



Wednesday, October 22
9:00 am-10:30 am

**809 International Staffing: Recruiting,
Training, and Retaining Lawyers from
Foreign Jurisdictions**

William Black
Division General Counsel
BAE Systems Land & Armaments

Kenneth E. Bunge
Attorney
KEB Advisory Services

Miriam Longchamp
Managing Director
Major, Lindsey & Africa

Jeffrey Proulx
Senior Counsel
Target Corporation

Faculty Biographies

William R. Black

William R. Black presently serves as division counsel of the \$2.2 billion United States based ground systems division of BAE Systems in Santa Clara, CA. Mr. Black has previously served as general counsel for Lantronix, Inc., a \$50 million Technology Company based in the United States; the North American operations of Thales, SA, a €12 billion multinational Aerospace-Defense-Electronics company headquartered in Paris, France; The L.L. Knickerbocker Co., Inc., a \$100 million Consumer Products Company based in the United States; and the North American operations of AMCOR, Ltd., an \$11 billion multinational Industrial Products Company based in Victoria, Australia. His major practice areas include securities, cross border acquisitions, divestitures and joint ventures, regulatory compliance, corporate governance, commercial and government contracts, intellectual property, labor and employment, and business, commercial, and bankruptcy litigation.

Mr. Black has also previously served as director general of AMCOR de Mexico, S.A. de C.V., a \$100 million Mexican corporation in the industrial packaging products industry, and as senior vice president in the business valuation and consulting divisions of Geneva Corporation, a leading US Investment Banking Firm.

Mr. Black received both a BA, with honors, and a MA with honors in Marketing and Finance from the University of Denver. He received a PhD in Law, with honors, from Western State University, where he was awarded the President's Scholar full law school scholarship and served as Law Review managing editor.

Kenneth E. Bunge

For over a decade, Kenneth E. Bunge served as managing attorney for United Technologies Corporation (UTC), a Fortune 50 company with over 250 lawyers worldwide. In that role, Mr. Bunge had direct responsibility for all aspects of career management of UTC lawyers and paralegals, including hiring, performance counseling, and career development. Prior to that, he held the position of deputy counsel with responsibility for managing the law department at Sikorsky Aircraft, a United Technologies Company. Mr. Bunge began his career as a judge advocate for the United States Air Force.

At UTC, Mr. Bunge oversaw a series of innovative programs for company lawyers. These included a rotation program providing lawyers with varied career opportunities; an international recruitment initiative, identifying highly qualified international law students considering in-house careers; a formal leadership skills training program to enhance management, mentoring, and supervisory skills among UTC lawyer-managers; and a formal paralegal program focusing on career development, utilization, and continuing education for company paralegals.

Mr. Bunge has been active in the in-house legal community throughout his corporate career. He is currently president of the ACC's Connecticut Chapter, and has also served as chairman of the Legal Quality Council of the Conference Board and as co-chairman of the Large Law Department Council.

Mr. Bunge received a BA from the State University of Buffalo, a JD from St. John's University School of Law, and a LLM from the George Washington University School of Law.

Miriam Longchamp

Miriam Longchamp is a member of the in-house practice group in Major, Lindsey & Africa's London office. She specializes in senior UK and European in-house search assignments.

Prior to joining MLA, Ms. Longchamp served as in-house securities litigator at Morgan Stanley. Prior to that, Ms. Longchamp taught legal writing and research as a fellow at Stanford University. Ms. Longchamp began her legal career at Wachtell, Lipton, Rosen & Katz in New York, where she was an associate for six years focusing on corporate litigation.

Ms. Longchamp received an AB from Princeton University and is a graduate of Yale Law School.

Jeffery Proulx

Jeffery Proulx is senior counsel for Target Corporation in Minneapolis. His responsibilities include providing legal support to Target's operations in India and supervising Target's team of lawyers and paralegals in India.

Prior to joining Target, Mr. Proulx served as in-house counsel at ReliaStar Financial Corp. before its acquisition by ING Group.

Mr. Proulx received a BA from Trinity College and is a graduate of Georgetown University Law Center.

Why the Need?

- U.S. companies are expanding their global presence continually and using a variety of business models, some very new and different from the past.
- Legal compliance is difficult enough in well developed nations with established adherence to the “rule of law”.
- In developing nations, the legal risks are a veritable minefield of potential exposure.

Risky Business...

- The need for highly qualified in-house attorneys to support international business operations has never been more crucial.
- What are the best approaches? That is a question of critical importance to “global” general counsel today.

One GC’s Perspective

“During my time at GE, whenever I was asked what I lost sleep over, my answer was always the same: emerging markets”.

Ben W. Heineman, Jr

Consider this...

Some key considerations when you are “up during the night” whether pondering emerging markets or established international operations :

- What is the business landscape and attendant business risks?
- Is the “rule of law” well established? Developing? Unclear?
- Is competent and responsive local outside counsel available?
- Is there an adequate pool of attorney candidates to draw from?
- Are in house counsel valued as part of the business team?
- Are cost considerations going to be a major determinant of what you do?

Our Objective

Your companies have many issues to consider in providing services to your clients in business operations around the world.

Our objective this morning is to give you some useful information and guidance when you are determining how to staff these operations with competent, knowledgeable and responsive legal professionals.

International Staffing: Recruiting, Training and Retaining Lawyers from Foreign Jurisdictions

Miriam Longchamp – Major, Lindsey & Africa

One Approach...

- The International LLM Programs
- Why?
- Training and Evaluation
- Placement
- Retention

- Why expand overseas?
 - Local politics
 - Costs
 - Improve company's risk factor
 - Legal market regulations

- China
 - 1990 – 2005: working-age population grew from 768 million to 929 million
 - UN: will grow to 998 million by 2015
 - Per capita income has quadrupled in last 15 years
 - Expected to overtake U.S. economy by 2030
- India
 - 1990 – 2005: working-age population grew from 501 million to 703 million
 - UN: will reach 918 million by 2020
 - Over 1100 million by 2040
 - Per capita income nearly doubled between 2001 and 2007
 - Expected to double every nine years

Wrigley's international legal departments as of 2008:



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- Who should you hire overseas?
 - First hires vary
 - Knowledge of local political system
 - Flexible; can evolve with the company
 - Understands cross-border transactions
 - Previous multinational experience

- How do you expand overseas?
 - Require understanding of region's
 - Education system
 - Legal market
 - Legal Recruiter
 - Make hiring process full team effort
- Compensation
- Reference Checks
- Reporting Lines