



ONONDAGA COUNTY BAR ASSOCIATION

Best Practices: Diversity and Inclusion in The Legal Profession

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Wednesday, June 15, 2016
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BIOGRAPHIES

Laurence Bousquet, Esq. | A member of the Bousquet Holstein PLLC Board of Managers, Mr. Bousquet works on acquisitions, sales and mergers, capital formation, enterprise structuring, feasibility studies, partnership and limited liability company law, commercial transactions, estate taxation and business transition planning. He is special and general counsel for businesses ranging from trucking and worldwide events management to bulk and specialty dairy products processing, food bar manufacturing and community colleges. Mr. Bousquet is both a director of and executive committee member of the CenterState CEO and serves on the board of directors of Syracuse 20/20. In 2005, as a member of the Onondaga Citizens League, Mr. Bousquet chaired and was principle writer of the study "Strategic Governmental Consolidation," which studied the applicability of Onondaga County governmental structures amid municipal consolidation. He has also served on Syracuse Mayor Stephanie Miner's Economic Development Transition Team and was a member of Onondaga County Executive Joanie Mahoney's Transition Team Task Force for Governmental Modernization. A Kenyon College graduate, with honors, Mr. Bousquet is also an alumnus of the Syracuse University College of Law, where is an adjunct faculty member teaching Partnership Taxation. He maintains a longstanding relationship with the Everson Museum, where he has served on several committees and as president. Additionally, for many years, Mr. Bousquet was a Board of Directors member, and past president, of Hiscock Legal Aid Society. He is a trustee of the Gifford Foundation and is past-director of the Syracuse City School District Foundation and is a trustee of the Crouse Health Foundation.

Susan R. Katzoff, Esq. | Ms. Katzoff has spent more than 20 years handling public finance and creditors' rights matters and for Barclay Damon LLP represents industrial development agencies regarding tax-exempt issues and taxable obligations, in addition to lease transactions. She also represents corporations, utility companies and lending institutions on bankruptcy litigation. As bond counsel, Ms. Katzoff has secured financing ranging from \$50,000 to \$326 million to facilitate the construction of educational and health care facilities, affordable housing as well as manufacturing and commercial businesses. In this role, she participated in the nation's *first ever* "Qualified Green Building and Sustainable Design Project" under IRC Section 142 relating to exempt facilities. This 2007 financing involved the issuance of \$228 million of tax-exempt revenue bonds for a shopping center atop a brownfield site. Ms. Katzoff's counsel has benefited clients whose vendors or customers file for bankruptcy protection and includes specific areas involving proofs of claim, assumption/rejection and fraudulent conveyance claims. Formerly, for a period of three years, Ms. Katzoff was General Counsel to the Trustee in a Chapter 11 proceeding in the Northern District of New York, involving what was then considered the largest Ponzi scheme in U.S. history. A 1988 graduate of the State University of New York at Albany, Ms. Katzoff received her law degree in 1991 from St. John's University School of Law. She is a past president of the Dewitt Community Library.

Lillian M. Moy, Esq. | Lillian M. Moy has been the Executive Director of the Legal Aid Society of Northeastern New York since 1995. She is a 1974 graduate of Hunter College of the City University of New York and a 1981 graduate of Boston University School of Law. She is a member of the Board of Directors of the Albany Medical Center and a past Board member of CARES and the Homeless and Travelers Aid Society. Ms. Moy is a nationally recognized leader, writer and trainer in the civil legal aid community. Her particular areas of expertise are leadership development and diversity. She is past Chair of the Civil Policy Group and the Board of the National Legal Aid and Defender Association. Ms. Moy serves as the Vice President for the Third Judicial District of the New York State Bar Association. She is a member of the New York State Bar Association's President's Committee on Access to Justice and the Committee on Membership. Ms. Moy is also co-convener of the New York Diversity Coalition, a group of

legal services staff and managers dedicated to raising and resolving diversity issues in the legal aid community. She is an Adjunct Professor at the Albany Law School. Ms. Moy has been honored by the National Organization of Legal Services Workers, the Albany Colonie Regional Chamber of Commerce, the Asian American Bar Association of New York, the Schenectady County Bar Association, the New York State Bar Association and the Catholic Charities Housing Office. Most recently, Lillian was the recipient of the New York State Bar Association's Diversity Trailblazer Award for 2013. Lillian lives in Albany, New York with her daughters, Katie and Maria Moy-Santos.

Clifford G. Tsan, Esq. | Experienced in arbitration and mediation, Mr. Tsan's litigation practice at Bond, Schoeneck & King focuses on construction, real estate development, manufacturing, technology, defense and higher education. In federal and state courts, he has represented clients facing information/data management issues and cyber-fraud cases. He's litigated shareholder derivative actions, fraudulent transfers, class action and multidistrict litigation as well as construction cases involving differing site condition claims, trust fund diversion claims and mechanic's lien foreclosures. He has co-chaired two practices, at Bond, cybersecurity and data privacy, and e-discovery and information management. As the firm's Diversity and Professional Development Leader, Mr. Tsan designs and implements initiatives that strengthen recruiting, development and retention of attorneys from all backgrounds. Mr. Tsan is a member of the Stanford University Class of 2000 and received his juris doctor in 2003 from Columbia University School of Law.

Materials

- NY City Bar Statement of Diversity Principles
- NY City Bar Diversity Benchmarking Report 2014
- Principles of Leadership and Diversity in Civil Legal Services
- Statement of Diversity and Inclusion Goals for New York Legal Services Programs
- Excerpts from Minority Corporate Counsel Association (MCCA) reports. Full reports available at www.mcca.com
 - Getting Started: Moving from Lip Service to Diversity
 - A Set of Recommended Practices for Law Firms, An Overview – Executive Summary
 - The New Paradigm of LGBT Inclusion: A Recommended Resource for Law Firms – Executive Summary
- ABA Commission on Women in the Profession, A Current Glance at Women in the Law, July 2014
- National Association for Law Placement, Inc. (NALP), 2014 Diversity Best Practices Guide

The Association of the Bar of the City of New York

Statement of Diversity Principles

The Association of the Bar of the City of New York and the signatories hereto remain committed to fostering diversity in the legal profession. Diversity is an inclusive concept and encompasses, without limitation, race, color, ethnicity, gender, sexual orientation, gender identity and expression, religion, nationality, age, disability and marital and parental status. With greater diversity, we can be more creative, effective and just, bringing more varied perspectives, experiences, backgrounds, talents and interests to the practice of law and the administration of justice. A diverse group of talented legal professionals is critically important to the success of every law firm, corporate or government law department, law school, public service organization and every other organization that includes attorneys. Diversity is not about quotas or different standards. Rather, the opportunity to increase diversity should be one important consideration in the decision-making process. We want to hire, retain and promote our lawyers based on each of our unique criteria, while simultaneously maintaining our commitment to diversity. To this end, we pledge to facilitate diversity in the hiring, retention and promotion of attorneys and in the elevation of attorneys to leadership positions within our respective organizations. We believe that all members of the bar should participate equally and fully in our profession.

We recognize that achieving diversity is an evolutionary process that requires a continued renewal of our commitment to strategies of inclusion. Accordingly, we reaffirm our commitment to the following principles and best practices. We further agree to participate in Association programs designed to measure our progress in pursuit of these principles.

Attachment A - Law Firm Goals

Attachment B - Law Department Goals

Attachment C - Law Firm & Law Department Diversity Practices

Attachment A

Statement of Diversity Goals of New York Law Firms

In furtherance of the Statement of Diversity Principles, the Signatories adopt the following goals:

Hiring. To hire entry-level classes that substantially reflect the diversity of graduating law students. We want to achieve this level of diversity as soon as we can, but not later than three years from the date of this Statement. We also will take diversity goals into consideration within our lateral hiring.

Retention. To achieve a level of diversity throughout a class's progression that is at least as great as when the class was first hired. We will strive in good faith to achieve this retention rate as soon as we can, with a goal of doing so within five years from the date of this Statement.

Promotion. To be able, within 10 years, not only to hire diverse first year classes, but also to reflect that diversity through to the point when senior associates are promoted to senior positions, including counsel and partner. When we have successfully achieved representative diversity in our associate classes, it will be our goal that our promotions reflect that diverse workforce.

Leadership. To achieve leadership positions throughout the firm that reflect the diversity among our senior legal professionals. We recognize that promoting diversity in leadership positions reflects our fullest commitment to diversity in the legal profession.

Our overall goal is to identify and eliminate any barriers to the success of the diverse group of legal talent discussed in the Statement of Diversity Principles.

Statement of Diversity Goals of New York Law Departments

In furtherance of the Statement of Diversity Principles, the Signatories adopt the following goals:

Hiring and Retention. To hire attorneys consistent with this Statement of Diversity Goals. Many New York Law Departments do not hire entry level classes but rather hire experienced attorneys at various different levels. Therefore, we aim to hire a diverse staff of attorneys so that, over a relatively short period of time, New York Law Departments, as a whole, will substantially reflect the diversity, as a whole, of the law student classes from which the attorneys were hired. We will strive to achieve this level of diversity as soon as we can, with the goal of doing so within five years from the date of this Statement.

Promotion. To be able, within 10 years, to reflect that diversity within our departments through to the point when we make promotions to senior positions, including general counsel. When a department has successfully accomplished representative diversity in its mid-level ranks, it will be its goal that its promotions reflect that diverse workforce.

Leadership. To achieve leadership positions throughout New York Law Departments that reflect the diversity among our senior legal professionals. We recognize that promoting diversity in leadership positions reflects our fullest commitment to diversity in the legal profession.

Diversity in Outside Counsel. We expect the law firms that represent our companies to work actively to promote diversity within their organizations. In selecting outside counsel, we will consider a firm's commitment and progress, including its success in meeting the goals set forth in the Statement of Diversity Goals of New York Law Firms. We will seek to ensure that attorneys who work on and have responsibility for our matters are representative of various affinity groups. We will also seek to expand opportunities for minority- and women-owned firms.

Our overall goal is to identify and eliminate any barriers to the success of the diverse group of legal talent discussed in the Statement of Diversity Principles.

Attachment C

Diversity Practices New York Law Firms and Law Departments

To realize the Statement of Diversity Goals, we pledge to undertake the following:

Diversity Committee. We each agree to create a diversity committee. A senior partner or executive should be responsible for the committee and promoting its efforts. The diversity committee should itself be diverse.

Diversity committee recommended practices include the development of a mission statement and formal goals, analysis of the organization's historical diversity practices, identification of current needs, development and implementation of practices designed to promote diversity and establishment of a system of metrics to gauge the organization's success. Some successful diversity committees engage outside consultants to assist in these efforts.

One of the goals of the diversity committee should be to make the current work environment equally hospitable to all attorneys. A welcoming work climate facilitates hiring, increases retention and leads to promotion of professionals who add to our diversity. The diversity committee should ensure that all affinity groups (1) have meaningful mentoring available; (2) receive equal opportunities to perform significant work for important clients; (3) receive equal training, guidance and feedback; and (4) are fully included in work-related social activities with other lawyers and clients.

Diversity Training. We each agree to participate in at least one diversity awareness training program bi-annually. Such training is most successful when it is mandatory at all levels.

Diversity Enhancing Programs. We each pledge to implement and maintain:

- programs to promote the success of our minority and women hires;
- viable work/ life programs such as maternity/ paternity leave, and child care, as well as benefit plans that offer same sex partners the same benefits offered to married couples;
- programs for expanding diversity recruitment, including minority internships/ summer associate positions; participation in minority job fairs; involvement of members of all affinity groups in hiring; and diversity training for our recruiting personnel; and
- networks of affinity groups that support the attorneys and provide outlets and channels of communication with senior management.

Measuring Success. With the adoption of these principles, the Association is creating an Office for Diversity that will support the Signatories' efforts to promote diversity. The Association recognizes that it will be important for all of the Signatories to share information about their successes - as well as their failures - and to be supported in the programs they implement.

The Association's Office for Diversity will report aggregate diversity statistics for all Signatories in a regular Diversity Statement, which will be distributed to each Signatory and published in the Record. Demographic statistics for all classes and levels of lawyers will be shared among peer firms and law departments.

The Signatory (or Signatories) who has (have) made the most progress in promoting and achieving diversity will be recognized at an Association Diversity Event to be held each year.

New York City Bar Statement of Diversity Principles Signature Page

Name of Firm or Company

Signature of Partner or General Counsel

Print Name

Date

For correspondence regarding the Statement of Principles, the following individual should be contacted:

Contact Name

Title

Address

Phone Number

Fax Number

E-Mail Address

Please return to: Monica Parks, New York City Bar Association, 42 West 44th Street, New York, NY 10036. mparks@nycbar.org

2014 DIVERSITY

BENCHMARKING REPORT

Update to the Signatories of the Statement of Diversity Principles

SUMMARY

Last year's 2013 Diversity Benchmarking Report, reflecting on a decade of data, indicated upward trends for minority and women attorneys, greater representation of LGBT attorneys, and a greater commitment to diversity resources. However, it also reflected challenges in the equity-partnership model for minorities and women, and high levels of voluntary attrition for these groups.

The New York City Bar's signatory firms saw both diversity gains and losses in 2014. Firm support for diversity efforts continued to grow over the last year. However, attrition remains a persistent challenge. Representation of minority attorneys fell in 2014. Representation of women fell at the special counsel level but was steady for all associates, countered by an increased representation of women in the leadership ranks.

Diversity Support

Signatory firms continue to indicate the importance of firm engagement and investment in diversity progress with increased financial resources, staff resources, and greater accountability for firm partners from the 2013 to the 2014 results. The vast majority of firms anticipated an increased financial commitment to their diversity efforts in 2015.

Women Attorneys

In 2014, the representation of women partners hit a peak and signatory firms saw improved results for women among top leadership bodies. However, at the same time, new partner promotions declined from 33.2% in 2013 to 29.2% in 2014 reaching the level last seen in 2006. Women associates, who represent the critical pipeline of talent, also left signatory firms at elevated rates in 2014, consistent with the decline reported in 2013.

Minority Attorneys

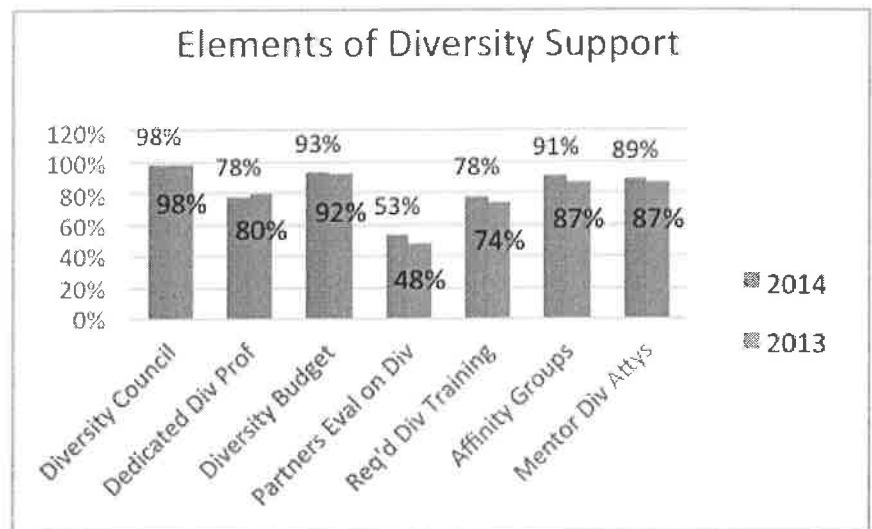
The 2014 benchmarking data illustrated multiple setbacks for minority attorneys, with small declines in representation at key levels, reduced racial and ethnic diversity across the associate pool, and a small increase in the percentage of signatory firms with no attorneys of color on the management committee. Additionally, the prevalence of attorneys of color in non-equity versus equity roles increased in 2014, and minority attorneys continue to report considerably higher attrition rates than average in the 2014 calendar year.

