

Fall 2005 Recruiting Programs Handbook

**U.C. Hastings College of the Law
Office of Career Services**

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IMPORTANT DATES & DEADLINES

DATE, TIME & LOCATION	EVENT
<p>Wednesday, August 10 at 6:00 PM (Room K)</p> <p>Thursday, August 11 at 6:00 PM (Room K)</p> <p>Thursday, August 18 at 5:40 PM (Room F)</p> <p>Friday, August 19 at 11:40 AM (Room K)</p>	<p>Fall Recruiting Orientation Programs Need only attend one.</p>
<p>Monday, August 15 – Thursday August 25 Career Services Office, Tower, Room 200</p>	<p>Drop-In Appointments For resume and cover letter review, and any other questions</p>
<p>Thursday, August 18</p>	<p>Classes Begin</p>
<p>Monday, August 22, 3:40 - 5:30 PM Dining Commons</p>	<p><i>Meet the Employers Reception</i> Meet representatives from OCI employers! Sponsored by Cooley Godward LLP and Dewey Ballantine LLP</p>
<p>Wednesday, August 24, 3:40 – 4:30 PM Friday, August 26, 11:40 – 12:30 PM Monday August 29, 3:40 – 4:30 PM Room F</p>	<p>Workshop: <i>Preparing for Screening Interviews</i> Followed by sign-ups for mock interviews</p>
<p style="text-align: center;">DEADLINE ALERT!!! THURSDAY, AUGUST 25: ONLINE BIDDING FOR ON-CAMPUS INTERVIEWS AND PRINTING OF BID LISTS CLOSES AT 12 NOON.</p> <p style="text-align: center;">All printed OCI materials must be submitted by 5:00 PM at the Resume Drop (Basketball Court in Tower Basement)</p>	
<p>Thursday, August 25, 9:00 AM - 5:00 PM Basketball Court in Tower Basement</p>	<p>Resume Drop Submit all printed resumes and required application materials</p>
<p>Wednesday, August 31, 3:40 – 4:30 PM Room F</p>	<p>U.S. Department of Justice Honors and Summer Law Intern Program Orientation</p>
<p>Tuesday, September 6 – Friday September 16</p>	<p>Mock-Interview Program Pre-arranged mock-interviews with local attorneys</p>
<p>Wednesday, September 7, 3:40 – 4:30 PM Room F</p>	<p>Panel Discussion: <i>What Employers Want: Interview Tips from Legal Employers</i></p>
<p>Friday, September 9, 11:40 – 12:30 PM Room F</p>	<p>Panel Discussion: <i>Winning Interview Strategies from 3L OCI “Veterans”</i></p>
<p>Tuesday, September 13</p>	<p>Student On-Campus Interview Schedules are Available</p>

	You will be notified via e-mail
Thursday, September 15 – Thursday October 6, 9:00 AM – 5:00 PM (Excluding October 4 & 5) Renoir Hotel, 45 McAllister St.	On-Campus Interviews
Monday, September 19, 2005	US DOJ Application Deadline for Honors and Summer Law Intern Programs Apply online at www.usdoj.gov/oarm
Monday, September 19, 3:40 – 4:30 PM Room F	Panel Discussion: <i>Public Interest Job Search Strategies</i>
Tuesday, September 20	Equal Justice works Fellowships Applications Due
Monday, September 26, 3:40 – 4:30 PM Friday, September 30, 11:40 – 12:30 PM Library Computer Lab, Room 505	Workshop: <i>How to get Great Jobs on HastingsCareers, LawCareer and Other Online Databases</i>
Wednesday, September 28, 3:40 – 4:30 PM Monday, October 3, 3:40 – 4:30 PM Room F	Workshop: <i>How to Ace the Call-Back Interview</i>
Wednesday, November 2, 3:40 – 5:30 PM Dining Commons	<i>Small Firm Table Talk</i>

Note: For additional Career Services events and information, please see the Student Events Calendar on the U.C. Hastings website.

FALL RECRUITING “MUST KNOWS”

This *Handbook* takes you through the Fall Recruiting process step-by-step. This page highlights a few of the most important items to make your participation as easy as possible. Please read the rest of this *Handbook* carefully for essential details.

