

MEMORANDUM

TO: NALP Board of Directors

FROM: Tanisia Charles (Jones Day) Olivia Schmit (Sidley Austin LLP)

RE: NALP Recruiting Section Board Report – January 2025

DATE: January 30, 2025

Below is a report of the NALP Recruiting Section's activities from October 2024 to January 2025.

QUARTERLY SECTION MEETING

Our next meeting is scheduled for February 4, 2025. In addition to Board and Annual Education Conference updates, we will yield time to Tara Rhoades to help in her efforts to get feedback for the *Well-Being in the Recruitment Process* document she is creating. The focal point of the meeting will be the speaker, Debby Stone, who will share tips for time management, which we believe members will find useful and relevant.

WORKGROUP UPDATES

Our workgroups continue to be very active. To start the year, we reached out to each of the vice chairs to get an update on their various efforts.

- **Annual Education Conference / *Bulletin+* Article and Webinar Planning**

Vice Chair(s): Victoria Sievers and Jill Steier

Victoria and Jill plan to remind the group about registering for the Annual Conference, as well as solicit volunteers to participate in articles about their lateral career moves within the industry (recruiting to PD, law school career services to recruiting, DEI to law school careers, etc.).

- **Lateral Associate Hiring**

Vice Chair(s) – Emily Reichs and Kasey Fenn

The group is hosting a program on Tuesday, February 18 at 1:00 ET titled, “Marketing to Lateral Associate Candidates.” As of January, they had 118 RSVPs, so this is proving to be a popular topic. This program will be led by Antony Cooke, lateral recruitment expert and former Chambers Head of Product. This program will explore what lateral associate candidates really want to know about a firm, where and how they receive information on law firms, and how marketing for associates may differ from strategies used to recruit summer associate candidates. They will also discuss how to leverage your website, social media platforms and other sources to effectively reach candidates and advertise a firm’s selling points.

They have also formed a subgroup that will work to update the Lateral Hiring Best Practices Guide on the NALP website.

The next workgroup meeting is scheduled for March 13; topic TBD. In addition, they have also tentatively scheduled a final meeting for May 8 with the understanding that it is after the official NALP year concludes, but assuming the group continues, they will use the meeting to identify future programming needs and transition to the new co-chairs.

- **Lateral Partner Hiring**

Vice Chair(s) – Laura DeRise and Becca Levine

The workgroup has held two quarterly virtual meetings and have their third scheduled for February 13. The first meeting focused on establishing the members' collective goals for what they hoped to gain from the newly launched group. The second included guest speakers from Decipher who presented on trends in lateral hiring, specifically around conducting diligence followed by facilitated roundtable discussions. In the next session, Laura and Becca will present an overview of the recently released Leopard Solutions white paper on lateral hiring and integration and will again utilize roundtables separated by experience levels to discuss and exchange information and ideas.

Attendance and engagement have been encouraging at all meetings to date, and they had strong participation in our sub-workgroup and its work on the attached Board Proposal, which they have asked us to share.

The vice chairs had a smaller sub-workgroup committee contribute to developing the proposal with the goal of increasing engagement for NALP members focusing on lateral partner recruiting. Amy Monroe chaired this group.

- **Small/Mid-Sized Firms**

Vice Chair(s) – Sheryl Roberts

In December, the Board approved the creation of a Small & Mid-Sized Law Firm Interest Group, which was immediately launched.

The Small & Mid-Sized Law Firm Interest Group is a combined interest group operating under the Recruiting, Lawyer PD, and DEI Sections of NALP, and was created for NALP members who are in the recruiting, PD, DEI, and other professional departments in small to mid-size law firms who seek to collaborate with similarly situated colleagues for purposes of networking, professional development, sharing resources, and discussing current events and trends as they pertain to and affect small to mid-sized firms.

Sheryl Roberts, who led workgroups in both the Recruiting and DEI Sections joins Jennifer Lucas-Ross who lead correlating workgroup in the Lawyer PD Section to lead this new Interest Group. The group was announced in the January 9 edition of NALPnow! and they are active on NALPconnect. In addition, various Section leaders, including us, have promoted it within our Sections.

- **Recruiting Foundations**

Vice Chair(s) – Ginny Mueller and Alex Doll

Ginny and Alex sent a draft of the The final draft of the Management Foundations for Recruitment Professionals document was sent to Rebecca Calman and Mary Beal on November 27, ahead of their December 1 goal. They are awaiting feedback to determine next steps. In the meantime, Ginny has been in touch with the presenters of this session to provide a preview of the resource and address questions about one of the charts that were included.