Diversity Support

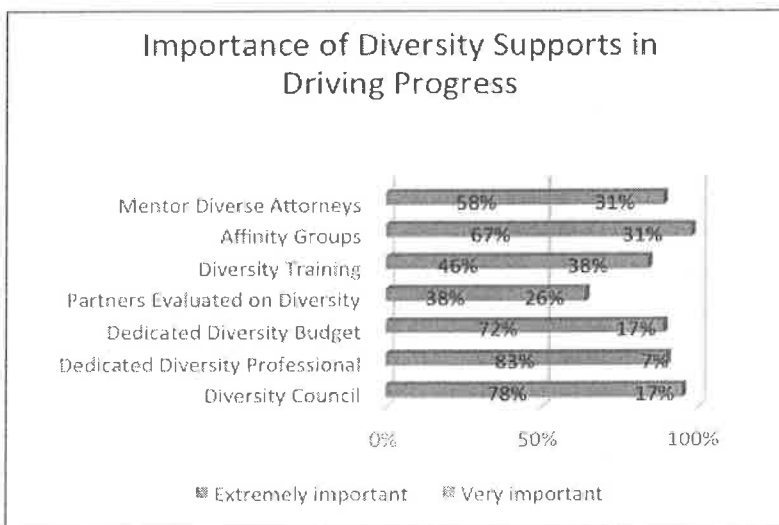
Firm Report Growing Importance of Diversity Support

Several signals indicate that diversity and inclusion remain key priorities for signatory firms. In the 2014 results, signatory firms continue to provide several core elements to support their diversity efforts. More than 90% of firms indicate the presence of a diversity council, a diversity budget, and the existence of affinity groups. Among the diversity elements tested, firms are least likely to report that partners are evaluated on diversity results, but that figure increased from 48% to 53% between 2013 and 2014.

More than 50% of firms reported management committee member representation on the diversity committee, with 30% serving as Chair, which demonstrates commitment from firm leadership to diversity and inclusion efforts. Additionally, diversity budget figures have been robust, with 96% of firms reporting that diversity budgets remained steady or increased from 2013 to 2014, and nearly 80% of firms anticipate an increase in their diversity budgets for the 2015 calendar year.



Diversity training was offered in more than 90% of signatory firms. Most of these training programs are mandatory; however, the audience ranges from full firm participation required to complete training to only partners, only associates, or only new hires. Affinity groups are a foundational element for prioritizing diversity, and signatory firms report sponsoring an average of five affinity groups per firm. In addition to the most common affinity groups including women, LGBT employees, African-American, Hispanic and Asian groups, signatory firms reported innovative efforts to provide support for working parents and new mothers, veterans, and those caring for a disabled relative.



The 2014 survey reflected an increase of law firms that attributed at least one element of diversity support as a matter of "extreme importance" in driving change. In 2014, 83% of signatory firms reported that having a dedicated diversity professional was of extreme importance, an increase from 68% of firms in 2013. The importance of a dedicated diversity budget increased to 72% in 2014 from 63% in 2013, and the importance of partners being evaluated on diversity metrics increased from 33% in 2013 to 38% in the 2014 survey results.

Women Attorneys

Women Partners Hit New Peak

The 2014 benchmarking data illustrated notable gains for women in leadership roles at signatory law firms. Women partners at signatory firms reached the highest level in 2014 since the New York City Bar began

Representation of Women Attorneys in Leadership Roles

| LEVEL | March 2004 | Jan 2006 | Jan. 2007 | March 2009 | March 2010 | Dec 2011 | Dec 2013 | Dec. 2014 |
|----------|------------|----------|-----------|------------|------------|----------|----------|-----------|
| Mgt Comm | NA | NA | 13.5 | 17.8 | 17.1 | 17.7 | 16.9 | 18.3 |
| PGH | NA | NA | 15.3 | 14.0 | 15.4 | 17.3 | 16.5 | 16.9 |
| Partner | 15.6 | 16.6 | 16.6 | 17.8 | 17.5 | 18.3 | 18.8 | 19.4 |

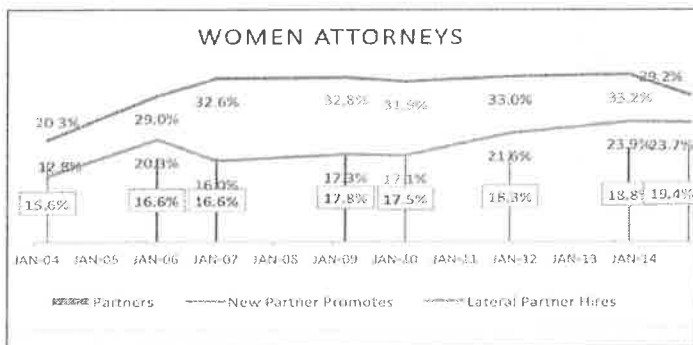
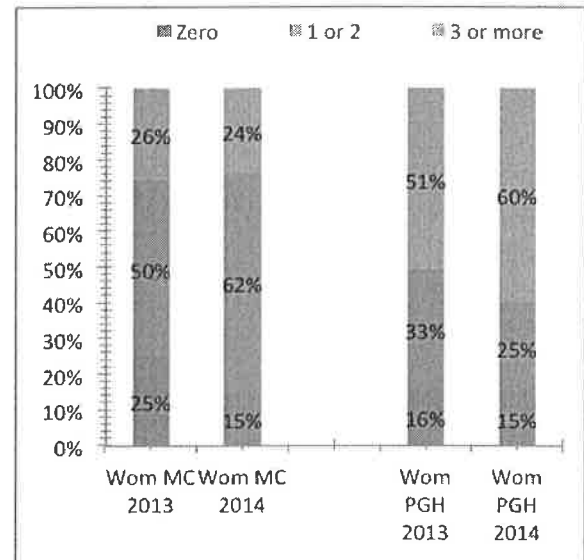
tracking diversity data. Additionally, the percentage of women serving on firms' management committees rose to 18.3% in 2014, an increase from 13.5% in 2007, when diversity data on senior leaders at signatory firms was first captured, and an increase of 1.4% from the 2013 survey results.

Women representation on firms' management committees also saw key gains, with the number of law firms lacking any female representation on management committees declining from 25% in 2013 to 15% in the 2014 results. At the same time, a greater percent of firms indicated three or more women practice group leaders in the 2014 data, increasing from 51% in 2013 to 60% in 2014.

While the trend line for women partners was favorable, the 2014 benchmarking data reflected the percent of female new partner promotions dropped from 33.2% at the end of 2013 to 29.2%, while the representation of women lateral partner hires remained flat at nearly 24%.

Also concerning is the elevated attrition rate for women attorneys at the associate level – 26.0% in comparison to 23.9% for white male associates – who constitute the future pipeline of talent to firm leadership. Among all attorneys, 21.3% of women left signatory firms in 2014, compared to 14.7% of white men.

Representation of Women Attorneys on Firm Management Committees ("Wom MC") and Practice Group Heads ("PGH")



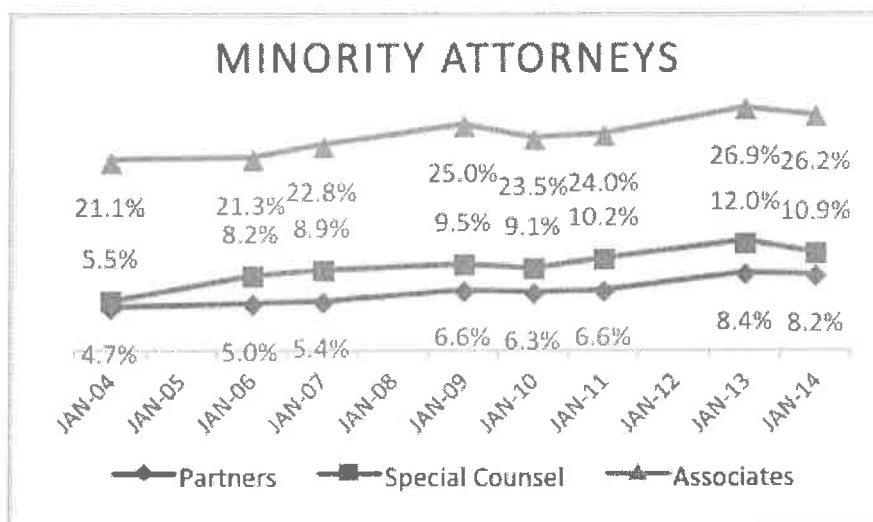
¹ Partner figures were tracked from the very beginning while data for MC, PGH, etc. was not first captured until the 2007 survey.

² The City Bar collects only raw data on voluntary attrition, and does not collect information on reasons for leaving or involuntary attrition.

Minority Attorneys

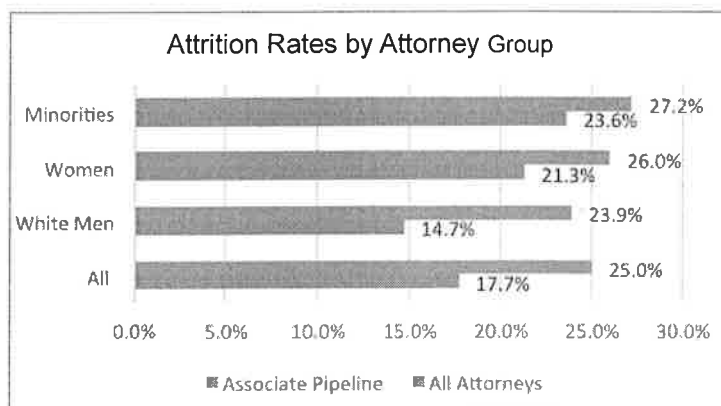
Minority Attorneys Lose Ground

In the 2014 survey results, representation of minority attorneys fell across the board: minority associates declined from 26.9% in 2013 to 26.2%, special counsel attorneys from 12.0% in 2013 to 10.9%, and partners from 8.4% in 2013 to 8.2%. While these figures remain well above the representation of minority attorneys when the New York City Bar first began tracking diversity benchmarking data, it is challenging to see declines of any magnitude given the slow rate of progress through time.



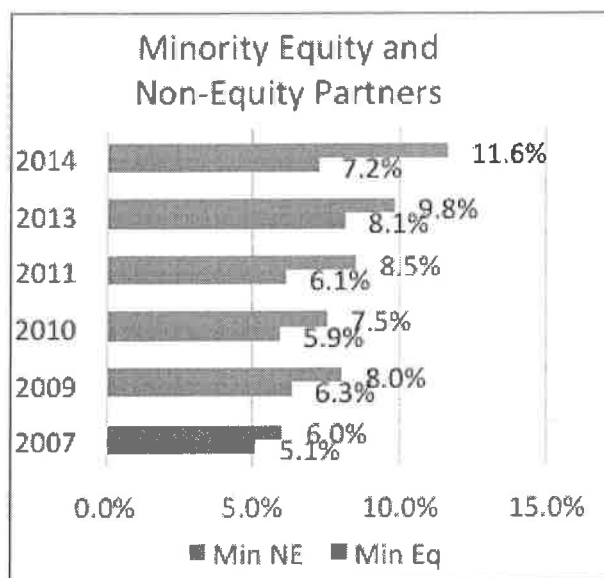
Additional setbacks for attorneys of color were evident across the associate pool, ranging from junior to mid-level to senior level associates. From 2013 to 2014, the representation of attorneys of color declined at several junctures across the associate pipeline. For example, third-year minority attorneys declined from 30% to 28%, fourth-years from 30% to 25% and seventh-years from 25% to 22%. Signatory firms compared favorably in comparison to National Association for Law Placement (NALP) data, with 26.2% of minority associates versus 25.6% in 2014. Minority associate representation in signatory firms compared favorably with NALP data; with signatory firms reporting 26.2% representation of minority associates compared to 25.6% representation within all NALP New York City firms.

Perhaps not surprisingly, minority attorneys leave signatory firms at elevated rates. The 2014 data reflected that 24% of minority attorneys left signatory firms in the 2014 calendar year, compared to an 18% voluntary attrition rate of all attorneys and 15% of white men.

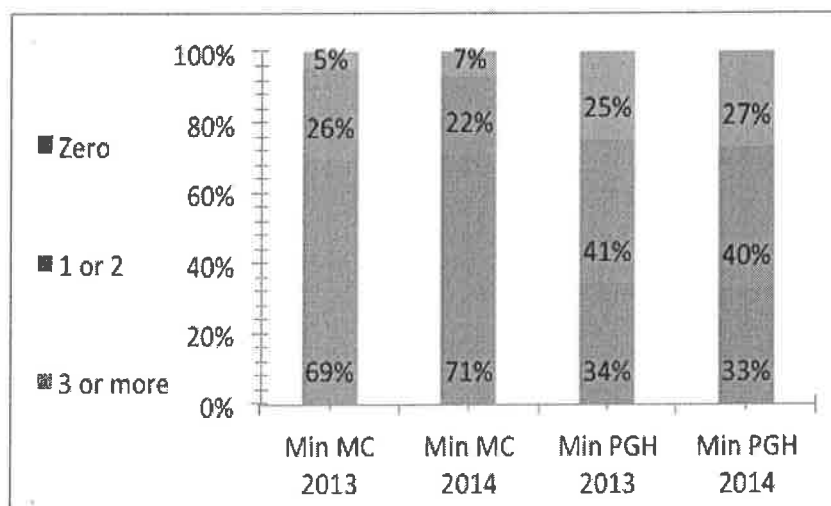


Minority Attorneys

Over the last ten years, the New York City Bar has documented a pattern of disproportionate representation of minority and women partners in income partnerships, rather than equity partnerships. As illustrated in the chart below, minority attorneys accounted for 11.6% of income, and 7.2% of equity, partners across firms at the end of 2014. Furthermore, the relative proportion of minority partners in equity roles declined from 80% in 2013 to 70% in 2014. The turnover rate for income partners was more than double that of equity partners, 8.3% compared to 4.0%, in the 2014 results.



Among firm leadership roles, minority attorneys saw modest increases from 2013 to 2014 in their representation as management committee members – from 5.2% to 6.4% as well as an increase in representation of minority practice group heads from 5.8% to 6.1%. The percent of firms with three or more minority attorneys among the senior leadership bodies also increased slightly.



Final Notes & Acknowledgements

Despite the reported emphasis on diversity support, the attrition of minority and women attorneys tells a different story. The New York City Bar is committed to providing support for its signatory firms to help bridge this gap.

The New York City Bar, through its Committee to Enhance Diversity in the Profession, is undertaking an initiative to review, update, and streamline the Diversity Benchmarking Survey. The City Bar is grateful for the volunteers, signatory firms, and individuals who have contributed to this effort, and look forward to sharing the new survey and report in 2016.