1. **Hastings is moving over to a NEW Online Career Center, HastingsCareers, located at www.hastingscareers.com.** From here students will launch LawCareer for OCI, and access Job Postings. Students will receive an email from HastingsCareers containing a temporary username and password. Once logged in, you may change your username, password, and other profile information in the “My Profile” section. Please be sure that your **e-mail address** listed in the “My Profile” section is one that you check regularly. This is our primary mode of communication during OCI to broadcast interview availability, cancellations, additions, and other important changes.
2. **OCI is a two-step process.** First, you must **bid** online on LawCareer before Thursday, August 25 at NOON. Second, after you have bid online, you must bring your resume and other requested materials for each employer on which you bid to the **Resume Drop** on August 25 between 9:00 AM and 5:00 PM in the Basketball Court in the basement of the Tower.
3. **Bidding closes automatically at NOON on Thursday, August 25.** Give yourself enough time to complete the entire bidding process, review your bids, and **print** a copy of your bid-sheet before the bidding system shuts off at noon. Give yourself at least two hours, just in case. **YOU WILL NOT BE ABLE TO SEE OR PRINT COPIES OF YOUR BIDS AFTER 12:00 NOON ON THURSDAY, AUGUST 25.**
4. In order to participate fully, please be sure that your **e-mail address** listed in the **“My Profile” section on HastingsCareers (www.hastingscareers.com)** is one that you check regularly. This is our primary mode of communication during OCI to broadcast interview availability, cancellations, additions, and other important changes.
5. **OCI and other Fall Recruiting programs represent only a small portion of job opportunities.** Throughout the year, Career Services offers programs, panels, and individual counseling to teach you lifelong career development and job search techniques. Please take advantage of these services to help you explore and pursue your goals.

GENERAL INFORMATION

Welcome to U.C. Hastings Fall 2005 Recruiting Programs!

During the Fall recruiting season, we are pleased to offer a variety of programs to help you explore and pursue your career goals and interests.

What is Fall Recruiting?

Fall Recruiting consists of the following four programs:

1. **On-Campus Interview (OCI) Program:** This Fall, there are interviews scheduled for nearly 400 law firm, government agency, corporate, and public interest organization offices. Employers will interview second-year students for Summer positions and third-year students for post-JD positions. Employers will pre-select 75% of their interview schedules and the remaining 25% will be assigned by computer lottery. Each student may bid for up to 35 interviews.
2. **Job Postings:** Many employers post both summer and post-J.D. jobs for Hastings students on Hastings' new online career center, HastingsCareers (www.hastingscareers.com). These employers are typically as attractive to and as interested in interviewing Hastings students as OCI employers, but choose to interview off-campus. Some employers will ask you to apply online, and others will request applications to be sent via mail, fax or email. Interested employers will contact the applicants directly to set up interviews. There is no limit to the number of Job Postings to which you may apply.
3. **Judicial Clerkships:** A post-JD judicial clerkship can provide an immensely satisfying professional experience for one or two years prior to moving into a permanent legal position, in addition to offering an impressive lifetime credential. Law firms and other legal employers are often happy to defer employment while clerks gain valuable experience. Under a new plan recently adopted by federal appellate judges and many district court judges, only third-year students and persons who have graduated from law school will be considered for law clerk positions. For more information on the clerkship hiring plan, go to <http://www.uscourts.gov/employment.html>.
4. **Additional Opportunities:** The U.S. Department of Justice will recruit 2Ls for Summer Internships and 3Ls for their Honors Program. In the Fall, Career Services will host the Small Firm Table Talk where students often build helpful contacts. Self-initiated job searches can also be very successful. Please take advantage of the resources indicated on HastingsCareers and in the Career Services Office to assist you with your employer research.

Who Should Participate in Fall Recruiting Programs?

Anyone who would like to target an employer which is participating in any of the Fall Recruiting Programs should participate. Many organizations, including some Public Interest and Public Sector employers, focus their major recruiting efforts in the Fall.

How Does One Participate in Fall Recruiting Programs?

