates, by Christine Kendall 244
- Summer Associate Mentors: 8 Steps to Success..... 246
- Wired or Unplugged? How to Successfully Evaluate Summer Associates, by Ann D. Ogburn 250
- The Wrap Party: Gathering Feedback from Your Summer Associates, by Joanne DeSanctis 253

PART FOUR: Lateral Hiring 257

- CHAPTER 13: The Nuts and Bolts of Lateral Attorney Hires..... 258
- Avoiding “Band-Aid” Approaches to Attrition 259
- Examining Growth..... 260
- Structuring Lateral Hiring 260
- Advertising for Lateral Hires 261
- *Sample Multiple Listing Display Ad* 263
- Direct Mail Campaigns..... 264
- *Sample Alumni Contact* 264
- *Sample Lateral Hire Direct Mail Letter* 265
- *Sample Attorney Referral Policy* 267
- Job Listings..... 268
- *Sample Job Listings* 269
- Legal Search Firms..... 270
- *Sample Letter to Search Firm Regarding Not Accepting Résumés*..... 273
- *Sample Letter to Search Firm Regarding Establishing a Fee Agreement* 274
- *Sample Fee Agreement*..... 275
- *Sample Contract Illustrating Issues to Consider When Writing a Contract with a Search Firm* 277
- Communicating with Search Firms and Applicants..... 281
- *Sample “No Interest” Letter to Candidate Who Submitted an Unsolicited Résumé*..... 281
- *Sample “No Interest” Letter to a Candidate Referred to a Member of the Firm*..... 282
- *Sample “No Openings” Letter to Candidate*..... 283

• <i>Sample “No Interest” Letter to Search Firm Regarding Candidate Referred</i>	284	• <i>Sample Agreement to Be Signed by Lateral Candidate</i>	306
• <i>Sample “No Openings” Letter to Candidate</i>	285	Imputed Disqualifications and Conflicts Checks.....	307
• <i>Sample Letter to Search Firm Regarding Position That Has Been Filled</i>	286	• <i>Sample Conflicts Check/Imputed Disqualification Memorandum</i>	307
Communicating to Search Firms and Applicants Regarding Lack of Openings in Particular Area.....	287	• <i>Sample Possible Conflict Form</i>	309
• <i>Sample Letter to Search Firm Regarding Bar Admission</i>	287	• <i>Sample Possible Conflict — Relative Information Form</i>	310
• <i>Sample Letter to Search Firm Regarding Lack of Departmental Openings</i>	288	• <i>Sample Memorandum Regarding Malpractice Insurance (Non-Coverage of Previous Work)</i>	311
Memorandum to Attorneys Asking If They Wish to Interview a Candidate.....	289	Automating the Recordkeeping.....	312
Notifying Search Firms That a Candidate’s Résumé Has Been Previously Received.....	290	Orientation and Integration into the Firm.....	312
• <i>Sample Letter Advising Search Consultant That Résumé Has Been Previously Received</i>	290	• <i>Sample Orientation Program for New Lateral Hires</i>	313
Scheduling Lateral Interviews.....	291	• <i>Sample Schedule for a Second Day of Orientation for a Small Group of Lateral Hires</i>	314
• <i>Sample Interview Schedule Request Form</i>	292	Extending a Welcome.....	315
• <i>Sample Interview Confirmation Letter</i>	293	• <i>Sample Lateral Hire Associate Profile</i>	315
Interview Schedule Memorandum/ Candidate Information.....	294	Article Supplement to Part Four:	
• <i>Sample Schedule Memorandum</i>	294	Strategies for Effective Lateral Searches, by Bonnie Hurry.....	316
• <i>Sample Interview Evaluation</i>	295	Weighing Lateral Credentials: How Long and How Much Does GPA Matter.....	319
Information Provided to Applicants upon Arrival for In-House Interviews.....	297	Writing Non-Discriminatory Job Descriptions and Advertisements, by Drusilla V. Bakert.....	323
Status of Applicant: Attorney Feedback.....	297	Due Diligence: How Much Is Enough? How Much Is Too Much?.....	326
• <i>Sample Memorandum Regarding a Candidate’s Status</i>	297		
Offers of Employment to Laterals.....	298	PART FIVE: Beyond Hiring — Training, Evaluation, and Retention Issues	331
• <i>Sample Offer Letter to a Lateral</i>	298	CHAPTER 14: Attorney Training and Evaluation.....	332
Responding to Candidates Who Will Not Receive an Offer.....	299	On-site Orientation.....	333
• <i>Sample Letter to a Candidate Regarding Not Extending an Offer</i>	299	When Does Orientation End?.....	334
• <i>Sample Letter to Search Firm Regarding Not Extending an Offer to an Applicant</i>	300	Establishing an In-House Training Program.....	335
• <i>Sample Letter to a Candidate Regarding a Position That Has Been Filled</i>	301	Complementing Training with an Effective Evaluation Process.....	337
Payment of Placement Fees.....	302	Article Supplement to Part Five, Chapter 14:	
Due Diligence Procedures.....	302	Effective New Associate Orientation Sets the Stage for Success, by Tomea C. Mayer, Esq.....	341
Reference Checks.....	303	Evaluations in Legal Practice Today: Who Measures Up?, by Abbie Willard.....	345
• <i>Sample Reference Check Report Form</i>	303		
Credentials Verification Procedure.....	306		

