

## Value Practice:

### ***Hewlett-Packard Company: Value Staffing Practices- Law School Hires & Business Training***

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***Interviewed while Vice President and Deputy General Counsel for Hewlett-Packard Company's law department***

#### **BACKGROUND**

Hewlett-Packard's General Counsel is seizing an opportunity to engage talent: the law department is embarking on a new initiative to onboard law school graduates—fresh out of school—train them and make them part of the Hewlett-Packard in-house legal team.

The inaugural class consists of four new hires; plans for next year's incoming class currently project five. Each new in-house lawyer is assigned to a practice group, and will undergo a rigorous two-year training program specifically designed to train new lawyers on substance and skills in-house lawyers working for the company need, and to provide hands-on experience and mentoring along the way.

Key elements of the program include:

- On-boarding and Orientation
- Education and Development
- Mentoring and Oversight

This ACC Value Practice piece summarizes some of the key components of this new value-based staffing practice, and includes insights on keys to success. Overview Diagrams illustrating at a high-level key elements of the program may be accessed [here](#).

#### **ON-BOARDING AND ORIENTATION RESOURCES**

The law department's on-boarding process includes access to tools, people resources, a buddy program and live orientation. A sample checklist outlining the law department's onboarding, education and development program may be accessed [here](#).

#### **On-boarding Website**

To help focus on-boarding efforts and share information in a centralized way, the law department created an 'On-Boarding Website.' The site includes information on:

- **Company Overview:** includes executive bios, information on company history and information on key business and global functions;
- **Department Overview:** has information on department policies and procedures, department structure and strategy and priorities
- **Tools:** the site includes links to online tools such as technology applications, a listing of commonly used H-P acronyms and information on the IT and HR help desks
- **New Graduate portal:** contains comprehensive information about all aspects of the Program, including full descriptions of all required curricula; link to dedicated sharepoint site for attorneys to upload assignments and for new graduates to "check-

out” an assignment and record progress; customized practical experience pages for each new graduate

### **Live Orientation**

In addition to online resources and tools, new attorneys experience a ‘live orientation,’ during which information on the company, the structure and operation of the law department and the roles of other functions within legal and government affairs are described. In addition, they receive operational information on the law department’s library and research services, technology tools and applications, records retention policies and practices and working in virtual teams.

### **Buddy Program**

New hires are assigned a ‘buddy’ for the first 90 days or so. The buddy is an experienced person within the department who serves as the ‘go-to’ person for tips, any questions on general responsibilities and any other general questions the new lawyer may have.

## **EDUCATION AND DEVELOPMENT**

As noted above, each new lawyer will undergo a rigorous, two-year training program. Training and education experiences are primarily delivered using in-house resources; some of the law department’s key external law firms also help develop training for first-year lawyers. The training program has two key components:

- **Core content** - all first-year attorneys will receive training on a designated core curriculum of basic substantive legal areas and on ‘soft skills.’
- **Targeted education** - in addition to the core curriculum, first-year attorneys will receive targeted education developed specifically by their assigned practice group.
- **Practical Experiences** - all first-year attorneys will be exposed to a broad range of practical experiences (more on these below).

### **Core Curriculum**

All first-year lawyers are assigned to a practice group and receive ‘basic legal education’ training in-house (from HP lawyers and from outside counsel and contractors developed in conjunction with in-house lawyers) in the following areas:

- **Ethics and Compliance**- including standards of business conduct, ethical obligations at HP and of in-house counsel, data privacy, understanding the FCPA and its application, respecting competitive and confidential information and ‘winning with integrity;’
- **Corporate Securities, M&A**- basics on mergers and acquisitions, basics of corporate governance and disclosure, information on HP’s trading policies and insider trading
- **Litigation**- basics of litigation (process and procedure), litigation documents, preventive writing
- **Intellectual Property**- intellectual property at HP, IP agreements, trade secrets
- **Commercial and Antitrust**- contracts, basic business law, legal policies and standards for marketing, advertising and promotional communications, antitrust, global contracting, providing commercial clients with compliant, solution-focused solutions, knowing the business;
- **Labor and Employment**- basic labor and employment law

## **Soft Skills**

In addition to substantive training, first-year lawyers receive training on 'soft skills' by participating in a series of workshops, panel discussions, simulations and case studies. Soft skill training includes:

- Clear and Effective Writing and Contract Drafting
- Basic Negotiation Skills
- Speaking and Oral Presentations
- Succeeding in a High Performance Environment
- Adding Value; Solution-Focused Counseling
- Understanding the Basics of Finance and Accounting
- Developing Business Judgment and Business Judgment Cases
- Business Acumen Simulation

## **Practical Experiences**

The third prong of the first years' education and development entails participation in a series of practical experiences to help ensure that new lawyers receive a well-rounded foundation. Following is a list of some of the practical experiences that new lawyers will engage in:

- Research and writing
- Contract drafting and negotiation
- Due diligence
- Participate in an investigation
- Document production
- Attend depositions
- Courtroom experience
- Government Affairs Project
- Day with sales rep
- Presentation to Executive and Staff

## **MENTORING AND OVERSIGHT**

In addition to the rigorous on-boarding and training initiatives, the overall approach includes a solid foundation and overlay of mentoring and oversight. The **New Attorney Program Manager** helps to ensure that new attorneys are fully engaged in the program, and coordinates with practice group managers, outside counsel and business clients to help facilitate the ongoing orientation and training process. In addition, the New Attorney Program Manager coordinates a critique of practical experience work.

A key player in the overall process is the **Supervising Manager**. The Supervising Manager must have exceptional management, mentoring and communication skills. Supervising Managers for HP's first year attorneys are hand-selected by the General Counsel and his staff. Roles for the Supervising Manager include integrating the new lawyers into the practice group, explaining roles and responsibilities, helping to link new attorneys with practice group clients, setting performance expectations and development goals, overseeing the first year's work, and soliciting feedback on performance.

## **KEYS TO SUCCESS**

Keys to successfully implementing the new lawyer program include:

- **Determine how to organize, deploy and improve on-boarding resources and training curriculum-** a centralized approach with dedicated resources helps to organize the process and ensure that the overall approach is balanced and a solid foundation is provided

- **Designate champions and mentors-** assigning a champion for the overall process and mentors to help with day-to-day questions and oversight is important for the law department as a whole and for the overall on-boarding experience of the new lawyers
- **Engage key law firms and include in the process-** HP's experience is that its key law firms have been eager to partner with the law department to help develop the new lawyers; these law firms are also sending their first year associates to some of HP's education programs; win-win for both the in-house legal team and the law firms.
- **Leverage the Program-** HP anticipates deploying this program for future classes in the U.S. and internationally; in addition, most aspects of this program can be leveraged for on-boarding and developing new hires across HP's global legal department
- **Tone at the Top-** HP's General Counsel believes in this approach and sets a positive tone for the team that this approach adds value and will contribute to everyone's success.

### Contact Information

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