- Attend a Fall Recruiting Orientation Session:** Find out about the application and bidding process, deadline dates, employer additions, changes, and cancellations, NALP guidelines, and other program details. Orientation sessions will take place on several dates; you need only attend one:
 - Wednesday, August 10 at 6:00 PM (Room K)
 - Thursday, August 11 at 6:00 PM (Room K)
 - Thursday, August 18 at 5:40 PM (Room F)
 - Friday, August 19 at 11:40 AM (Room K)
- Attend the Department of Justice Honors/Intern Program Orientation Session:** Come learn about the DOJ interviewing program from a DOJ representative.
 - Wednesday, August 31 at 3:40 PM (Room F)
- Research the Recruiting Employers:**
 - **Meet the Employers Reception:** Attend the 8th annual reception on Monday, August 22, 3:40 – 5:30 PM in the Dining Commons. Fall OCI employers will have a table where you can ask questions about the organizations and collect marketing materials. Please RSVP to Career Services: (415) 565-4619 or careers@uchastings.edu. Space is limited!
 - **Online Resources**
 - **HastingsCareers:** <http://www.hastingscareers.com>: Use HastingsCareers to research employers that have made Job Postings for both summer and post-J.D. positions. You can search employers using various search parameters such as employer size, type, office location, practice area/ paid/unpaid, class year being hired, etc. Please see the *LawCareer and HastingsCareers Instructions* posted online and available in the CSO for more information on using HastingsCareers. (If you need your personalized HastingsCareers and LawCareer ID and Password, please drop by Career Services, or call us at (415) 565-4619.)
 - **LawCareer:** Launch LawCareer from <http://www.hastingscareers.com> to research OCI employers participating in OCI. Click on “OCI Visits.”
 - **NALP:** <http://www.nalpdirectory.com>. Search the **NALP Directory**, compare employers, save searches, and download data. NALP forms

- indicate the number, gender, and ethnicity of attorneys, partnership track information, number of anticipated hires, areas of specialization, summary of *pro bono* policies, and salary and benefits information. They also include a short narrative section.
- **LEXIS:** <http://www.lawschool.lexis.com/career>. Use Lexis to view **NALP Forms** online or to do advanced **Martindale-Hubbell** searches.
 - **Westlaw:** <http://lawschool.westlaw.com/career>. Use Westlaw to access **West Legal Directory**, the **Almanac of the Federal Judiciary**, and other Westlaw and FindLaw career resources.
 - **Martindale-Hubbell:** <http://www.martindale.com>.
- **National Directory of Legal Employers:** A NALP publication, which includes information on a majority of Fall Recruiting employers. Data includes lists of employers sorted by practice area and geography as well as NALP forms for individual employers. Hard copies are in the Career Services Office. You also can search the NALP Directory online at <http://www.nalpdirectory.com>.
 - **OCI and Job Postings Binders:** These binders contain information about OCI employers and employers who have made Job Postings for both summer and post-J.D. positions. They can be found in the Career Services Office. The materials submitted by the employers may include the following:
 - **OCI Information or Job Posting Information** (includes hiring criteria).
 - **NALP Form:** Indicates the number, gender, and ethnicity of attorneys, partnership track information, number of anticipated hires, areas of specialization, summary of *pro bono* policies, and salary and benefits information. It also includes a short narrative section.
 - **Cultural Diversity or Workplace Environment Questionnaire:** Employers' responses to questions about the diversity of their workforce.
 - **Employer Brochure or Resume:** Often contains attorney biographies and detailed descriptions of practice areas and firm environment.
 - **Fellow Students**
 - **Summer Employment Evaluation Forms:** Available in the Career Services Office.
4. **Review the Employers' Vital Details:** After you have decided what you are looking for in an employer, be sure to check that the employers are interviewing your class year, that you meet their hiring criteria, and that they meet your criteria. You can use this information to bid strategically!
5. **Apply to the Recruiting Employers:**
- **OCI and Job Postings:** See the *2005 LawCareer and HastingsCareers Instructions* for detailed instructions on how to apply to employers interviewing both on and off-campus.

- **Department of Justice:** Attend the DOJ Orientation for more information: Wednesday, August 31 at 3:40 PM (Room F).

6. **Judicial Clerkships:** 3Ls can apply beginning on September 6. (You must have requested letters of recommendation from Faculty Support in June.)