The 2014 Report was created under the leadership of New York City Bar Association President Debra L. Raskin; Executive Director Bret I. Parker; former General Counsel Alan Rothstein; and Director of Diversity and Inclusion Gabrielle Lyse Brown. Lisa Levey of Libra Consulting led the research and writing effort. Special thanks to Deloitte Transactions and Business Analytics LLP for the individual firm reports, especially Daniel Krittman, Sara Vandermark, and Stephen Palazola. Special thanks also to the Committee to Enhance Diversity in the Profession, chaired by Sheila Boston of Kaye Scholer LLP and Nate Saint-Victor of Morgan Stanley, and the Benchmarking Task Force, chaired by Joseph Drayton of Cooley LLP; the City Bar Fund Board; Clare Plunkett and Monica Parks of the Office for Diversity and Inclusion; SPSS for fielding the survey; and all of the individuals at the firms who took the time to complete the survey.

The logo for the New York City Bar Association. It features the words "NEW YORK" and "CITY BAR" in a bold, serif font, stacked vertically. The text is centered between two thick, dark horizontal bars.

NEW YORK CITY BAR ASSOCIATION | 42 WEST 44TH STREET | NYC

NYCBAR.ORG

Principles of Leadership and Diversity for New York's Legal Services Community

Civil legal services providers want to ensure that diversity and inclusion are a priority in how we conduct business, practice law and connect with our communities. We define diversity and inclusion broadly to mean the goals of accepting, respecting and valuing differences that may include attributes such as age, race, gender, ethnicity, religion, sexual orientation, gender expression, disabilities, sexual identity, family circumstances and cultural backgrounds.

Workplace of Choice

We strive to offer a workplace of choice that includes excellent staff and management from all cultures, lifestyles and experiences – acting on the belief that an inclusive work environment provides an atmosphere that allows all individuals to attain their greatest potential and achieve the greatest benefits for client.

Value Ideas

We appreciate and value ideas that come from a diverse work environment and want to bring diversity of thought, experience and expertise to bear on everything we do.

Infuse Principles of Diversity and Inclusion

We infuse the principles of diversity and inclusion in community partnerships and outreach, client contact, strategic planning, hiring, promotion, retention, and staff and board operations at every level. We also periodically review and modify our policies, procedures and practices to improve our efforts to promote diversity and inclusion as well as draft new policies whenever necessary to achieve our diversity and inclusion goals.

Reflect the Environment

We are committed to creating workplaces in which staff at all employment positions and job titles are culturally sensitive and increasingly diverse so that we can better serve low-income communities.

Statement of Diversity and Inclusion Goals for New York Legal Services Programs

In furtherance of and commitment to the Principles of Leadership, Diversity and Inclusion, the Signatories adopt the following goals:

Hiring. To strive to hire entry-level and lateral staff in all positions that enhances the program's ability to respond effectively to the legal needs of its client community. It is recommended that programs measure their ability to do so by comparing their own diversity to that of their client community. For example, when a program operates in an area with a highly diverse low income population, or with a large percentage of low income persons of color, it is important that the program reflect the low income population it serves. We want to achieve this level of diversity as soon as we can, but not later than five years from the date of this Statement. We also will take diversity goals into consideration within our lateral hiring.

Retention. To achieve a level of diversity throughout a class's progression that is at least as great as when the class was first hired. We will strive in good faith to achieve this retention rate as soon as we can, with a goal of doing so within seven years from the date of this Statement.

Promotion. To be able, within 10 years, not only to hire diverse first year classes, but also to reflect that diversity through to the point when staff attorneys are promoted to supervising attorney and other leadership positions.

Leadership. To achieve leadership positions throughout the program that reflects the diversity of our client community. We recognize that promoting diversity in leadership positions reflects our fullest commitment to diversity in the legal services community.

Our overall goal is to identify and eliminate any barriers to the success of creating a workplace of choice which values ideas and is infused with the principles of diversity and inclusion.

To help achieve these goals, the undersigned agree to consider and implement some or all of the following diversity practices:

- Written diversity plan
- Measure and publicize the demographics of their client community, compare that to their programmatic diversity and create benchmarks and goals to work towards in the future. See, e.g., www.nylpi.org.
- Diversity committee
- Diversity training

Diversity practices such as affinity groups, mentoring, job fairs for diverse students, review of job descriptions.

GETTING STARTED: MOVING

CRITICAL TACTICS AND OPTIONS

OUTCOME

STEP 1

Get senior partner commitment

1. Develop business case for diversity – assign an attorney who will report directly to senior management and assess the current client base and other prospective clients for their interest in this issue. Include an analysis of past hiring and retention practices as well as estimates of the cost of attrition.
2. Realize that diversity addresses specific issues of women and minority attorneys but benefits all attorneys and that diversity includes other issues such as work/life balance, mentoring, communication and career development.

Designate a senior partner to be responsible for the effort, tie compensation to results and create a diversity steering committee or task force. Assignment of responsibility for initiatives should include women and attorneys of color on the diversity committee as well as a white senior attorney. Develop a time bank for the time allocated for the diversity effort that will allow accumulated hours to be multiplied by a factor determined by success of effort and yield some fraction of a billable hour that can be factored into performance evaluation.

STEP 2

Get a handle on where the firm stands and why

1. Conduct a thorough analysis of the firm's employment records, including pay equity analysis, voluntary termination by demographic group, exit interview trends, employee utilization of current programs (mentoring, maternity and paternity leave, diversity training, etc.), demographic representation at each level, and employment policies that might adversely affect minorities and women. Establish a "success profile" based on analysis of the background of the firm's partners (education, gender, race or other relevant credentials/ experiences).
2. Identify weaknesses (e.g. geographic area or non-diverse leadership). An internal, confidential audit of attitudes about the firm's work environment will help target problem areas and elicit suggestions for improvement. Instead of asking, "Why won't they [minorities] stay?" ask, "Why are we here? Why are we comfortable? Do we think about or treat certain people differently? If so, why? How do our expectations effect their behavior?"

Outline a specific plan with roles, responsibilities, timeline, and accountability based on the results of the audit and the analysis.

STEP 3

Make the current environment hospitable to all attorneys

1. Mandatory top-down diversity training for all employees at every level.
2. Managing partner communicates to the entire staff the importance of diversity to the firm's success.
3. Retention of all associates becomes a core law firm value and a shared goal.

Create a work environment where attorneys have confidential outlets to express their opinions to firm management and training resources are available to improve communication between all employees.

FROM LIP SERVICE TO DIVERSITY

STEP 4

Invest in lateral minority or women hires

1. Sincerity in addressing issues and recruiting senior attorneys of color.
2. Aggressive and pro-active approach to finding qualified candidates.
3. Networking at minority bar association events and using current staff to expand the pool of diverse candidates.

STEP 5

Enact viable work/life programs

1. Communicate that staff members who take maternity or paternity leave won't be disqualified from the partnership track (and mean it).
2. Implement flextime or telecommuting options to help attorneys meet their billable hours requirement and balance family commitments.
3. Make the transition gradual for new mothers returning to work, with an incremental increase in workload as maternal duties decrease.
4. Establish or partner to provide on-site day care or an arrangement with a childcare facility or service for all staff.

Create multiple options for attorneys to balance their family or personal responsibilities with their professional commitments and the firm's requirement for billable hours.

STEP 6

Expand recruitment at law schools

1. Re-assess hiring criteria that are based on the firm's "success profile" (not all rainmakers possess law review or Ivy League credentials). Then re-evaluate what the firm is really looking for. Redefine competence to filter out racial or culture-based abilities or other factors that don't predict individual success within the firm.

OPTIONS

1. Create a minority student internship or summer associate position.
2. Participate in minority law student job fairs.
3. Involve minority attorneys on the hiring committee, on recruitment visits to law schools, and/or on call-back visits by minority law students.
4. Work with recruiters experienced with conducting searches for diverse candidates.
5. Provide diversity training to the firm's recruiters.

Hire minority law students, not just interview them.

STEP 7

Encourage informal relationships between partners, senior attorneys and associates

1. Ensure associates' quality of life issues are addressed in a confidential forum, letting them know management is receptive to outside ideas.
2. Encourage senior attorneys to help junior associates, by providing feedback, assessment of work product, advice on career choices, intervention on their behalf with other partners, and delegation of challenging work.
3. Financially support the participation of minority and women attorneys in bars of color or other programs that facilitate career development, networking and pairing with mentors.
4. Ensure all attorneys develop relationships with clients outside of the firm in an informal setting and minority and women partners receive the firm's support as they develop "rainmaking" skills.

Create networks of minorities and women within the firm that support these attorneys and provide them with outlets to express their concerns and to receive feedback from senior managers. Minorities and women should be encouraged to work with management to keep the firm moving towards successfully implementing its diversity programs. Responsibility for the program's success, however, does not rest solely on their shoulders.

EXECUTIVE SUMMARY

Business Case For Diversity

Change that will affect profits will drive the case for diversity in law firms. Without an understanding of how diversity impacts the bottom line, diversity programs are short-lived, inadequately funded and not taken seriously by either the firm management or those responsible for implementing diversity initiatives.

With corporate law departments growing more diverse and these departments now expressing more concern about the efforts of law firms to increase the number of minorities and women on their staff, law firms that only pay lip service to diversity may pay a stiff economic price. Law firms that do not take diversity seriously are already losing money:

- Forfeiting the best legal talent to competitors by doing nothing about the unacceptably high levels of attrition among all attorneys, which disrupts client relationships and the firm work environment.
- Paying high recruitment costs for diverse candidates, money squandered when those attorneys leave within four years for a more supportive environment or more attractive positions at law firms or in-house departments.
- Sustaining damage to their reputation from discrimination litigation, which generates negative publicity and increases the costs of recruitment and retention of new associates.
- Not receiving the full return from employees, either by failing to make diversity a strategic advantage in tapping emerging markets or by failing to increase productivity through more open communication and problem-solving.
- Sustaining work environments out of step with corporate clients, who increasingly may request that more minority and women attorneys be assigned to their work.



Barriers to Success

1. Little understanding of the link between diversity and the bottom line or its connection to strategic business initiatives

The lack of an established business case for diversity explains why it is not fully supported by senior law firm management.

2. Myth of the meritocracy

The legal profession still traditionally views its institutions as being governed by a "meritocracy"—where success is the result of an individual's "innate" ability to perform well in such areas as law school GPA or law review participation. While these credentials are acceptable measures of academic performance by a law student, they have yet to be proven reliable yardsticks to measure success as a practicing attorney. This cultural bias frames diversity negatively, as coming at the *expense* of quality of legal service instead of *enhancing* quality legal service.

3. Revolving door for incoming attorneys of color

Diversity at the associate level is not reflected in the senior partnership or management of most firms. Consequently, a steady stream of minority associates enters the pipeline but leaves within four years. That leaves a shrinking core of minority senior associates and an even smaller number of minority partners.

4. Lack of senior partner commitment and involvement in the planning and execution of diversity initiatives

Partners drive law firm culture and change. Without the participation of management, inadequate resources are committed to the diversity program. Each initiative then depends on the free time of women or minority attorneys, who are already over-burdened but are still assigned to spearhead internal diversity initiatives and recruit diverse candidates, while meeting the demands of day-to-day practice.

5. Insufficient infrastructure and resources

Many of the participants said their firms had a diversity committee or council and/or a recruiting committee with a diversity component, as well as other committees dealing with various aspects of recruitment and retention. But in many cases, there was no central focus or coordinated firm-wide set of goals. Instead, these structures were decentralized and sometimes lacked the authority to make a real difference. Results were not measured regularly nor were they tied to the compensation of the attorneys responsible for implementing each initiative. In fact, because hours spent on diversity management are non-billable, staff members who are assigned this responsibility often take a negative financial hit.

"It is still assumed that a woman will not be as committed to her profession as a man and that she will either leave or ask for "special treatment."

6. Attrition of women attorneys driven by lack of viable work/ life programs

Many female attorneys feel unable to maintain family commitments and high-pressure, time-intensive legal careers. They also note the lack of role models and the strained relationships with clients and senior firm management.

7. Stereotypes and assumptions

There was evidence from the focus group data that stereotypes and assumptions about women and minorities still exist, stifling their career growth and a firm's diversity progress. Participants said because of family demands, it is still assumed that a woman will not be as committed to her profession as a man and that she will either leave or ask for "special treatment." Such stereotypes in law firms often do become "self-fulfilling prophecies."

8. Emphasis on entry-level recruitment of minority attorneys

Most of the initiatives that participants described focused on entry-level recruitment. Even when these efforts were successful, any gains that a firm made often were wiped out within a few years due to the attrition of the same people they had spent so much effort and money to hire.

9. Good intentions but little willingness to examine specific issues at each firm historically

Most law firms do not conduct an internal audit on firm hiring, culture, or promotion practices. Neither do diversity plans usually focus on internal causes that historically might have contributed to attorney attrition, particularly among women and attorneys of color. For example, a firm that hires exclusively from Ivy League schools or the alma mater of firm partners has unnecessarily limited their selection pool of minority candidates. To increase its staff of attorneys of color, a firm may have to extend its recruitment activities to law schools that regularly graduate a large number of minority law students.



10. External consultants design and implement a diversity training program that is not owned or understood by the firm's senior management

A training program that is not custom-designed but conducted in an "off-the-shelf, one-size-fits-all" manner for the organization will be an expensive failure. Typically, no staff members are designated to monitor the firm's progress toward the program's diversity goals. Such one-shot approaches fall short of expectations, further frustrating employees who want change to occur.

Critical Success Factors

1. Understanding the business case for diversity

To ensure senior partner commitment and firm-wide buy-in, a firm must develop a written plan that clearly makes the business case for diversity. Law firms that grasp the needs and economic potential of an increasingly diverse marketplace and workforce will change to expand their firm's market share, strengthen relationships with current corporate clients, and retain talented diverse staff.

2. Senior partner commitment

An effective diversity program must be directed by a senior partner who is held accountable for the program's success and who is given the authority and resources to implement a firm-wide diversity program. Active involvement by management will ensure adequate resources are allocated to implement and regularly monitor the diversity program.

3. Collaboration between partners, staff and knowledgeable experts

Successful programs are collaborations between external diversity experts and internal staff, including an advocate who is part of senior management. This team should be responsible for the implementation, evaluation, and follow-up of the diversity program.

4. Firm-wide ownership and participation

The entire firm shares ownership of the implementation and results of diversity initiatives, similar to other firm-wide commitments. Budget resources are provided to facilitate the entire firm's involvement and ownership in the diversity program.

5. Confidential resources for all attorneys

A firm should earmark resources that allow all attorneys to voice their concerns, doubts and ideas in a confidential or even anonymous forum, where they are not fearful of retaliation or retribution from senior management. Firms that are receptive to the issues raised by all attorneys will be able to change their culture, policies or practices. Those that stifle feedback will have reticent and unhappy associates who may depart whenever the first good opportunity knocks.

Executive Summary

reported being highly committed to their careers and firms in this survey, that average reflected an 84% commitment by men and an 80% commitment by women. As in the previous comparison, the cumulative effect of that difference year over year results in fewer LGBT women considered for partnership and leadership within law firms. The differential between LGBT partners and associates was even more pronounced, with 93% of partners reporting a high commitment, as compared to only 75% of associates. Similarly, when asked about whether they felt treated equally to their peers, LGBT women and attorneys of color reported higher levels of disparity than their gay white male counterparts.