Improving the Quality of Associate Evaluations, by Michele Keesee	348
High-Tech Evaluation Systems: The Core Competency Model in Action, by Susan G. Manch.....	352
CHAPTER 15: Associate Retention — Why They Want to Leave and How To Make Them Stay.....	356
Understanding Why They Leave	358
Special Notes about Retaining Laterals.....	363
What If They Still Leave?	365

Article Supplement to Part Five, Chapter 15:

Keeping the Keepers, by Janet Smith	367
Keeping the Keepers: How to Retain Attorney's in Today's Market.....	372
The Power of Practice Group and Work Assignments: Lessons from <i>Perceptions of Partnership</i> , by Paula A. Patton	377
Loyalty — Is It Time for Last Rites? Or Time for a Resurrection? by Paula A. Patton	381
“Minority Problems” Today Become Associate Problems Tomorrow, by Jacob H. Herring	388
Law Firms as Communities: Cornerstones That Build a Sense of Belonging.....	392
Associate Personnel Issues: Is Departure the Only Option?, by Ann Rainhart	397
Attorney Exit Interviews Open Doors to Information.....	401
Parting Ways: Assisting with Positive Lawyer Departures.....	404
• <i>Sample Termination Policy (Involuntary)</i>	411

**PART SIX: Expanded Horizons for
the Recruitment Professional** 413

CHAPTER 16: Beyond Recruiting — Counseling, Human Resources, Marketing, Professional Development, and More.....	414
Counseling.....	415
Human Resources, Personnel, and Related Areas.....	418
Marketing.....	419
Professional Development and More	420
Leadership and Self-Promotion	420

Article Supplement to Part Six:

Sustaining Heart and Soul in a Law Firm — A Natural Role for Recruitment Administrators, by Linda Cherry	422
The Role of a Recruiting Manager: My Life as a Problem Solver, by Theresa L. Karcher	426
Associate Participation in Law Firm Committees, by Sarah Staup	430
Avoiding Anonymity: Employer Marketing that Boosts Visibility with Students, by Jerry Nash	433
Regional ShopTalk: Regional Perspectives on Quality of Life	436
Setting Up Shop Overseas: A Tale of a Recruitment Administrator Abroad, by Janet Henderson Hall	445
The Rise of the Professional Development Director in Law Firms, by Eva Wisnik.....	448
Administrators as Change Leaders: Ensuring Continual Improvement through Acceptance of Change, by Paula A. Patton.....	453

PART SEVEN: Technology and Recruiting 457

CHAPTER 17: New Technology — Embracing the Change and Challenge.....	458
A Brief History of Technology in the Recruitment Office	458
The Emergence of Email and the Internet	459
How Will Technology Affect Your Role — and How Can You Stay on the Cutting Edge?.....	460

PART EIGHT: Appendices 463

APPENDIX A: A Glossary of Legal Recruitment and Career Services Terms and Jargon	464
APPENDIX B: Resources.....	473
APPENDIX C: References.....	485