Beyond Fall Recruiting

To interview on campus, an employer needs to have significant administrative support to plan and coordinate the interviews. In addition, the attorney time required to screen resumes, interview candidates, and select applicants can be extensive. To justify that expense, organizations must have a fairly high, regular volume of growth that can be anticipated well in advance. They must also have enough attorneys and an organizational structure to support an on-going recruiting program. Generally, the larger law firms, which frequently seek students in the higher class ranks or with law review or journal experience, are the employers who fit that description.

The Office of Career Services is dedicated to working with all Hastings students, regardless of their career goals. Thousands of employers beyond those that participate in on-campus interviews exist. In fact, the majority of Hastings graduates and law school graduates across the country work at smaller firms and a large number accept jobs in the government, business, and public interest sectors (see “Class of 2004 Employment & Salary Reports” on the Career Services website under “General Info”). If the Fall Recruiting Programs do not meet your interests, please stop by Career Services. We would like to work with you to explore and pursue your goals and to learn about other effective job search techniques. Throughout the year, we offer programs, panels, and individual counseling to teach you lifelong career development and job search techniques. Please take advantage of our services “Beyond Fall Recruiting.”

We look forward to working with you!

ON-CAMPUS INTERVIEWS (OCI)

How to Participate in OCI

Below is an overview of the steps you must take to participate in OCI. Please see the *2005 LawCareer and HastingsCareers Instructions* for detailed instructions.

Follow these **4 STEPS** to participate in OCI:

1. **Determine the employers that you'd like to apply to, in order of preference.**
Use the employer information on LawCareer, resources posted on HastingsCareers, other online research materials, as well as the materials located in the Career Services Office and in the Law Library to develop your list. **You may bid for a maximum of 35 employers.** Be sure to match your skills, interests, and knowledge to the employers' hiring criteria.
 - **Search Tip:** In researching the employers that are registered for OCI on LawCareer, start out with a broad search, and if you need to, start narrowing it down to a more specific search.
 - **Strategy Tip:** Please take into account that historically Hastings students tend to prefer employers located in San Francisco. If you select only San Francisco employers, you will reduce your chances of getting interviews. To maximize your opportunities, you may wish to consider employers in other locations as well. You can acquire great experience in another city, regardless of your long-term goals.
2. **Bid online for employers by Thursday, August 25 at NOON.**
Follow the bidding steps outlined in the *2005 LawCareer and HastingsCareers Instructions* available on the Career Services website and in the CSO.

When you submit your bids on LawCareer you will be given the opportunity to print your list of bids. **Print out two copies before Noon on August 25.** Keep one copy for your records and bring one copy to the Resume Drop to give to Career Services.

3. **Gather the materials required to participate in OCI.**
 - **Signed and dated Bid Summary** (see last item in Step 2 above).
 - **Resumes:** You will need one for each employer on which you bid **plus two extra copies** (one for Career Services and one for the Records Office). Please do **not** include a cover letter with your resume submission **unless** the employer expressly requested one. Please **staple** (do not clip) any requested materials (cover letter, transcript, writing sample, etc.) to your resume. Employers prefer photocopies of transcripts or a webadvisor version (rather than originals).
 - **Tip:** Organize your application materials in alphabetical order by Employer to expedite your movement through the Basketball Court during the Resume Drop.
 - **Your Hastings student ID card with the Fall 2005 registration sticker.**

- **Signed Student Acknowledgment Form.**
 - **Summer Employment Evaluation Form.**
4. **Bring your OCI materials to the Resume Drop on Thursday, Aug. 25.**
 Bring the items listed in Step 3 to the Basketball Court in the basement of the Tower on Thursday, August 25 between 9:00 AM and 5:00 PM. **Late submissions cannot be accepted.** Unfortunately, there is no margin for flexibility on deadlines and procedures.