When analyzing the data in this study, it is important to note that many LGBT individuals are concerned about being open regarding their sexual orientation, especially in workplaces that appear not to be inclusive or accepting. In addition, some LGBT lawyers “pass,” meaning that they allow others to believe that they are heterosexual. These lawyers may engage in this pretense because they believe that it may be dangerous for their careers to openly express their sexual orientation in the workplace. Those who need or want to keep their sexual orientation or gender identity private are less likely to fill out surveys and share

experiences in focus groups. As a result, the voices of these closeted lawyers continue to be underrepresented in research and reports such as this one.

However, thanks to those LGBT attorneys who were willing to share their experiences and perspectives, MCCA has been able to spotlight the challenges yet to be fully addressed in the legal workplace. MCCA also offers a set of recommended practices for employers seeking to build more diverse and inclusive workplaces. In addition, a special section of this report has been dedicated to raising awareness about the challenges faced by transgender attorneys, which are quite separate and distinct from those faced by lesbian, gay, and bisexual attorneys.

Recommendations for an LGBT Inclusive Workplace

MCCA's *Sustaining Pathways* report contains a number of general recommendations for law firms seeking to create more diverse and inclusive workforces. In addition to those recommendations, the following specific approaches are suggested to address the inclusion of LGBT attorneys.

Leadership

- Expressly articulate on a regular and consistent basis, the firm's expectation that all attorneys and staff will do their part to create and maintain a workplace culture of inclusion and equality for all.
- “Lead by example” by visibly demonstrating the importance of LGBT lawyers to the firm by ensuring the hiring, retention, and advancement of LGBT attorneys.
- Set a strong tone from the top so that all employees understand that the firm will not tolerate derogatory comments or negative behaviors directed at any employee based upon the employee's sexual orientation or gender identity. Swiftly take disciplinary action against any employee who violates this zero tolerance policy.

- Establish a clear, consistent, and accessible process whereby an attorney who wishes to raise a concern about possible violation of the firm's zero tolerance policy may do so safely and without fear of reprisal. MCCA suggests that firms may wish to appoint an ombudsperson to address such concerns and offer employees a well-trained and well-informed person to whom to turn for guidance.
- Raise the visibility of LGBT attorneys within the firm and the legal community by appointing LGBT attorneys to key law firm committees and supporting the firm's LGBT attorneys to attain leadership positions in their local, state, and national bar associations.
- Direct the establishment of appropriate internal processes to allow LGBT attorneys to voluntarily self-disclose their sexual orientation in the same fashion that other attorneys report their race/ethnicity or gender through completion of annual firm reports, HR documents, and other diversity surveys such as, Vault/MCCA, NALP, etc.
- Provide LGBT data to clients as a matter of course in response to their inquiries about the firm's diversity efforts and/or client diversity questionnaires, whether or not the client has specifically asked for LGBT data.
- Educate and inform all staff regarding the firm's LGBT-inclusion policies and offer diversity training that includes issues commonly of concern to LGBT people.
- Recruit through LGBT law student groups and bar associations. When involvement in such organizations is listed on candidates' resumes, interviewers should express interest by asking candidates about these efforts and leadership experiences.
- Collect and publish statistics on the numbers of openly LGBT attorneys at the firm.
- Identify LGBT partners and/or associates who are willing to be resources for LGBT law students or lateral candidates who are considering joining the firm. However, do not insist or demand that an LGBT attorney agree to answer questions for other LGBT attorneys who being recruited by the firm.
- Enlist the firm's LGBT affinity group as a strategic partner in recruiting LGBT attorneys and offer information to candidates about the affinity group such as, a recent calendar of events or program agenda.
- Include materials in the firm's recruitment packages and new employee orientation manuals about the firm's anti-discrimination policy, same-sex spouse and/or domestic partner benefits, number of openly LGBT attorneys, LGBT affinity or employee resource groups, LGBT-specific outreach programs and initiatives, including financial support and pro bono services contributed by the firm in support of LGBT bar associations and nonprofit associations.
- Many firms have created LGBT-specific pages on their Websites to highlight activities of LGBT attorneys and their allies, as well as, basic information about LGBT-inclusive policies and benefits. Wherever the firm touts its non-discrimination policies, specify that sexual orientation and gender identity are protected classes and make these policies accessible for review by all recruitment candidates and internal staff. To help communicate this message, many firms participate in the Human Rights Campaign Foundation's annual Corporate Equality Index

Recruitment

- Appoint LGBT attorneys to the firm's hiring committee.
- Actively recruit LGBT attorneys and place appropriate events on the firm's official recruitment schedule. Reach out to and enlist LGBT attorneys as part of the firm's overall diversity recruiting efforts. This should include targeted outreach efforts to LGBT law student groups and bar associations (e.g., Lavender Law, LGBT job fairs, National LGBT Bar Association).

Executive Summary

survey (www.hrc.org/cei), display the HRC logo, and the firm's Equality Index score as recognition of the firm's status as a "Best Employer" for LGBT employees.

Retention, Inclusion, and the Work Environment

- Explicitly include "sexual orientation" and "gender identity or expression" as protected from employment discrimination in their equal employment opportunity and anti-harassment policies included in Code of Ethics and employee handbooks. Publicize these policies throughout the firm.
- Include sexual orientation and gender identity or expression in any diversity and anti-discrimination training. Educate all employees regarding appropriate terminology to use when referring to another's sexual orientation or gender identity. Take care to retain trainers who are well-versed in all aspects of diversity and inclusion, not just race/ethnicity and gender.
- Support the establishment of LGBT affinity groups

to provide a safe and open forum for discussion, support, and networking among LGBT attorneys at the firm.

- Acknowledge LGBT attorneys and their families in the same manner that they acknowledge heterosexual attorneys and their families. This includes extending invitations to same-sex partners or spouses when hosting events and holiday parties to which other spouses and guests will be invited (either formally or informally) and recognizing key "rites of passage" like engagements, weddings, and additions to the family for LGBT attorneys in the same way in which such milestones would be acknowledged for all other attorneys.
- Offer restroom options that are private and write any dress codes based upon general expectations of professional appearance without expressly stating specific attire requirements of men and women.
- Ensure that all employees are aware of the firm's LGBT-specific efforts and can access them without fear of disclosing their identity. Information should be centralized and easily accessible through the firm's intranet and also on its public Website. Welcome and orientation information should include LGBT-related information prominently alongside other groups.
- Seek input from LGBT affinity groups to advise the firm regarding diversity policies and practices, as well as the identification of internal and external opportunities to advance the inclusion of LGBT attorneys. Include LGBT attorneys in planning diversity programs and anti-bias trainings to ensure that topics of relevance and interest to LGBT attorneys are included.
- Demonstrate publicly the firm's commitment to LGBT attorneys and the broader LGBT community by sponsoring participation in LGBT bar associations, making charitable contributions to LGBT organizations, supporting LGBT equality, and pro bono efforts that serve the LGBT community.

Affinity Groups

Affinity Groups are networks of employees that are employee-organized and formed to allow people from similar backgrounds within the same company or law firm to come together around shared experiences or culture, such as common race/ethnicity or minority status, gender, sexual orientation, or other shared characteristics. The groups serve as forums for social interaction and the exchange of information and ideas, in addition to professional support. Affinity groups can often assist management to address the diversity concerns of members of under-represented groups, recruit diverse candidates for open positions, or offer feedback regarding current or proposed policies.

Professional Development and Advancement

- Ensure that LGBT attorneys are afforded equal access to networking opportunities, as well as opportunities for client contact and business development.
- Monitor work assignments to assure that LGBT attorneys are receiving high quality work and professional development opportunities that are on par with their non-LGBT peers.
- Train all law firm managers, partners, and senior lawyers who play a role in the evaluation of other attorneys to provide timely balanced, unbiased, and objective feedback.
- Establish a formal diversity mentoring program that specifically includes LGBT attorneys at all levels and ensure that mentors are multiple, accessible, proactive, and consistently supportive.
- Encourage LGBT attorneys to affirmatively avail themselves of all firm resources and take an active role in their professional development.
- Support LGBT attorneys who decide to make use of alternative work arrangements, as necessary to more effectively balance work responsibilities and personal demands.

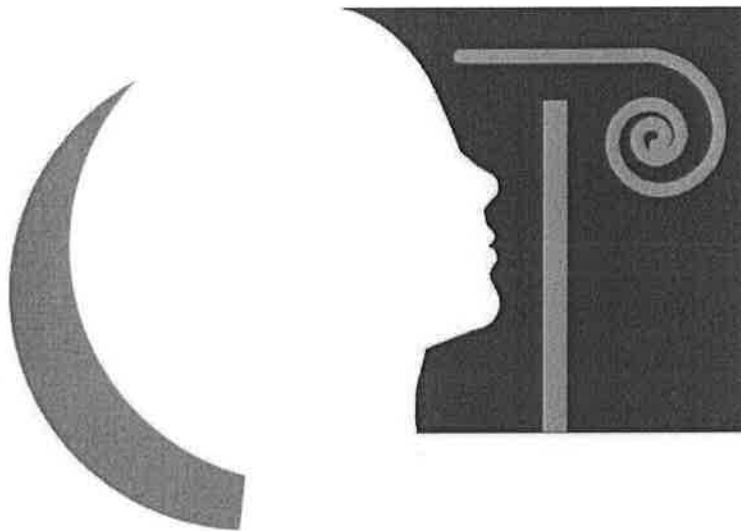
Work/Life Balance and Compensation/Benefits

- Assess and revise all HR systems and other policies (e.g., dress codes) to ensure gender neutrality and to create gender transition guidelines in the event an employee transitions genders. Undertake regular training to ensure that all attorneys in supervising roles understand these policies.
- Recognize same-sex partners and spouses of LGBT employees and offer benefits to the same degree that they are extended to opposite-sex spouses and partners. Extend all spousal and parental benefits to same-sex partners, spouses and children of

LGBT employees in the same manner and level that these benefits are extended to opposite-sex spouses and partners including, health insurance coverage, and parental, adoption, and bereavement leave. When the firm requires documentation of family members and emergency contacts, LGBT attorneys should be extended the equivalent opportunity to include their partners and spouses.

- Include “sexual orientation” as prohibited grounds for employment discrimination in the firm’s EEO policy or other anti-discrimination policy. Publicize this policy throughout the firm. Include sexual orientation in any diversity and anti-discrimination training.
- Work with the firm’s insurance providers or administrators to remove discriminatory insurance contract provisions that result in the exclusion of transgender employees, their spouses or partners, or other dependents from coverage for their medical needs, be they related to gender transition or not.
- Implement firm-wide gender transition guidelines so that in the event that an attorney (or other employee) transitions, there will be a consistent checklist of issues to address. In addition, HR information systems should have methods for updating and maintaining gender-related information.
- A majority of the *Fortune* 500 companies and half of all large businesses (with 5,000 or more employees) offer benefits to same-sex partners of employees regardless of state and federal recognition of their relationships. In addition to health insurance, these benefits include COBRA, FMLA, retirement and other spousal benefits. Regardless of state recognition of same-sex relationships, most employees and their employers are taxed under federal tax code on the value of the partner benefits as imputed income. Leading businesses and firms support efforts such as the Tax Equity for Domestic Partners and Health Plan Beneficiaries Act, which would end this unfair tax burden on partner benefits.

A Current Glance at Women in the Law July 2014

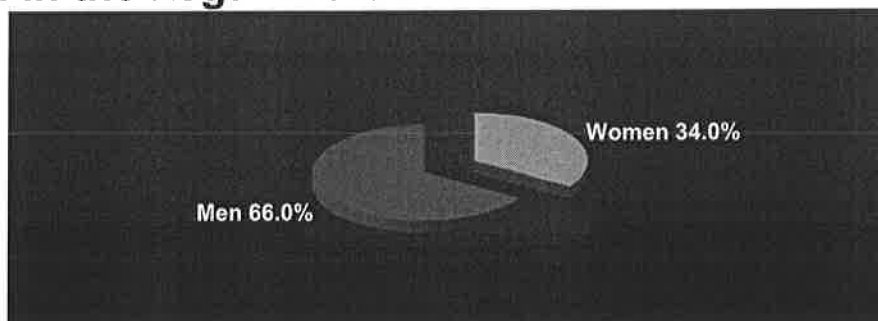


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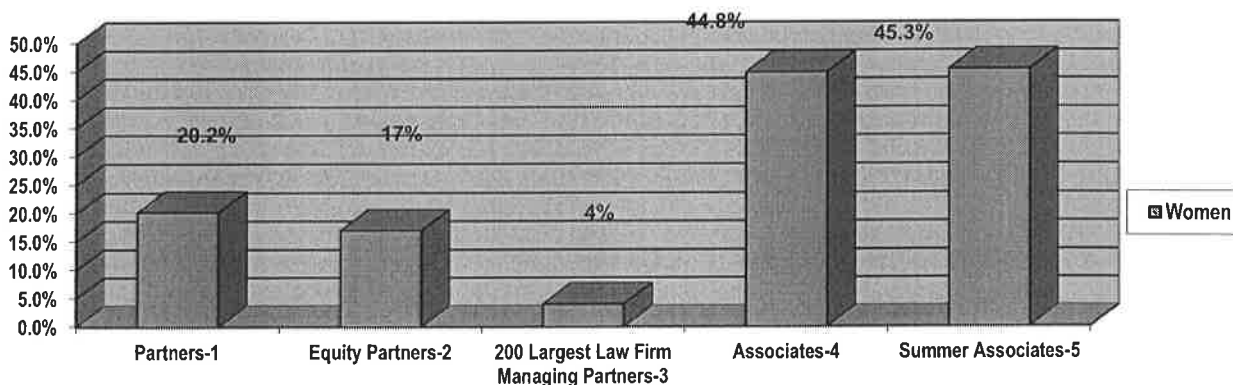
Women in the Legal Profession



American Bar Association Market Research Department, April 2013

Note: 43 states, representing 59% of the lawyer population, reported gender statistics.

Women in Private Practice



¹ Representation of Women Associates Falls for Fourth Straight Year as Minority Associates Continue to Make Gains-Women and Minority Partners Continue to Make Small Gains. National Association for Law Placement, December 2013.

<http://www.nalp.org/uploads/PressReleases/2013WomenMinoritiesPressRelease.pdf>

² Report of the Eighth Annual National Survey on Retention and Promotion of Women in Law Firms. National Association of Women Lawyers and NAWL Foundation, February 2014.

<http://www.nawl.org/p/cm/ld/fid=82#surveys>

³ Report of the Seventh Annual National Survey on Retention and Promotion of Women in Law Firms. National Association of Women Lawyers and NAWL Foundation, October 2012.