- **Recruiting Technology**

Vice Chair(s): Branden Mullins and Krista Gylling

The group has held various meeting which have been well attended with engaging conversations and insightful perspectives on legal recruiting technology. The most recent meeting was the week of January 13, and the next is scheduled to take place on April 1.

Current and potential goals identified by the group include:

- Explore creating a best practices guide for different applicant tracking systems.
- Investigate developing a best practices guide for AI tools in legal recruiting.
- Consider organizing an educational session on legal recruiting technology for future NALP conferences.

LATERAL PARTNER WORKGROUP ATTACHMENT

Proposal for Enhancing Partner Recruiting Content and Engagement for NALP Members

The competitive landscape of the legal industry demands that NALP remain a leader in providing cutting-edge resources and professional development opportunities. This proposal emphasizes the importance of increasing partner recruiting content to ensure NALP members remain engaged and equipped to excel in lateral and partner hiring. Given the potential introduction of a Lateral Symposium by NALP and the emergence of other organizations like NALSC in this space, the proposed initiatives underscore the urgency to solidify NALP's leadership in partner recruiting insights and engagement. As an example, the 2025 NALP conference agenda includes fewer than four partner-specific sessions, highlighting a gap in addressing this pivotal topic.

To enhance NALP's partner recruiting content and engagement, this proposal outlines structured initiatives designed to position the organization as the leading resource for partner recruiting best practices, professional development, and insights. The initiatives focus on fostering collaboration, increasing conference content, creating dedicated events, and enhancing digital engagement.

First, implementing ongoing roundtable discussions will provide a collaborative environment for members to engage in meaningful dialogue on partner recruiting topics. These discussions could include themes such as strategies for identifying high-potential lateral candidates, methods for evaluating cultural fit, and approaches to improving partner retention. Potential participants might include seasoned recruiters, hiring partners, and thought leaders in legal talent acquisition, ensuring a diverse and enriching exchange of perspectives. These sessions, conducted virtually or in person throughout the year, will facilitate the exchange of ideas and experiences, ensuring continuous member engagement and the sharing of valuable insights.

Second, increasing partner recruiting content at NALP conferences is essential. By identifying and engaging speakers with expertise in partner recruiting and encouraging member involvement in content creation, NALP can enhance its offerings. Breakout sessions dedicated exclusively to partner recruiting topics could address themes such as effective strategies for attracting and retaining high-caliber partners, building proficient recruiting teams, improving partner hiring methodologies, and leveraging data to address attrition trends.

Third, establishing a dedicated event exclusively for partner recruiting, such as an annual symposium or virtual retreat, would reinforce NALP's position as a leader in this area. These events could include seminars, workshops, and roundtable discussions on topics like advanced sourcing techniques, diversity initiatives, AI tools in recruiting, integration practices, compensation trends, and partner retention strategies. Such initiatives would provide members with in-depth, actionable knowledge to excel in partner recruiting. We understand NALP is already in discussion about a lateral symposium.

Fourth, we propose the creation of an official Lateral Recruiting Section within NALP, along with a dedicated NALPconnect group focused exclusively on lateral hiring. This section would encompass both associate and partner hiring, allowing these two groups to be housed together in one centralized space, separate from the entry-level hiring discussions. Establishing a NALPconnect page specifically for lateral recruiting would provide a platform to house valuable resources, facilitate conversations, and address the unique needs of lateral partner and associate hiring. This initiative would ensure a more targeted and effective approach to lateral recruitment within the broader NALP framework.

Lastly, enhancing NALP's listserv engagement by expanding topics to include frequent updates and insights specific to partner recruiting will create a dynamic, resource-rich platform. This initiative will ensure that NALP members have access to the latest information and strategies, further supporting their professional development.

Enhancing NALP's focus on partner recruiting content will address a critical need for its members and reinforce the organization's role as a leader in professional development and industry insights. By implementing these strategic initiatives, NALP will ensure its members are equipped with the tools, knowledge, and resources to excel in lateral and partner hiring, fostering continued engagement and value within the legal community.