Interview Schedules

- **Interview Assignment Process.**
 Employers pre-select 75% of their interview schedules. The remaining 25% of interview slots are assigned by computer lottery.
 - **The Pre-Screen Process:** Career Services will send your resume and other requested application materials to each employer you select. Employers will review the resumes to select 75% of their interview schedules. For example, *ABC Firm* has scheduled a full day of 20-minute interviews, equal to 19 interview slots. *ABC* can select 15 of their slots, and the remaining 4 slots will be filled by lottery.
 - **The Computer Lottery Process:** LawCareer assigns the remaining interviews based on (1) the preferences you indicated (as reflected on your Bid Summary) and (2) the number of interviews for which you already have been pre-selected by employers. **The computer lottery is designed to try to equalize the number of interviews allotted to each student.**

- **Distribution of Interview Schedules.**
 Your final interview schedules will be available online on LawCareer no later than Tuesday, September 13. Keep your non-classtime calendar clear during OCI until you receive your interview schedule.

If your correct email address is listed in the “My Profile” section of HastingsCareers, you will receive an email when your interview schedule is available. To view your schedule:

 - Launch LawCareer from HastingsCareers
 - Click on the “Schedules” link (towards the left of the screen)
 - To view an employer’s entire interview schedule, click on the employer’s name on your schedule.

- **Picking Up Open Slots.**
 Additional interview opportunities will become available as other students cancel their interview appointments or if an employer’s interview schedule is not full. These opportunities will be broadcast to students on LawCareer. You may sign up for an

interview online on a first-come, first-served basis. You must drop off an additional copy of your resume (plus any other materials the employer requested) when you sign up. In order to take advantage of these opportunities, you need to have submitted materials during the Resume Drop.

To pick up open slots follow the steps outlined in the ***2005 LawCareer and HastingsCareers Instructions***.

- **Swapping Interview Slots.**

You may switch interview slots for the same employer with another student. To do so, please pick up an “Agreement to Switch Interview Slots” form from Career Services. Fill out and sign the form (both students’ signatures required) and return it to Career Services no later than 5:00 PM two (2) business days prior to the first scheduled interview.

Interviews

- **Interview Locations/Interviewers.**

All interviews will be conducted off-campus at the Renoir Hotel, located at 45 McAllister Street. **You must check in at the Student Check-In Table in the lobby of the Renoir Hotel at least five minutes prior to each interview** to confirm the interview room number, interviewer name, and to learn of possible delays. If you do not check in first, we will consider you a “no show.”

Employers usually do not provide interviewer names in advance of the interview date. Interviewer names will be made available on the day of the interview in the Career Services Office (after 9:30 AM) and at the Student Check-In Table in the lobby of the Renoir Hotel.

- **What to Bring to the Interview.**

Always bring additional copies of your **resume** and **transcript** to an interview. Most employers will request transcripts at the on-campus interview. Please pick up your transcript from the Records Office well in advance of your interview date. Employers prefer photocopies of transcripts (rather than originals). You also should bring a **writing sample** and a **list of references** to the interview, as well as any additional materials indicated in the employer’s visit “Details.”

- **Employer Additions, Changes, and Cancellations.**

All employer additions, changes, and cancellations will be posted on LawCareer. You are responsible for checking this site regularly.

- **Student-Initiated Grievance Procedures.**

Employers who interview or list positions at Hastings agree to a policy of nondiscrimination. If you feel that you have been treated unfairly or discriminated against, please notify the Director of Career Services as soon as possible.

- **Student Interview Feedback Form.**

In an effort to monitor the employers who interview Hastings students, Career Services encourages students to complete a NALP *On-Campus Interview Form: Student Evaluation of Employer* after each interview. This form is available in the Career Services Office and in the student waiting area at the Renoir Hotel. Please carry some forms with you so you may complete one after each interview. Indications of inappropriate conduct on the part of interviewers will be investigated promptly.

Student Cancellation Procedure

Your participation in Hastings' OCI Program requires your commitment to keep interview appointments or cancel them in a timely manner (pursuant to the Hastings Student Code of Conduct and NALP guidelines). The intent of this policy is to maximize opportunities for Hastings students and to maintain the integrity and the reputation of Hastings College of the Law within the legal community.

- **Canceling Interviews.**

⌚ You must cancel interviews as soon as possible, but in no event later than **5:00 PM, two (2) business days prior to the scheduled interview date by canceling (“declining”) your interview on LawCareer.** This will free up interview slots for other students who may be interested in that employer.