<http://www.nawl.org/p/cm/ld/fid=82#surveys>

⁴ Representation of Women Associates Falls for Fourth Straight Year as Minority Associates Continue to Make Gains-Women and Minority Partners Continue to Make Small Gains. National Association for Law Placement, December 2013

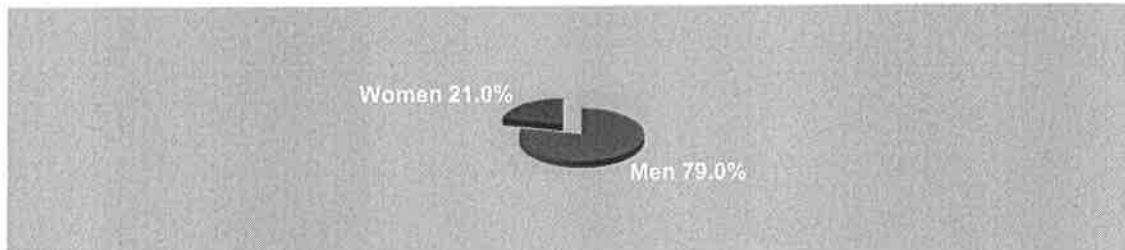
<http://www.nalp.org/uploads/PressReleases/2013WomenMinoritiesPressRelease.pdf>

⁵ Representation of Women Associates Falls for Fourth Straight Year as Minority Associates Continue to Make Gains-Women and Minority Partners Continue to Make Small Gains. National Association for Law Placement, December 2013

<http://www.nalp.org/uploads/PressReleases/2013WomenMinoritiesPressRelease.pdf>

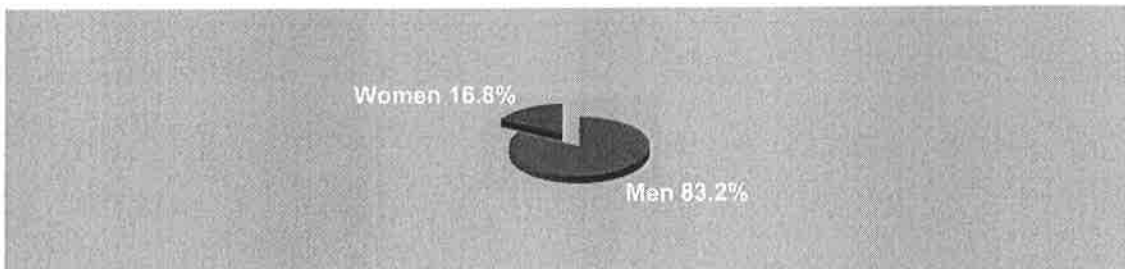
Women in Corporations

Fortune 500 General Counsel



| Caucasian | African American | Hispanic | Asian American/ Pacific Islander | Middle Eastern |
|-----------|------------------|----------|-------------------------------------|----------------|
| 81.9% | 10.5% | 5.7% | 1.9% | 0% |

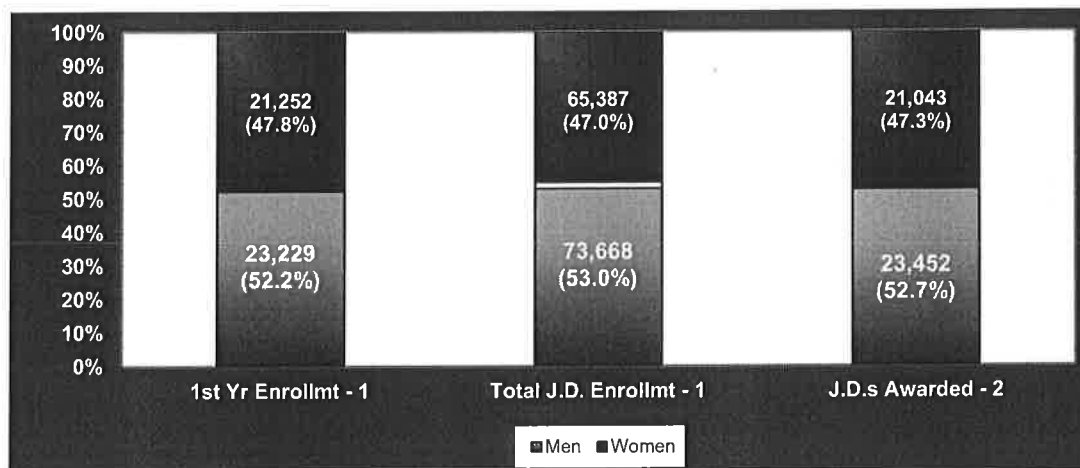
Fortune 501-1000 General Counsel



| Caucasian | African American | Hispanic | Asian American/ Pacific Islander | Middle Eastern |
|-----------|------------------|----------|-------------------------------------|----------------|
| 91.7% | 7.1% | 1.2% | 0% | 0% |

MCCA's 14th Annual General Counsel Survey: *The Continuing Climb: Diverse GCs Power Up*. Minority Corporate Counsel Association, September/October 2013.
<http://content.yudu.com/A2cmbh/DivTheBarSepOct2013/resources/1.htm>

Women in Law Schools



¹Enrollment and Degrees Awarded, 2012-2013 Academic Year. American Bar Association Section of Legal Education and Admissions to the Bar.
www.americanbar.org/content/dam/aba/administrative/legal_education_and_admissions_to_the_bar/statistics/enrollment_degrees_awarded.pdf

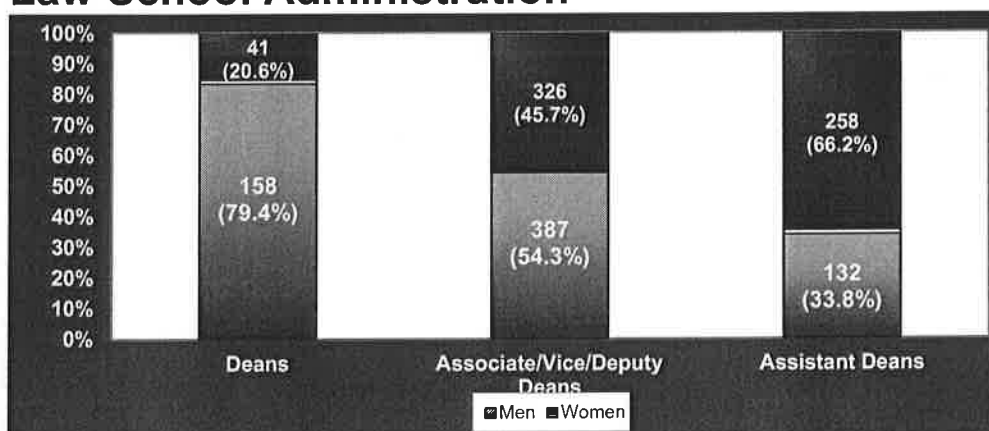
²J.D. and LL.B. Degrees Awarded, 2010-2011 Academic Year. American Bar Association Section of Legal Education and Admissions to the Bar.
www.americanbar.org/content/dam/aba/administrative/legal_education_and_admissions_to_the_bar/statistics/jd_llb_degrees_awarded.pdf

Women on Law Reviews¹

| Survey | Leadership Positions | Editors-in-Chief |
|---|----------------------|------------------|
| Top 50 schools ranked by <i>U.S. News & World Report</i> | 46% | 38% |
| <i>New York Law School Law Review</i> (NYLS) – all law schools not ranked in Top 50 | 56% | 51% |
| Combined sample (Top 50 & NYLS) | 54% | 49% |

¹ 2012-2013 *Law Review Diversity Report*. *New York Law School Law Review* and Ms. JD, December 2013.
<http://www.nylawreview.com/wp-content/uploads/sites/16/2013/12/Law-Review-Diversity-Report-2013.pdf>

Law School Administration



AALS Statistical Report on Law Faculty. Association of American Law Schools
www.aals.org/statistics/2009dlt/titles.html (2008-2009)

Judicial Clerks*

| Percent of Clerkships Obtained By: | All Clerkships | Federal Clerkships | State Clerkships | Local Clerkships |
|------------------------------------|----------------|--------------------|------------------|------------------|
| Men | 49.0% | 54.3% | 45.2% | 45.7% |
| Women | 51.0% | 45.6% | 54.8% | 54.3% |

* Note that these results are from the Class of 2009.

A Demographic Profile of Judicial Clerks – Patterns of Disproportionality. NALP Bulletin, November 2010. www.nalp.org/nov2010_demog_clerkships

Women in the Judiciary

Representation of United States Federal Court Women Judges

| Type of Court | Total # of Seats | Women | % of Women |
|---|------------------|-------|------------|
| United States Supreme Court | 9 | 3 | 33.3% |
| Circuit Court of Appeals ¹ | 169 active | 56 | 33.1% |
| Federal Court Judges in the U.S. ² | 1,874 | 451 | 24.1% |

¹ *Women in the Federal Judiciary: Still a Long Way to Go.* National Women's Law Center, June 2014. www.nwlc.org/resource/women-federal-judiciary-still-long-way-go-1

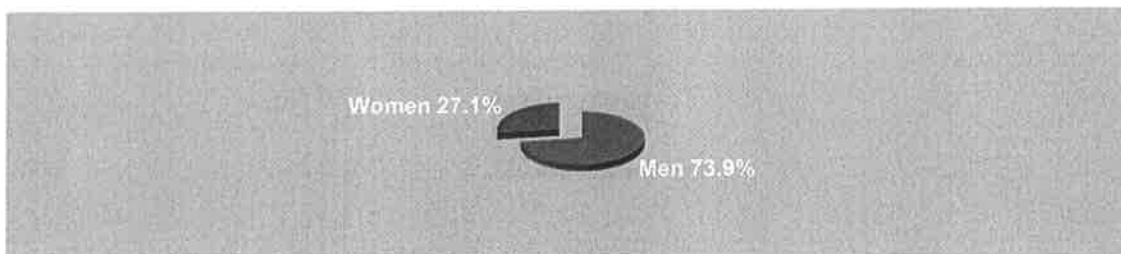
² *Women in Federal and State-Level Judgeships: A Report of the Center for Women in Government & Civil Society, Rockefeller College of Public Affairs & Policy, University at Albany, State University of New York.* Summer 2012. www.albany.edu/womeningov/publications/summer2012_judgeships.pdf

2012 Representation of United States State Court Women Judges

| Type of Court | Total # of Seats | Women | % of Women |
|--|------------------|-------|------------|
| State Final Appellate Jurisdiction Courts | 361 | 116 | 32% |
| State Intermediate Appellate Jurisdiction Courts | 977 | 316 | 32% |
| State General Jurisdiction Courts | 11,049 | 2,768 | 25% |
| State Limited and Special Jurisdiction Courts | 5,072 | 1,596 | 31% |
| All State Court Judges in the U.S. | 17,489 | 4,711 | 27% |

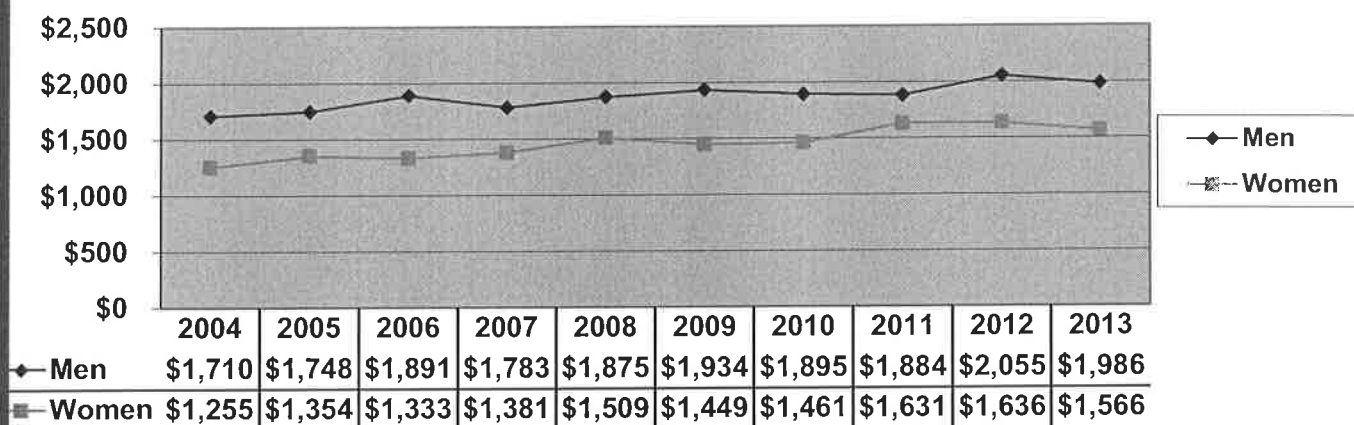
National Association of Women Judges. www.nawj.org/us_state_court_statistics_2012.asp

Total Representation of Women - Federal & State Judgeships



Women in Federal and State-Level Judgeships: A Report of the Center for Women in Government & Civil Society, Rockefeller College of Public Affairs & Policy, University at Albany, State University of New York. Summer 2012. www.albany.edu/womeningov/publications/summer2012_judgeships.pdf

Weekly Salary Men vs. Women Lawyers



Women lawyers' weekly salary as a percentage of male lawyers' salary:

| 73.4% | 77.5% | 70.5% | 77.5% | 80.5 | 74.9% | 77.1% | 86.6% | 79.6% | 78.9% |

2013 Bureau of Labor Statistics, *Median weekly earnings of full-time wage and salary workers by detailed occupation and sex.* www.bls.gov/cps/cpsaat39.pdf

Women Equity Partners Compensation

At the median, women equity partners in the 200 largest firms earn 89% of the compensation earned by their male peers.

Report of the Seventh Annual National Survey on Retention and Promotion of Women in Law Firms. National Association of Women Lawyers and NAWL Foundation, October 2012. <http://www.nawl.org/d/do/150>

Women in the ABA

| | | | |
|--|---------|---------|--------|
| ABA Lawyer Members | 325,243 | 107,244 | 32.97% |
| Board of Governors | 40 | 10 | 25% |
| Section/Division Chairs, 2013-2014 Bar Year | 28 | 7 | 25% |
| Total Presidential Appointments, 2013-2014 | 818 | 428 | 52.3% |
| Committee Chair Appointments, 2013-2014 | 101 | 47 | 46.5% |

| | Total | Women | % Women |
|--|-------|-------|---------|
|--|-------|-------|---------|

*Goal III
Report:*

An Annual Report on Women's Advancement into Leadership Positions in the American Bar Association.
ABA Commission on Women in the Profession, February 2014.
www.ambar.org/Goal3Women

Women Presidents of the ABA:

- Roberta Cooper Ramo (1995 - 1996)
- Martha W. Barnett (2000 - 2001)
- Karen J. Mathis (2006 - 2007)
- Carolyn B. Lamm (2009 - 2010)
- Laurel Bellows (2012-2013)

Women Chairs of the House of Delegates:

- Martha W. Barnett (1994 -1996)
- Karen J. Mathis (2000 - 2002)
- Laurel G. Bellows (2006 - 2008)
- Linda A. Klein (2010-2012)

Secretaries

- Donna C. Willard-Jones (1996-1999)
- Ellen F. Rosenblum (2002-2005)
- Bernice B. Donald (2008-2011)
- Cara Lee T. Neville (2011-2014)

Treasurer

- Alice E. Richmond (2008-2011)

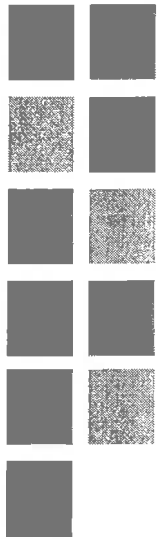
First Women Members of the ABA:

- Mary B. Grossman; Cleveland, OH (1918)
- Mary Florence Lathrop; Denver, CO (1918)

For more information on women's advancement into leadership positions in the ABA,
see the ABA Commission on Women's *Goal III Report* at www.ambar.org/goal3women.

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2014 Diversity Best Practices Guide



Foreword

Welcome to the *NALP Diversity Best Practices Guide*.