Acknowledgments

This proposal was prepared collaboratively by the following individuals, whose expertise and insights were invaluable in shaping this initiative:

Amy Monroe-Bujnoch - Director of Partner Recruiting at Fisher Phillips
Eden Mandrell - Director of Lateral Partner Recruiting at Jenner & Block
Lauren Brown - Director of Recruiting and Professional Development at Arnall, Gold, Gregory
Deverie Hart - Senior Manager, Lawyer Talent Acquisition at Davis Wright Tremaine
Annie Martin - Senior Coordinator at Pillsbury
Kat Davis - Director of Firmwide Partner Recruiting at Pillsbury
Kristina Lambright - Director of Firmwide Recruiting at Jones Day
Tamara Fairhurst - Director of Legal Recruiting at Benesch
Dyana Barninger - Senior Director of Legal Recruitment at Faegre
Andrea Glover - Recruiting Manager at Gray Reed
Laura DeRise - Director of Attorney Recruiting at Bass, Berry & Sims
Mary Beal - Senior Director of Operations, Member Services, and Meetings of NALP

We thank them for their contributions and dedication to advancing NALP's mission of supporting legal professionals.

Proposal for Enhancing Partner Recruiting Content and Engagement for NALP Members

Summary The competitive landscape of the legal industry demands that NALP remain a leader in providing cutting-edge resources and professional development opportunities. Partner recruiting is a critical area of focus, yet the 2025 NALP conference agenda includes fewer than four partner-specific sessions, highlighting a gap in addressing this pivotal topic.

This proposal emphasizes the importance of increasing partner recruiting content to ensure NALP members remain engaged and equipped to excel in lateral and partner hiring. Given the potential introduction of a Lateral Symposium by NALP, emergence (and expansion) of other organizations like NALSC, and the continuing market focus in this space, the proposed initiatives underscore the urgency to solidify NALP's position as a leader in partner recruiting insights and engagement.

Objective To enhance NALP's partner recruiting content and engagement through structured initiatives that position the organization as a leading resource for partner recruiting best practices, professional development, and insights.

Proposed Initiatives

1. Roundtable Discussions

Objective: Provide a collaborative and open environment for discussions around key partner recruiting topics, fostering the exchange of ideas and experiences.

Proposal:

- **Ongoing Roundtable Discussions:** Implement a recurring series of virtual or in-person roundtables throughout the year to maintain engagement and dialogue on partner recruiting content. The Lateral Partner Recruiting Workgroup has engaged in this format with positive feedback to date. Expanding upon that with more formal offerings is recommended.
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2. Enhanced Partner Content at NALP Conferences

Objective: Increase partner recruiting content at NALP conferences thus positioning NALP as the go-to resource for partner recruiting.

Proposal:

- **Recruit Speakers:** Identify and engage speakers with expertise in partner recruiting.
- **Member Engagement:** Encourage NALP members to host, arrange, and create partner recruiting content, fostering a community of practice within NALP. Collaborating with professional development groups and organizations like NALSC, NCRYA, BALLRA, and others to seek input from external experts, share ideas, and develop relevant content for our initiatives.
- **Breakout Sessions:** Introduce breakout sessions within the annual conference focused exclusively on partner recruiting topics.

Proposed Content for Breakout Sessions:

- **Partner Recruiting Strategies:** Discussions on effective strategies for targeting, attracting, and retaining high-caliber partners.
 - **Building an Effective Partner Recruiting Team:** Best practices for creating a proficient recruiting team.
 - **Partner Hiring Processes:** Analyzing and improving partner hiring methodologies, including Lateral Partner Questionnaires (LPQs) and integration practices.
 - **Data-Driven Strategy Based on Attrition:** Leveraging data to shape recruiting strategy and address attrition trends within firms.
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3. Partner Recruiting Symposium/Conference or Virtual Retreat - CURRENTLY IN DISCUSSION

Objective: Establish a dedicated event exclusively for partner recruiting.

Proposal:

- **Annual Symposium or Retreat:** Launch an annual recruiting symposium or virtual retreat structured around partner recruiting, featuring seminars, workshops, and roundtable discussions.

Suggested Topics for Seminars:

- Advanced sourcing techniques
 - Diversity initiatives in partner recruiting
 - Using AI tools in recruiting processes
 - Best practices and processes
 - Strategic recruiting initiatives
 - Integration and cultural fit
 - Compensation trends
 - Partner retention strategies
 - Technology offerings in this space (may require sponsors/sponsorships)
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4. Partner Content on Listservs

Objective: Enhance NALP's listserv engagement by including more partner-focused content.

Proposal:

- **Expanded Listserv Topics:** Include recurring updates and insights specific to partner recruiting, creating a dynamic, resource-rich platform for NALP members.

Conclusion Enhancing NALP's focus on partner recruiting content will not only address a critical need for its members but also reinforce the organization's role as a leader in professional development and industry insights. By implementing these strategic initiatives, NALP will ensure its members are equipped with the tools, knowledge, and resources to excel in lateral and partner hiring, fostering continued engagement and value within the legal community.