For instructions on canceling interviews refer to the *LawCareer and HastingsCareers Instructions* at the end of this handbook.

➤ **Example:** if you have an interview scheduled any time on Fri., Oct. 1, you must cancel by 5:00 PM on Wed., Sept. 29. If you have an interview scheduled any time on Mon., Sept. 27, you must cancel by 5:00 PM on Thurs., Sept. 23.

- **Upon accepting a job offer,** (not a call-back interview and not simply receiving an offer) you should immediately notify (by telephone, with a follow-up letter) all of your remaining interviewing employers directly and canceling all remaining interviews on LawCareer. Please notify Career Services immediately of your employment by filling out an employment form.

- **No Show Policy.**

Failure to comply with the above-outlined cancellation procedure will be considered “student misconduct” pursuant to the Student Code of Conduct (published in Sections 51.00 and 52.00 of the *Policies and Regulations Applying to College Activities, Organizations and Students*, copies of which are available in the Student Information Center, Hastings Law Library or in the Office of Student Services) and will be referred to the Associate Academic Dean for appropriate disciplinary measures.

Any student who has two unexcused no-shows will have the remainder of their interviews cancelled and will be barred from participating in OCI in the future.

JOB POSTINGS

How to Apply to Job Postings on HastingsCareers

Some employers post summer and post-J.D. jobs on HastingsCareers, and request resumes to be sent to the employer directly. Employers will then contact successful applicants for interviews off-campus. Some employers request the applications to be submitted online, or sent via mail, fax or email. HastingsCareers will indicate the appropriate application method.

Follow these 3 STEPS to apply to Job Postings:

1. **Determine the Job Postings to which you wish to apply.**

You can identify summer or post-J.D. positions by carefully reading the entire Job Posting.

Use the online research materials and other materials located in the *Job Postings* binders in the Career Services Office and in the Law Library. You may apply to as many RC employers as you like. Be sure to match your skills, interests, and knowledge to the employers' hiring criteria.

2. **Gather the requested application materials.**

You will need a cover letter and resume for each employer as well as any additional materials specifically requested, such as a transcript (a photocopy is okay), a writing sample, or a list of references. You can upload your resume and cover letter, as well as any additional application materials, on to HastingsCareers if you are applying online.

3. **Determine the appropriate application method.**

Each employer has selected its own application method and deadline, indicated in the Job Posting. Make sure to submit your materials by the deadline! If the application method is "Online," be sure to have your resume, cover letter, and any additional application materials uploaded.

PUBLIC INTEREST/PUBLIC SECTOR (PI/PS) RECRUITING

Many Public Interest and Public Sector Employers recruit exclusively during the Fall recruiting season. If an employer that interests you is interviewing on-campus or requesting applications through Job Postings, apply now. While there are other PI/PS recruiting activities during the year, including PI/PS Career Day in the Spring, the Fall represents a great opportunity to secure a public interest or public sector summer or permanent position.

- **How to Locate PI/PS Employers on LawCareer:**

You can identify Public Interest and/or Public Sector employers participating in Fall OCI on LawCareer by searching by employer specialty.

You can identify Public Interest and/or Public Sector employers requesting resumes of Hastings students through Job Postings on HastingsCareers by searching by type of organization "Local Government," "State Government," "Federal Government," "Non-profit/ Public Interest Organization" or "Other."

- **PSLawNet (www.pslawnet.org)** is another great resource for locating public interest and public sector summer jobs, permanent jobs, and fellowships.