In an effort to further advance the important diversity enhancement efforts of the legal community, NALP has created this *Guide* to assist legal employers in moving from abstract discussions about diversity to practical implementation of diversity strategies and initiatives. This *Guide* is a compilation of best diversity practices derived from industry research and interviews of law firm professionals across the country. Albeit comprehensive, this *Guide* does not purport to be exhaustive of all diversity best practices. Rather, it strives to serve as a resource for legal employers aiming to craft tailor-made diversity plans that best fit their organizational culture and goals. While this *Guide* necessarily includes diversity practices that intersect with the diversity efforts of law schools, it is intended to focus on practices implemented by legal employers. Law firms were the primary source for the ideas and best practices described in this *Guide*, and therefore law firm terminology is often used; the creators of this *Guide* believe, however, that the practices suggested here are practical for all legal employers.

For ease of use, this *Guide* is organized into four topics:

- ✱ **Leadership;**
- ✱ **Retention, Culture, and Inclusion;**
- ✱ **Professional Development;** and
- ✱ **Recruitment.**

Some of the best practices overlap topics, and thus are purposefully included in more than one section of the *Guide*. A “Diversity Resources” list of relevant articles, books, websites and bar associations is included at the end and is intended to serve as a starting point for those who wish to delve deeper into the diversity dialogue.

NALP hopes that you discover new ideas within these pages to assist your organization's efforts to further diversity. NALP applauds all legal employers who are committed to diversity, whether just embarking on the journey or already making demonstrable strides in improving the diversity and inclusiveness of the profession.

Special thanks to NALP's Diversity Section (formerly the Diversity Advancement Committee) for their dedication in bringing a great idea to fruition with the

creation of this *Guide*. In particular, this *Guide* benefited from the focused commitment and tireless efforts of Diversity Advancement Committee members Susanne Aronowitz, Melissa Balaban, Dina Billian, Betty Henderson, Jay Levine, Anton Mack, Laurie Logan-Prescott, Jeanne Svikhart, Fiona Trevelyan, and Kari Anne Tuohy.

The *2009 Guide* was updated by 2008-2009 Diversity Section volunteers Karen Hester, Crystal Deazle, Maja Hazell, Kisha Nunez, Gwen Tolbert, Else Trujillo, and Dana Morris.

This *2014 Guide* features updates related to disabilities from a work group of the Diversity and Inclusion Section led by Brad Sprayberry and Amber Donley. Updates related to religion were from a work group of the Diversity and Inclusion Section led by Neil Dennis.

Additional Best Practices Invited

This *Guide* will continue to be updated. If your organization has developed a successful diversity initiative or has other best practices suggestions to share, you are invited to submit information to NALP Director of Publications Janet Smith at jsmith@nalp.org

Leadership

There are some universal tenets that have proved essential to a successful strategy for enhancing and embracing diversity in law firms. First, there must be a strong demonstrated commitment from firm management. Second, diversity must be defined as a core value of the organization and woven into all that the firm does. Finally, specific goals must be identified and metrics must be utilized to ensure accountability and progress. Effective and innovative leadership is critical on all of these fronts.

Commitment from Leadership

Law firms that have demonstrated progress on the diversity landscape have, without fail, credited strong firm leaders with their success, in large part due to their identification of diversity as a top priority of the firm and their commitment of financial, operational, and human resources to diversity.

Communication

- ✱ Identify diversity as one of the firm's key strategic initiatives or core values.
- ✱ Formalize a diversity plan with measurable action steps; define leadership and management roles in the plan; incorporate diversity into the firm's strategic plan and business model.
- ✱ Communicate the importance the firm places on diversity internally and externally, including the firm's goals, programs, and progress.
- ✱ Utilize firm-wide e-mails to discuss the firm's diversity priorities and plan; distribute the firm's diversity strategic statement and plan.
- ✱ Include diversity on the agenda for meaningful discussion at firm retreats and strategic planning sessions.
- ✱ Provide information about the firm's commitment to diversity on the firm's public website and intranet webpages, in its recruiting materials, and in client communications.

Resources

- ✱ Retain a diversity consultant to conduct a firm cultural assessment and examine how the firm can enhance inclusiveness and improve the recruitment, retention, development, and advancement of diverse lawyers.
- ✱ Hire a full-time diversity professional to serve on the Diversity Committee, facilitate the implementation of the firm's diversity initiatives, serve as a development resource for diverse lawyers, and assess whether minority, female, and associates with disabilities have access to opportunities and are working on matters for clients with the most sought-after work.

Involvement of Leadership in Day-to-Day Diversity Work

Legal employers making successful strides on the diversity front realize that firm leaders must do more than just “talk the talk” about the firm's commitment to diversity. They need to “walk the walk” as well, actively participating in the day-to-day journey and leading by example.

- ✱ Include the firm's Managing Partner and/or Executive Committee members on the firm's Diversity Committee.
- ✱ Schedule periodic face-to-face meetings between firm leaders and diverse lawyers and staff to discuss diversity and inclusion issues, concerns, and successes.
- ✱ Actively engage firm leaders in internal minority lawyer, women lawyer, and lawyers with disabilities business development meetings and programs.
- ✱ Encourage firm leaders to participate in diverse bar associations and other community organizations that foster and enhance diversity.
- ✱ Visibly and vocally support firm mentoring programs and lead by exemplary participation.

Representation of Diverse Lawyers at All Leadership Levels

The diversity landscape can be improved by integrating minorities, women, and lawyers with disabilities into leadership positions. Diverse associates convey this message during the hiring and exit interview processes, explaining that it is very difficult to integrate and believe that success is possible if no one at the leadership level seems to share your diverse traits.

- ✱ Appoint diverse lawyers to serve on the firm's Executive Committee, Management Committee, Hiring Committee, Partner Compensation Committee, and Associate Evaluation Committee.
- ✱ Appoint diverse partners to serve as Chairs of offices and practice groups.
- ✱ Ensure that minority, female, and partners with disabilities fill major client service roles and meaningfully participate on client service teams.

Leadership Training

Many legal employers have recognized the importance of providing additional training opportunities for firm leaders charged with implementing diversity goals and initiatives. Improving individual leadership competencies necessarily contributes to a more inclusive and rewarding work environment.

- ✱ Provide diversity training to attorneys and staff to strengthen diversity awareness and communication skills.
- ✱ Offer executive coaching services on management, mentoring, and supervision skills.
- ✱ Encourage participation at national diversity conferences, both within the legal industry and in multi-industry contexts.

The **American Institute for Managing Diversity (AIMD)** and the **Atlanta Large Law Firm Diversity Alliance** (a consortium of 11 large law firms based in Atlanta — Alston & Bird LLP, Arnall Golden Gregory LLP, Jones Day, Kilpatrick Stockton LLP, King & Spalding LLP, McKenna Long & Aldridge LLP, Morris Manning & Martin LLP, Powell Goldstein LLP, Smith Gambrell & Russell LLP, Sutherland Asbill & Brennan LLP, and Troutman Sanders LLP) developed a course in 2005 for law firm partners who have responsibility for managing people and departments in their firms. The two-day Diversity Management Series for Law Firm Leaders is designed to give participants a greater awareness of and capability in managing diversity. New issues added to the curriculum include generational and economic challenges. As Ralph Levy, partner of King & Spalding LLP, once described, "Most law firms understand and embrace the business case for addressing diversity, but what they find lacking is a strategic - management program aimed specifically for law firm leaders that provides the tools and skills to bring about sustainable change." For additional information on the Diversity Management Series for Law Firm Leaders, please visit AIMD's website at www.aimd.org.

Accountability of Leaders

As is true with all strategic goals and initiatives, it is essential to hold firm leaders accountable for progress on diversity. Firm management should stay actively engaged in reviewing progress on the diversity front, and in rewarding diversity enhancement contributions.

- ✱ Monitor progress made on diversity goals by utilizing metrics, soliciting feedback from the firm's internal affinity groups, and maintaining and actively monitoring diversity hiring and attrition statistics.
- ✱ Include and track diversity-related contributions in the tally of "firm commitment" or "firm administration" hours for statistical review purposes.
- ✱ Hold practice group leaders accountable for setting diversity goals and engaging in diversity enhancement efforts.
- ✱ Incorporate hours recorded for diversity initiatives and individual diversity enhancement efforts into evaluation and compensation determinations for firm leaders, including management and office/practice group leaders.

One innovative practice that **Sonnenschein, Nath & Rosenthal, LLP** instituted is a system of Partner Accountability which makes certain that partners are accountable for diversity within their departments. Partners go through a self-evaluation process to determine what they are doing to actively diversify their departments. This process is reviewed by the Management Committee and the results affect each partner's compensation.

The unwavering commitment of **O'Melveny & Myers's** Chair and other key leaders to advancing diversity within the profession and the firm underlies the success of their diversity initiatives. Starting with the appointment of a senior partner and well-respected firm leader as the Values and Diversity Partner to work directly with their Director of Diversity, the firm's leadership clearly demonstrated the centrality and significance of diversity to the firm's operations, strategy, and goals. These diversity leaders exemplify critical characteristics, including a personal commitment to understanding and appreciating the value of diversity; the ability to diplomatically and effectively draw attention to the issue, think strategically, and take ownership and responsibility for results of initiatives; and willingness to work collaboratively by inviting feedback and participation. Other critical success factors include leadership support for and engagement with those charged with day-to-day oversight of the firm's diversity initiatives and keeping diversity front and center on the firm's agendas.

Retention, Culture, and Inclusion

The twin goals of retention and creating a firm culture that genuinely values and reflects diversity weave together as key components of any effective firm diversity program that achieves inclusiveness. While many efforts impact both retention and culture, efforts on the retention front tend to cluster in the programmatic realm, while those on the cultural front tend to focus on internal and external communications. Interestingly, firms' retention efforts focus primarily on lawyers, while cultural efforts are directed more broadly to both lawyers and staff. For multi-office firms, although centralized programming is helpful in advancing specific programs and initiatives, tailoring efforts for improved retention and inclusion to individual offices is key. The participation and buy-in of local office populations is critical, as is ensuring that the programs and events are meaningfully geared to a particular office culture and its constituents. As demonstrated below, achievement of diversity as reflected in a successfully inclusive culture requires a long-term visible commitment from the firm and its leaders.

Retention

- ✱ Analyze existing systems and policies for unintended and/or historic bias, including the firm's work allocation system, the process for inclusion at firm events, the internal training programs, and the committee appointment process.
- ✱ Require annual reports by practice area leaders on goals and efforts to diversify practice groups.
- ✱ Make firm leaders accountable for meeting diversity goals, including achievement of diversity goals as a factor in the compensation process.
- ✱ Encourage all firm members to participate in women's and minority bar associations and minority counsel programs. Sponsor memberships in these bar associations and fund participation at these events; support lawyers in leadership roles in professional organizations. Partner with minority bar associations to identify and hire diverse lateral attorneys.

- ✱ Count diversity-related activities toward “firm commitment” or other qualified billable hours.
- ✱ Institute anonymous upward reviews, with diversity competence as a component.
- ✱ Provide reasonable accommodations for individuals with disabilities to ensure maximum productivity. (See <http://askjan.org>.)
- ✱ Promote work/life balance through equity/non-equity partnership options, on-site day care and free emergency child care, a sabbatical program, and part-time/flex-time options that maintain partnership eligibility.
- ✱ Sponsor minority attorney participation in professional development conferences, such as “Charting Your Own Course Career Conference” (see <https://www.regonline.com/builder/site/Default.aspx?EventID=1266838>); Minority Corporate Counsel Association’s “Creating Pathways to Diversity Conference” (see www.mcca.com), or Corporate Counsel Women of Color’s Career Strategies Conference of Law Firm Associates (see www.ccwomenofcolor.org).
- ✱ Develop and support internal diversity networks/affinity groups for minority, LGBT, women, and disabled attorneys; encourage different affinity groups within the same organization to collaborate on programmatic and diversity initiatives.
- ✱ Institute reverse mentoring, whereby senior attorneys are paired with junior diverse attorneys to open channels of communication and potentially learn about the challenges these attorneys face.
- ✱ Periodically reevaluate practice area assignments and attorney choices to assess fit.
- ✱ Mandate and track equal access for diverse attorneys to quality work assignments, marketing efforts, formal and informal events, and clients.
- ✱ Conduct annual internal seminars, retreats, conferences, or similar programs for women and minority lawyers, including sessions and panels on business development and general networking skills, leadership development, presentation skills, billing practices, and other pertinent topics related to career and professional development. Such programming should be parallel to and/or otherwise supplement similar programming for all attorneys.
- ✱ Evaluate and remedy issues of accessibility in the office building, work space, and parking facility.

Culture and Inclusion

- ✱ Create a diversity vision statement embodying the firm's commitment and disseminate both internally and externally.
- ✱ Develop and implement a firm-wide diversity strategic plan and incorporate measurable benchmark goals.
- ✱ Develop a Diversity Committee composed of a staff diversity director, attorneys, and staff across all offices, with access to/participation from the Management Committee and key decision makers, to identify key internal issues and to propose solutions, diversity events, and diversity training.
- ✱ Provide annual diversity training for all lawyers and staff, and management training for supervisors, including hiring attorneys, management, and practice area leaders. Tailor content and materials to the firm and its culture.
- ✱ Send a welcome letter from the Diversity Chair to all entering attorneys (entry-level and lateral) highlighting the firm's valuing of diversity and outlining the firm's goals and initiatives.
- ✱ Celebrate diverse cultures through firm-wide or office-wide events and recognition, including Asian Pacific Heritage Month, Black History Month, Gay Pride Month, Hispanic History Month, Women's History Month, National American Indian Heritage Month, and National Disability Employment Awareness Month, as well as other observations throughout the year that highlight multiculturalism and diversity.
- ✱ Host firm celebrations for diversity milestones (for example: the anniversary of *Brown vs. Board of Education*, the anniversary of the end of Apartheid, or Martin Luther King, Jr. Day — or host or sponsor an annual day of service event on the Martin Luther King, Jr., holiday).
- ✱ Sponsor local diversity bar association membership and events, as well as community outreach efforts.
- ✱ Survey lawyers and staff regarding outside activities and share information about connections with community minority organizations both internally and externally; promote and encourage such involvement.
- ✱ Co-sponsor local minority networking series with other area firms.
- ✱ Partner with diversity directors of local bar associations with diversity initiatives, such as the New York City Bar Association, Philadelphia Bar Association, Bar Association of San Francisco, and others.
- ✱ Develop a regularly distributed internal diversity communication highlighting diversity achievements, awards, reports on conference attendance,

updates to firm policies, and reports from the Diversity Committee; include articles of interest and website links to diversity organizations; specify avenues for active involvement by firm lawyers in diversity enhancement efforts.

- * Build strong relationships and strategic alliances with external legal organizations (e.g., the Minority Corporate Counsel Association (MCCA); the National Association for the Advancement of Colored People (NAACP); the National Lesbian, Gay, Bisexual and Transgender (LGBT) Bar Association; the National Association of Law Students with Disabilities (NALSD); women and minority bar associations, and local community outreach organizations committed to diversity.
- * Sponsor national affinity group organization events, including law students' and practitioners' conferences.
- * Create a diversity scholarship or internship program to attract diverse candidates.
- * Develop a firm webpage focused solely on diversity.
- * Establish ongoing relationships with law school affinity groups and support activities, conferences, job fairs, and other events organized by the groups.
- * Create law firm diversity scholarships at partner law schools.
- * Inaugurate an Annual Diversity Day, including a celebration, speakers, and discussion groups.
- * Provide domestic partner benefits and a salary gross-up to make whole associates who are taxed differently for those benefits
- * Include gender identity in the firm's EEO statement; provide health insurance benefits related to transgender needs/status.
- * Ensure that social invitations are inclusive by using wording that invites partners, not just spouses.
- * Provide public firm-wide support for diversity. For example, be a signatory to the New York City Bar Association's statement of diversity goals for law firms, or similar local strategic initiatives.
- * Include diversity goals and achievements in the firm's annual report.
- * Develop goals to identify and utilize minority and women-owned businesses as firm vendors and co-counsel.

- ✱ Participate in or develop pipeline programs to introduce diverse high school, college, and law school students to private practice and the legal profession.
- ✱ Be cognizant and accommodating of attorneys from different faith communities. Where firm events are concerned, think about accommodations such as having non-alcoholic alternatives, providing employees with the ability to “opt-in” to meals that meet any dietary restrictions, and being mindful of any conflicting major religious holidays. With respect to the workplace, send around a general inquiry to see if there is a need to designate an appropriate room in the office for daily prayers — or where space is severely limited, allow employees the time to congregate in other locations. Also be aware of, and find effective ways to work around, practices that may limit an employee’s communication with others for a certain span of time (e.g., those who observe Shabbat need to leave the office before sunset on Fridays and may discontinue use of electronic devices until Saturday night).

Ballard Spahr Andrews & Ingersoll LLP and the National Constitution Center partnered with the School District of Philadelphia to create *Constitution High School*. This community partnership allowed the firm Ballard Spahr to expand both its pipeline initiative and diversity commitment. The magnet high school opened in September 2006 with 100 freshmen, and has added another class each year. Eighty-five percent of students are minority, more than half are female, and most come from low-income families. This unique alliance has allowed Ballard lawyers and staff to provide mentorship and career exploration activities designed to promote student interest in law as a career. Individual lawyers assist with student research projects, curriculum development, and law-themed field trips and coach the Mock Trial team. Ballard's support and long-term commitment to *Constitution High School* demonstrate its steadfast goal of promoting diversity within the firm and the greater legal community.

Associate retention is a key component of **Skadden, Arps's** diversity and inclusion initiative. Firm leadership reinforces this priority by reviewing diversity data and plans with practice and office leaders during regularly scheduled assessments throughout the year. In addition to utilizing various internal resources for associate development, the firm invites the participation of its alumni in forums such as affinity group lunches and networking events, and sponsors associate attendance at minority, women and LGBT bar association conferences.

Cultivating an inclusive environment goes hand-in-hand with Skadden's retention objective. Several times a year, the firm hosts "Facets Lecture Series" events, which help to foster dialogue and awareness around diversity and inclusion. The lectures feature prominent individuals from varied backgrounds and complement the firm's diversity-related newsletter, heritage month celebrations, and affinity group-sponsored programs as means of conveying to all the firm's commitment to diversity and inclusion.

Professional Development

One of the critical components of a successful diversity initiative is a multi-faceted and integrated professional development program. Successful programs must have flexibility, adequate resources, and accountability. Moreover, firms must demonstrate a solid commitment to diversity from the top down and actively integrate diversity concepts into the fabric of every facet and level of firm management.

Shearman & Sterling's global mission is to weave diversity into everything it does.

Four core tenets make up its global diversity initiative: (1) to nurture a firm culture that supports and promotes diversity and inclusion, (2) to facilitate diversity in all aspects of the firm's programs, administration, and operations; (3) to increase recruitment, retention, development, and promotion of attorneys and staff from diverse backgrounds; and (4) to directly promote diversity and inclusion through client relationships, the legal community, and nonprofit organizations. Specific steps the firm has taken to implement its global mission range from educational awareness to mentoring to signing the Association of the Bar of the City of New York's statements supporting diversity.

Since 2007, the firm has instituted several new diversity initiatives, in particular formal affinity groups. Formed voluntarily, the groups encourage mentoring relationships, professional development, and opportunities for networking. Currently, the groups consists of the Women's Initiative for Success, Excellence and Retention ("WISER"), focusing on issues of interest to female attorneys; the Black Attorneys Aligned in the Quest for Excellence ("BLAQUE"), focusing on issues of interest to Black lawyers in the legal community; and Sterling Pride, focusing on the lesbian, gay, bisexual, and transgender community. The groups meet regularly and membership is open to all associates and counsel of the firm.

Diversity Training

The centerpiece of an effective professional development program that promotes diversity is the diversity education or training program. The essential components to such a program are as follows.

■ Needs Assessment

In order to ensure that the content of a diversity training program will be effective, the firm must conduct an assessment of its diversity, history, culture, and any other applicable demographic data. The assessment should be focused on understanding the climate of the firm, successes, and areas for improvement. There are several effective methods of assessing the particular issues and concerns that must be addressed. These methods include focus groups; questionnaires; a review of documents, policies, complaints, and litigation history; and one-on-one interviews with partners, associates, and staff, including members of diverse groups.

■ Participation

The success of a diversity training program is dependent on the level of participation from each and every member of the firm community — from senior partners to mail clerks. The firm should do everything in its power to make the training accessible and ensure 100% participation.

- ✱ Partners should be trained first to set the tone and lead by example for the entire firm.
- ✱ Training sessions should be offered on at least an annual basis and should be integrated into new staff and lawyer orientations as well as annual associate conferences.
- ✱ Sessions should be divided appropriately — partners with partners, associates with associates, and staff with staff. This allows trainers to tailor their material to the various levels of responsibility and address relevant issues of concern in a safe environment for all lawyers and staff.

■ Trainers

It is critical that firms carefully select trainers in order to ensure effective and engaging sessions. At a minimum, trainers must:

- ✱ Have experience with and knowledge of legal issues to avoid potential legal problems that can result *from* diversity training;

- ✱ Understand employee relations and the particular problems that can arise from diversity issues in a law firm; and
- ✱ Have strong and engaging communication skills and be able to communicate effectively with the full spectrum of employee classifications.
- ✱ It may be helpful if trainers also reflect the diversity (or perhaps desired diversity) of the firm.

Content

The content of the training program must be developed according to the results of the assessment and the specific needs and culture of the firm. It is essential to consider variations in state law as well as the individual “personalities” of each office when tailoring training to each individual location. While there will be variation in content based on the particular needs of the firm, diversity training — across all offices — should include:

- ✱ A discussion about the value the firm places on diversity, including moral, legal, economic, policy, and ethical motivation.
- ✱ A broad and thorough definition of diversity.
- ✱ A discussion of cultural differences, stereotypes, and biases.
- ✱ An explanation of the types of harassment.
- ✱ A discussion on the specific responsibilities of managers (both lawyers and non-lawyers).
- ✱ Effective communication.

Methods

An engaging training program employs a variety of presentation methods including written material, video vignettes, discussion, and interactive case studies. In addition, each session must be prepared and presented according to the various levels of knowledge of each group. For example, a presentation to lawyers should assume a certain level of legal knowledge.

Other Educational Programs

- ✱ *Offer more classes.* An effective professional development program includes training on a variety of skills to ensure that diverse lawyers are able to succeed in the firm. Suggested courses include marketing, business development, persuasive writing, public speaking, client communications, community involvement, and, of course, traditional legal skills.
- ✱ *Provide information about and sponsor external educational opportunities.* In addition to solid internal programming, a firm must also provide sufficient opportunities for associates to learn and network outside the firm. A variety of opportunities exist for lawyers at all levels to join and actively participate in minority bar associations and their affinity-group-centric specialty sections, minority corporate counsel groups, and outside conferences. Active involvement and leadership in such organizations not only add to associates' professional development but also can help lawyers acquire effective business development techniques.
- ✱ *Conduct retreats.* Several law firms have found it useful to hold annual retreats to bring diverse lawyers together from all offices, allowing women and diverse attorneys to network with one another, discuss experiences, and get involved in various diversity initiatives.
- ✱ *Encourage diversity dialogues.* Dialogues provide opportunities for small groups to discuss what diversity means to them and what the firm can do to support it.
- ✱ *Support affinity groups.* Groups that are formed voluntarily or are organized by the firm can serve as support networks for diverse lawyers. They can meet formally to discuss issues within the firm, and informally for support and social activities. Affinity groups for attorneys of color, attorneys with disabilities, and LGBT attorneys can also be excellent sources of ideas on recruiting and various aspects of firm management.
- ✱ *Celebrate diverse cultural events.* Host firm events to celebrate Black History Month (February), Women's History Month (March), Asian Pacific Heritage Month (May), Gay Pride Month (June), Hispanic History Month (September 15 - October 15), National Disability Employment Awareness Month (October), and National American Indian Heritage Month (November).
- ✱ *Provide firm awareness events about different religions and traditions that cover a wide range of topics (e.g., the meanings and origins of different attire and social practices, such as practices within some religious traditions of avoiding physical contact with a member of the opposite sex who is who a spouse).*

Individual Career Development

As with any initiative, one size does not fit all. A new trend in professional development is for firms to employ a career development manager who works individually with associates to help them assess and guide their careers and skill development. Some firms have successfully drafted career development guidelines for each practice group. These guidelines are used by career development professionals to evaluate the progress of each associate and to monitor competency. Individual career development professionals can also review billing reports and work assignments to ensure fair and appropriate distribution of work to diverse lawyers.

Mentoring

A mentoring program can be integral to the success of a diversity program if it is conceived within the context of the firm's culture, if it is managed properly, and if pairings are made in a judicious manner. Elements of a successful mentor program include:

- ✱ Mentors must be trained in appropriate techniques and rewarded for success.
- ✱ Mentors and mentees must set mutual expectations and be provided specific and regular opportunities to meet.
- ✱ Mentors must be assigned carefully. Consider —
 - Self-guided mentoring, which allows the employee to identify a senior leader as a mentor.
 - Pairing diverse lawyers with other diverse lawyers.
 - Pairing each associate with both an associate and a partner to allow a variety of resources to address individual needs and goals.
 - Establishing a supplemental mentoring program during the third or fourth year to assist associates during this crucial period of career development.
 - Pairing members of the senior management team with diverse lawyers to allow information to flow between these two important groups.

Accountability

Even the best diversity programs have little chance of success without mechanisms to ensure accountability and continuous evaluation of both the programs and the participants. The firm must manifest the importance of diversity by investing diversity professionals with visible power through having them report to senior firm management. It is also beneficial to attach economic significance to diversity enhancement efforts — for example, tying some degree of partner compensation to success in meeting diversity goals and allowing associates to count diversity-related activities toward their billable hours requirement.

At **Andrews Kurth LLP**, diversity and inclusion are core values. The firm has incorporated accountability measures for diversity and inclusion into all attorney self-evaluations. Attorneys are asked to delineate their contributions in support of the firm's diversity and inclusion strategy. These reports are then reviewed as part of the firm's annual compensation process. Diversity and inclusion "matter" numbers have been added to facilitate the recording and tracking of attorney hours devoted to diversity and inclusion activities.

Recruitment

Recruiting diverse legal talent is an obvious goal in any diversity plan. To do so effectively, recruitment best practices should be multi-dimensional and incorporate a network inclusive of law schools, clients, internal and external affinity groups, women and minority bar associations, and city-wide law consortia.

Recruitment Practices Aimed at Law Schools

- * Foster good working relationships with law school career services professionals.
- * Participate in minority clerkship or fellowship programs.
- * Meet with and support law student leaders and student affinity groups; host events sponsored by these groups.
- * Participate in mentoring programs for diverse law students.
- * Conduct resume workshops.
- * Participate in mock interview programs.
- * Take part in career panel presentations.
- * Host receptions for women, minority, and disabled law students.
- * Host a reception for admitted students from a local law school with which the firm has strong ties.
- * Advertise in law student association publications directed toward women, minorities, and disabled students.
- * Add predominantly minority law schools to the firm's recruitment program.
- * Communicate the firm's diversity goals to deans, professors, and career services professionals; ask for assistance in identifying and referring promising minority and disabled students.
- * Communicate the firm's commitment to accommodating students and practicing attorneys with disabilities.

Internal Recruiting Efforts

- ✱ Support affinity groups in the firm. Ask for their ideas and support of recruitment efforts.
- ✱ Host dinners for minority attorneys and diverse law student recruits.
- ✱ Involve the Diversity Committee in recruitment efforts, including direct follow-up communications from Diversity Committee members to minority recruits. Consider forming a special subcommittee or task force focusing on recruitment.
- ✱ Hire minority and disabled law students to work part-time during the academic year in addition to participating in minority clerkship or fellowship programs, which typically take place in the summer.
- ✱ Enlist the firm's Hiring Partner to take an active role in diversity recruitment.
- ✱ Educate interviewers on best practices for interviewing diverse candidates. Ensure that any firm training or interview practices include a discussion of questions that may reflect bias and impede effective evaluation of women, minority, and disabled candidates.
- ✱ Bolster the firm's marketing materials; create an additional recruitment brochure to emphasize the firm's commitment to diversity, diversity goals, and diversity achievements.
- ✱ Utilize executive search firms that specialize in the placement of minority or disabled lawyers for lateral hiring.
- ✱ Maintain contact with exceptional minority applicants who chose other employment.
- ✱ Set diversity recruitment goals consistent with management's priorities.
- ✱ Sponsor a summer associate reception hosted by the firm's Diversity Committee.
- ✱ Host a minority law student job fair.
- ✱ Devote a section of the firm's website to diversity issues and include substantive, specific information on firm initiatives.
- ✱ Work with clients in recruiting diverse lateral partners.

External Recruiting Efforts

- ✱ Contribute to nonprofit educational programs that introduce minority and disabled youth to the legal profession.
- ✱ Fund minority law student scholarships for students attending area law schools.
- ✱ Advertise in minority professional publications and on minority professional association websites.
- ✱ Develop relationships with and seek opportunities to support disability-focused legal organizations at both the student and practicing attorney level.
- ✱ Post lawyer positions online on diversity organizations' websites such as the MCCA and NALSWD (the National Association of Law Students with Disabilities).
- ✱ Form strategic alliances with local and national diversity organizations to identify diverse candidates.
- ✱ Participate in minority and disabled student/attorney job fairs throughout the country.
- ✱ Take part in pipeline programs that encourage diverse high school, college, and law school students to consider a career in the private practice of law.
- ✱ Partner with others in your community who are reaching out to diverse elementary and high school students to improve their education and encourage them to consider legal careers.
- ✱ Collaborate with other area law firms to promote diversity in the legal profession.
- ✱ Support affinity groups in the community.
- ✱ Participate in the ABA's National Conference for Minority Lawyers, which holds a forum for in-house counsel and private practice lawyers to discuss methods of increasing diversity.
- ✱ Participate in the Minority Corporate Counsel Association's fall diversity conference and other MCCA events.
- ✱ Participate in NALP's annual Diversity Summit and Annual Education Conference programming on diversity issues.

Cleary Gottlieb seeks to enhance and maintain diversity through recruiting efforts using our Committee on Diversity Issues (CDI), which includes approximately 30 lawyers of all levels of seniority from the full range of our practice areas and administrative staff in New York. Members of the CDI visit law schools during the spring to meet with first-year law students from various backgrounds. The purpose of these visits, called “fireside chats,” is to educate those students concerning life at law firms in general and Cleary Gottlieb in particular. Members of the CDI also work with informal affinity groups of the type found at law schools (e.g., African American, Latino, Asian American, Southeast Asian, Middle Eastern, Muslim, and LGBT) to organize social events and other activities. The firm believes that fostering relationships with such law school communities will make the firm an even more welcoming and supportive institution for attorneys from diverse backgrounds, creating an environment of inclusion where all attorneys can thrive in the context of the larger community of Cleary Gottlieb lawyers. The CDI also sponsors an ongoing firm speaker series on issues of diversity, and hosts an annual Citywide Diversity Reception where all attorneys, summer associates, and administrative staff from Cleary Gottlieb and the New York City area are invited to network and hear a prestigious speaker on relevant issues.