STANDARDS FOR STUDENT RESUMES

Required Resume Guidelines

- **GPA:** If you choose to list your GPA on your resume, display it exactly as it appears on your transcript (not the Hastings website) or rounded down to the nearest one-hundredth.
 - Example: GPA of 2.967 may be listed as 2.967 or 2.96 (not 2.97).
- **Class Ranking:** While listing your class standing or class rank percentile on your resume is entirely optional, you must not misrepresent that information if you choose to disclose it (for example, by estimating your class rank). If you have questions about how you can best disclose that information on your resume without misrepresenting your status, please visit our office. The counselors are happy to discuss this issue with you.
- **Scholarly Publications:** When indicating participation in a scholarly publication, list the journal, position held, and applicable class year.
 - Example: Member, The Hastings Law Journal, 2005-2006
- **Transfer Students:** If you transferred to Hastings, indicate that your GPA or class standing was earned at another Law School.
- Resumes submitted to the Office of Career Services will be subject to verification by the Records Office. A student who has misrepresented information on his or her resume will be subject to disciplinary sanctions. The College will report all such violations to any state bar from which the student may seek certification. “The Committee believes that a willful, material misrepresentation by an applicant that is intended to influence the actions of other persons may create a serious moral character issue.” (*The California Committee of Bar Examiners*, in a letter to Deans of California Law Schools dated February 22, 1985.) A student at Hastings College of the Law, as a future member of a profession responsible for the administration of justice, is required to adhere to certain ethical principles, including the obligation to be individually responsible for a level of conduct equal to the high standards of the legal profession. (See *Rules of Student Conduct and Discipline*, Hastings College of the Law.

NALP Guidelines and Standards

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, and 1994.

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

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*.

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 the accessibility of the legal profession to all individuals of competence and requisite moral character. 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 herein, 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. 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. 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.
2. 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.

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 law schools whose services they use.
- 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 students 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 or the employer.
 2. Invitations for in-office interviews should be acknowledged promptly and accepted only if the candidate has a genuine interest in the employer.
 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.
- 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 student 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, students 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, students 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.
- 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 students' studies.
 4. Employers should promptly report to the office of career services any misrepresentation or other abuse by students 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. 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.
 2. 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.
 3. When evaluating second and third year applicants, employers should not place undue emphasis on the nature of a first year summer job experience or on a student's decision not to work after the first year.
 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 student response set out in *Part V* and must abide by it with respect to students 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 student and the office of career services should be notified promptly. Employers may retract any offer that is not reaffirmed by the student in accordance with Part V, Paragraphs B and C below.

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

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 students should remain open for at least two weeks after the date made unless the offers are made pursuant to Paragraphs B and C below, in which case the later response date should apply.
2. Law students should reaffirm offers governed by Paragraphs B and C below within thirty days from the date of the offer letter. Employers may retract any offer that is not reaffirmed by the student.
3. Students are expected to accept or release offers or negotiate an extension of the response date by the applicable deadline.
4. After September 15 a student should not hold open more than five offers of employment simultaneously; after October 1 a student should not hold open more than four offers simultaneously; and after October 15 a student should not hold open more than three offers simultaneously. Offers of employment include those received as a result of previous summer employment. For each offer received that places a student over the offer limit, the student should, within one week of receipt of the excess offer, release an offer.
5. Second and third year students may, with the consent of the employer, extend one offer beyond December 1.
6. Employers having a total of 40 attorneys or fewer in all offices may be exempted from Paragraphs B and C below but should leave offers open for a minimum of three weeks.
7. Employers offering part-time or temporary positions for the school term may be exempted from the requirements of Paragraphs B and C below.
8. Violations of these guidelines should be reported to the student's career services office.

B. Full-Time Employment Provisions

1. Employers offering full-time positions following graduation to law students not previously employed by them should leave those offers open at least until December 1.
2. Employers making offers before September 15 of the student's third year for full-time positions following graduation to law students previously employed by them during any

preceding summer should leave those offers open at least until November 1. Upon request by the student, an employer should extend this date until December 1 upon receipt of assurances from the student that he or she is holding and will hold no more than one other offer during the extension period.

3. Employers making offers on or after September 15 of the student's third year for full-time employment following graduation to law students previously employed by them during any preceding summer should leave those offers open at least until December 1.

C. Summer Employment Provisions for Second and Third Year Students

1. Employers offering summer positions in the fall to law students not previously employed by them should leave those offers open at least until December 1.
2. Employers making offers before September 15 for a second summer clerkship to law students previously employed by them during any preceding summer should leave those offers open at least until November 1. Upon request by the student, an employer should extend this date until December 1 upon receipt of assurances from the student that he or she is holding and will hold no more than one other offer during the extension period.
3. Employers making offers on or after September 15 for a second summer clerkship to law students previously employed by them during any preceding summer should leave those offers open at least until December 1.

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.

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