Diversity Resources

Articles

Note: NALP members can access NALP Bulletin articles in the Bulletin archives at www.nalp.org. The Bulletin archives can be sorted by date or by author, and can be viewed in their entirety or by category (e.g., "Diversity," "Women," "LGBT," "Disability"). The archives can also be searched by key word. Non-members interested in receiving an article or inquiring about reprint permission should contact NALP Director of Publications Janet Smith at jsmith@nalp.org.

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Shawn M. Beem, "Helpful Tips for Using NALP's GLBT References," *NALP Bulletin*, Vol 18, No. 4 at 11 (April 2006).

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Carlos Caballero-Dávila, "A Roadmap of GLBT Resources," *NALP Bulletin*, Vol. 18, No. 3 at 16 (March 2005).

Jessica Carter, "Women of Color: Leave None Behind," *The National Law Journal*, Vol. 31, No. 15 at 23 (December 8, 2008).

Judith Collins, "Law Firms Report More GLBT Lawyers But Numbers Remain Small; Reported Number of Disabled Lawyers Also Remains Small," *NALP Bulletin*, Vol. 20, No. 11 at 8 (November 2008).

Judith Collins, "Women and Minorities in Law Firms by Race and Ethnicity," *NALP Bulletin*, Vol. 21, No. 1 at 9 (January 2009).

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Judith Collins, "Women and Minorities in Private Practice – Additional Perspectives," *NALP Bulletin*, Vol. 19, No. 2 at 11 (February 2007).

Marcelyn Cox and Gita Wilder, "Findings from a Survey of Diversity Officers," *NALP Bulletin*, Vol. 20, No. 10 at 17 (October 2008).

Jeremiah DeBerry, "An Advocate of Their Own," *Legal Times*, Vol. 30, No. 45 (November 2007).

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Karen Donovan, "Pushed by Clients, Law Firms Step Up Diversity Efforts," *The New York Times* (July 21, 2006).

Phil Duran, "Breaking the Silence: Invisible Minorities in the Legal Profession," *NALP Bulletin*, Vol. 19, No. 6 at 1 (June 2007).

J. Gilliam, Jr., "Compelling Reasons to Attend Lavender Law '05," *NALP Bulletin*, Vol. 18, No. 5 at 4 (May 2005).

Amy Grumberg, "It's Not the Driver, It's the Road: What Accommodations for Law Students with Disabilities Are Really About," *NALP Bulletin*, Vol. 21, No. 3 at 8 (March 2009).

Pauline E. Higgins, "Subtle Discrimination That Ruins Retention," *Texas Lawyer* (July 21, 2008) (see <http://www.law.com/jsp/tx/PubArticleTX.jsp?id=1202423098201>).

Betsy Johnson, "Disclosure of Disability in a Job Interview," *NALP Bulletin*, Vol. 18, No. 9 at 7 (September 2006).

James G. Leipold, "The Evolution of Diversity Initiatives – Through Wind and Snow," *NALP Bulletin*, Vol. 19, No. 4 at 22 (April 2007).

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Evelyn Gaye Mara, "Survey of Law Office Diversity Programs," *NALP Bulletin*, Vol. 18, No. 7 at 9 (July 2005).

Shannon Minter and Christopher Daley, "A Workforce in Transition: Transgender and Gender Non-Conforming Job Seekers and Employees," *NALP Bulletin*, Vol. 18, No. 9 at 4 (September 2005).

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Patricia Patrick and Irene Reed, "Improving Diversity at the Partnership Level," *NALP Bulletin*, Vol. 20, No.12 at 18 (December 2008).

Veta Richardson, "The Unqualified Myth," *Legal Times* (August 2006).

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Susan Smith Ross, "9 Steps to Increasing Workplace Diversity," *NALP Bulletin*, Vol. 18, No. 5 at 11 (May 2005).

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Robert L. Serenka and Pj Iraca, "Employee Resources Groups for LGBT Employees: A Growing Trend," *NALP Bulletin*, Vol. 18, No. 2 at 1 (February 2005).

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Katheryn Hayes Tucker, "Call to Action Part Two," *Fulton County Daily Report* (May 22, 2008) (see <http://www.law.com/jsp/ihc/PubArticleIHC.jsp?id=1202421587460>).

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Books and Periodicals

- ABA Commission on Women and the Profession, *Dear Sisters, Dear Daughters*, 2009 Edition (available through NALP at www.nalp.org).
- ABA Commission on Women and the Profession, *Empowerment and Leadership, Tried and True Methods for Women Lawyers*, March 2004 (available through NALP).
- National Association for Colleges and Employers, *NACE's Guide to Diversity Recruiting*, 2003. (NACE is an association of undergraduate career services offices and employers that recruit on college campuses, and thus this NACE manual is not targeted specifically to legal recruiting. However, almost all of the strategies suggested — from working with minority student groups on campus to developing relationships with faculty to making interviewing “facially neutral” — apply equally to legal recruiting) (See <http://www.naceweb.org> for information on ordering.)
- Scott E. Page, *The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools and Societies*, Princeton University Press, 2008.
- Lauren Stiller Rikleen, *Ending the Gauntlet: Removing Barriers to Women's Success in the Law*, Thomson Legalworks, 2006 (available through NALP).
- Beverly Daniel Tatum, *Why Are All the Black Kids Sitting Together in the Cafeteria? And Other Conversations About Race*, Basic Books, 5th Anniversary Revised Edition, 2003.
- Carrie G. Bassas, Rebecca S. Williford, Stephanie L. Enyart, *Lawyers, Lead On: Lawyers with Disabilities Share Their Insights*, ABA Commission on Disability Rights, 2011. An inspiring collection of letters of encouragement and advice from lawyers with disabilities.
- John W. Parry J.D., *Equal Employment of Persons with Disabilities: Federal and State Law, Accommodations, and Diversity Best Practices*, ABA Commission on Disability Rights, 2011. Provides employers with sound business reasons for hiring and retaining persons with disabilities, along with specific recommendations on integrating them into the workplace while enhancing overall productivity for all employees.
- R. Roosevelt Thomas, Jr., *Building on the Promise of Diversity: How We Can Move to the Next Level in Our Workplaces, Our Communities, and Our Society*, AMACOM, 2005 (available through NALP).

R. Roosevelt Thomas, Jr., and Marjorie Woodruff, *Building a House for Diversity: A Fable About a Giraffe & an Elephant Offers New Strategies for Today's Workforce*, AMACOM, 1999.

R. Roosevelt Thomas, Jr., Tracy Irving Gray, Jr., and Marjorie Woodruff, *Differences Do Make A Difference*, American Institute for Managing Diversity, 1992.

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Harvard Business Review (see <http://www.hbr.org>).

Diversity & the Bar magazine, Minority Corporate Counsel Association (MCCA), (see <http://www.mcca.com> for information).

Minority Law Journal (see <http://minoritylawjournal.com>).

Studies and Reports

The Myth of the Meritocracy: A Report on the Bridges and Barriers to Success in Large Law Firms, Minority Corporate Counsel Association (see <http://www.mcca.com>).

Visible Invisibility: Women of Color in Law Firms, ABA Commission on Women in the Profession (see <http://www.abanet.org/women> — also available from NALP).

From Visible Invisibility to Visibly Successful: Success Strategies for Law Firms and Women of Color in Law Firms, ABA Commission on Women in the Profession (a free PDF download at <http://www.abanet.org/women>).

Best Practices for Eradicating Religious Discrimination in the Workplace, The U.S. Equal Employment Opportunity Commission (see http://www.eeoc.gov/policy/docs/best_practices_religion.html).

A Legal Employer's Guide to Islam in the Workplace, Muslim Bar Association of New York, June 2012 (available through MuBANY at <http://www.mubany.org/contact>).

Religions in Canada, Government of Canada, National Defence, March 2003
(A reference document that provide general information and awareness about the various religious and spiritual practices in Canada. It contains a description of major religious and spiritual requirements and tenets, including celebrations and observances, as well as dress, dietary, medical and health requirements.) (see [http://www.ais-info.org/doc/informes/2003/Religions in Canada.pdf](http://www.ais-info.org/doc/informes/2003/Religions%20in%20Canada.pdf))

Websites

<http://www.abanet.org/minorities/> — The Commission on Racial and Ethnic Diversity in the Profession is focused on creating leadership and economic opportunities for racially and ethnically diverse lawyers within the ABA and the legal profession.

<http://www.abanet.org/women/> — The Commission on Women in the Profession is focused on assessing the status of women in the legal profession, identifying barriers to advancement, and recommending to the ABA actions to address problems identified.

<http://www.aimd.org> — The American Institute for Managing Diversity (AIMD) is a nonprofit think tank dedicated to promoting and furthering the field of diversity management. The website includes resources and articles.

<http://www.acc.com> — The Association of Corporate Counsel has a section of their website dedicated to diversity issues.

<http://www.alfdp.com> — The mission of the Association of Law Firm Diversity Professionals is to act as a catalyst for the advancement of diversity in the legal profession through its members' collective knowledge, vision, expertise, and advocacy in the area of law firm diversity.

http://www.americanbar.org/portals/lawyers_with_disabilities.html — The ABA's portal for Lawyers with Disabilities. Webpage links to Mentoring, state-by-state resource directories, news, ABA groups and committees, and awards.

<http://askjan.org/empl/index.htm> — The Job Accommodation Network — Employer Resources (Private, Government, and Other). See also **<http://askjan.org/media/eaps/lawyersEAP.doc>**, *Job Accommodations for Lawyers with Disabilities*, Office of Disability Employment Policy.

<http://www.catalyst.org> — Catalyst is a research and advisory organization working with businesses and the professions to build inclusive environments and expand opportunities for women at work.

<http://cleoscholars.com> — The Council on Legal Education Opportunity (CLEO) is a nonprofit project of the American Bar Association Fund for Justice and Education to expand opportunities for minorities and low-income students to attend law school and become members of the legal profession by providing pre-law recruitment, counseling, placement assistance, and training.

<http://diversecounsel.org/about.html> — Diverse Counsel is a service of the Association of Corporate Counsel to help corporate counsel find more diverse outside counsel who can represent their corporate clients.

<http://www.diversity.com> — Provides nation-wide job advertisements, corporate branding, career networking, and executive recruitment services.

<http://www.diversitybusiness.com> — A membership-based exchange platform that facilitates contacts and communication and provides business news and information on diversity-related issues.

<http://www.diversitycentral.com> — An archive chronicling corporate diversity efforts over the past 14 years in the United States, Canada, Australia, and several other countries.

<http://www.diversityinc.com> — The website partner of *DiversityInc*, the magazine. The site includes articles and materials on diversity-related topics.

<http://www.diversitynews.com> — *Diversity News* is a monthly publication whose mission is to serve as the link between women and minority-owned businesses and their professional peers. It is a forum for the exchange of information through a format of news, features, profiles, positive guest columns, and advertising.

<http://www.eeoc.gov/facts/accommodations-attorneys.html> — U.S. Equal Employment Opportunity Commission, *Reasonable Accommodations for Attorneys with Disabilities*

<http://www.law.com> — Law.com connects legal professionals to national and regional legal publications online, including *The American Lawyer*, *The National Law Journal*, and *The New York Law Journal*, and delivers legal news electronically, including diversity-related articles.

<http://www.lawyersforoneamerica.org/mission/index.htm> — An organization whose goal is to advocate for and actively promote greater racial and ethnic diversity in the legal profession nation-wide, so that law schools, judicial systems, and lawyers more accurately reflect the communities they serve.

<http://www.mcca.com> — Minority Corporate Counsel Association is an association whose mission is to advocate for the expanded hiring, retention, and promotion of minority attorneys in corporate law departments and the law firms that serve them. MCCA collects and disseminates information about diversity in the legal profession.

<http://www.nalp.org> — The NALP website includes a “Diversity Initiatives” area with information on law firm and other diversity initiatives as well as LGBT resources. The “Research & Statistics” portion of NALP’s site includes press releases and articles with NALP’s latest findings on diversity within the profession.

<http://www.dol.gov/dol/topic/disability/ada.htm> — Link to the Americans with Disabilities Act.

<http://www.dol.gov/dol/topic/disability/employeeerights.htm> — For basic information and links to Employee Rights.

<http://www.dol.gov/dol/topic/disability/employersresponsibilities.htm> — Summary of Employer responsibilities and of which employers are covered by the ADA.

<http://www.dol.gov/odep/topics/ndeam/> — The U.S. Department of Labor’s website for information about National Disability Employment Awareness Month.

<http://www.dol.gov/dol/topic/disability/> — The U.S. Department of Labor’s central location for Job-Related Disability Resources including links to the Office of Disability Employment Policy, the Employment and Training Administration, and the Civil Rights Center. Subtopics include: Hiring People with Disabilities, Job Accommodations, Job Searching, Laws & Regulations, Small Business, Social Security, Statistics, and Workers’ Compensation.

<http://www.ncwba.org/index.shtml> — The National Conference of Women’s Bar Association exchange ideas and foster connections among the leadership of women’s bar associations throughout the nation, as well as abroad.

<http://www.outandequal.org> — The website of Out & Equal Workplace Advocates offers suggestions to employers who are seeking to recruit LGBT employees and create a LGBT-friendly culture.

<http://pihra.org/communityresources.aspx> — Professionals in Human Resources Association (PIHRA) has a website entitled “Community Resources” that is designed to provide a variety of educational tools and resources to assist human resources professionals with diversity training and programs. It includes a list of community resources broken down by subject group.

<http://www.shrm.org/diversity/> — The section of the website for the Society for Human Resource Management (SHRM) that is dedicated to diversity issues. SHRM is an international human resource management association. The diversity focus area includes articles, news, and resources related to diversity issues.

<http://www.trainingregistry.com/> — The Training Registry is a directory that lists companies, trainers, coaches, training workshops, and training seminars.

<http://www.bbc.co.uk/religion/tools/calendar> — Lists major and minor holidays of a variety of religions on recently past, current, and future calendars with explanations of each entry (see also **<http://www.interfaithcalendar.org/2013.htm>**).

Diverse National Bar Associations

American Bar Association Commission on Disability Rights,
<http://www.americanbar.org/groups/disabilityrights.html>

Hispanic National Bar Association, **<http://www.hnba.com>**

Latina Lawyers Bar Association, **<http://www.llbalaw.org>**


National Asian Pacific American Bar Association, **<http://www.napaba.org>**

National Association of Women Lawyers, **<http://www.nawl.org>**

National Bar Association, **<http://www.nationalbar.org>**

National Native American Bar Association, **<http://www.nativeamericanbar.org>**

National LGBT Bar Association, **<http://www.lgbtbar.org/>**

 National South Asian Bar Association, **<http://www.nasaba.org>**

Diverse National Student Bar Associations

National Asian Pacific American Law Students Association,
<http://napalsa.com/>

National Association of Law Students with Disabilities, <http://www.nalswd.org>

National Black Law Students Association, <http://www.nblsa.org>

National Latino/a Law Students Association, <http://www.nllsa.org>

National Muslim Law Student Association, www.nmlsa.org

National Native American Law Students Association,
<http://www.nationalnalsa.org/>

North American South Asian Law Students Association, <http://www.nsalsa.org>