

The Architecture of Inclusiveness in Legal Organizations: Embedding Inclusiveness in Human Resources, Marketing, Recruiting, Professional Development and Balanced Hours Programs¹

Introduction²

The legal profession has invested a great deal of time and energy on diversity – getting “the numbers” up through recruiting - but not enough on efforts that actually retain and advance diverse attorneys. National research by several organizations³ reveals that diverse attorneys leave legal organizations at greater rates because the structure and culture of those organizations are not inclusive. Diverse attorneys have less access to opportunities that are critical to advancement, including formal and informal networking, client contact, substantive work assignments, mentoring, training, and candid feedback.

Most of these hidden barriers are caused by bias FOR people in the majority, rather than bias against those in the minority. Attorneys operate mostly in their “comfort zones” with people who are like themselves and share common interests. This results in systemic disadvantage by unintentionally marginalizing those who are different.

Increasing diversity by recruiting from under-represented groups is only half the battle. New efforts must place equal focus on “inclusiveness,” which involves intentional, ongoing engagement of diversity within organizations and removal of hidden barriers.

An important part of the process of moving from traditional diversity to inclusiveness efforts is embedding diversity and inclusiveness throughout the organization; weaving it into every aspect of the organization so that it is a part of everyday work for everyone.

This process is called the “architecture” of inclusion because it involves changes to the structure and culture of organizations.

In the summers of 2009 and 2010, attorneys and administrative staff from CLI’s Inclusiveness Network convened to brainstorm ways to change policies and procedures in their respective departments (Human Resources, Recruiting, Marketing, and Professional Development) to be more inclusive. What follows is a compilation of their work.

¹ By Kathleen Nalty, CLI; Caren Ulrich Stacy, Lawyer Development Strategies; and CLI’s Inclusiveness Network, including representatives from Brownstein Hyatt Farber Schreck LLP; Colorado Attorney General’s Office; Denver City Attorney’s Office; Dorsey & Whitney LLP; Faegre & Benson LLP; Holland & Hart LLP; Holme Roberts & Owen LLP; Kamlet Reichert LLP; Qwest Communications; White and Steele PC; and Xcel Energy.

²For purposes of convenience and brevity, frequent references are made in this document to attorneys but most, if not all, concepts apply equally to staff and are transferable.

³ National Association for Law Placement (*After the JD*), the American Bar Association (*Visible Invisibility* and *Visibly Successful*), the Minority Corporate Counsel Association (*Sustaining Pathways*), and Catalyst (*Women of Color in U.S. Law Firms*).

Recruiting

Job Openings:

- **Pre-recruitment analysis:**
 - Examine the demographics of the unit/department/group that is hiring and then plan a recruitment strategy. Ask the question – who is missing? What groups are absent or severely under-represented in this unit/department/group?
- **Hiring Criteria:**
 - Gain a clear understanding of the necessary criteria/competencies/qualifications for the position.
 - Have a frank discussion about whether “box credentials” – grades, law school attended, law review, and judicial internships - are the best predictors of success. This is often an issue in firms and the challenge is to present information to the decision makers that would persuade them that other factors are equally valid predictors of success.
 - New research from the Law School Admissions Council indicates that there are 26 factors that correlate more highly with success as an attorney than do grades or LSAT scores (<http://www.nytimes.com/2009/03/11/education/11lsat.html>).
 - Moneyball studies have shown that the most successful law firm partners often did not graduate at the top of their class or from top law schools. Examine the box credentials of your organization’s most successful attorneys to determine if there is really a correlation between box credentials and success. Read about a study conducted by Kerma Partners - <http://www.kermapartners.com/Default.aspx?id=297>.
 - The Minority Corporate Counsel Association conducted research documenting the “Myth of Meritocracy” in law firms: <http://www.mcca.com/index.cfm?fuseaction=page.viewpage&pageid=614>.
 - Similarly, hiring committees should critically analyze whether the organization’s current notion of “fit” is inclusive or exclusive; in other words, are you trying to find people who are exactly like those already in the organization or are different kinds of people valued because they are different? For example, are you looking for women who can be “one of the guys” so they can fit in better?
 - Hiring criteria should match the competencies that also drive training, development, evaluations, and promotions.
 - One idea is to make diversity part of the job description. One public legal employer includes a requirement in the job duties of managers that they actively recruit diverse attorneys. They are evaluated on this factor as a measure of job performance.
 - Never use the word “qualified” with minority candidates – ever.
 - Give diversity status equal weight with other hiring factors.
 - When hiring partners, think about and analyze the factors that contribute to success in addition to business generation. A diverse partner may not bring a significant book of business when moving laterally, but he/she may offer value by creating a more diverse partnership and make other significant contributions such as being a great legal technician or client relationship partner.
- **Postings:**
 - Re-evaluate standard job postings; be more creative in the wording of job postings to be more enticing to diverse candidates to tap into wider pools of applicants.

will help us diversify our organizations. One solution is to include discussions about workplace culture in the recruiting process. For example, during interviews with all candidates, discuss the importance of inclusiveness and emphasize that this is a high priority for our organization. There was one instance where a highly regarded diverse candidate accepted an offer in part because the chosen firm discussed its efforts to improve diversity and inclusiveness. The firm that was not chosen did not discuss diversity or inclusiveness in the interview process because they did not want to appear biased.

- Behavioral interviewing, which identifies attributes in candidates that go beyond paper credentials, is a preferred method of interviewing, since it goes to the whole person.
 - Identify the factors that actually lead attorneys in your organization to be successful and create interview questions that identify those characteristics in candidates.
- Educate/train attorneys and staff involved in interviewing and hiring about the role of unconscious bias as well as cross-cultural communication. Dr. Arin Reeves conducted an eye-opening study on bias in law firm hiring for the Minority Corporate Counsel Association which should be required reading for all hiring committees.⁴
- Ensure that at least one individual on the interview schedule has the responsibility to discuss diversity and inclusiveness at the firm. At the end of a call-back day, ask the candidate if anyone has spoken with them about diversity and inclusiveness at the organization and if not, have that discussion.
- Evaluate whether aptitude testing would produce a more diverse, but effective, pool of candidates.

Offer Process:

- Contact diverse candidates who do not accept the organization's offer to inquire as to why and what they chose to do instead.
- Ensure that the Hiring Committee, the individuals making the final decisions about the offers, has a diverse representation.
- The Hiring Committee should be asked to report on a quarterly basis to the management of the organization regarding the statistics related to hiring, including offers to and acceptances of diverse candidates.

Practice Group/Office Acquisitions:

- Management should ask about and take into consideration the diversity and inclusion efforts of the group they are considering merging with or acquiring. Ask the partner in charge about his or her efforts in these areas, and what he/she will do to continue those efforts at the new organization.

Post-Recruitment Analysis:

- Analyze statistics from every aspect of the recruiting process to ensure that diversity is intentionally incorporated and there are no hidden barriers.
 - What was the composition of the applicants at a particular school for OCI?
 - How many diverse candidates were selected from that pool of applicants?

⁴ Reeves, A.N. "Colored by race: Bias in the evaluation of candidates of color by law firm hiring committees."

Diversity & the Bar Magazine (Minority Corporate Counsel Association, Sept/Oct 2006). (Available at: <http://www.mcca.com/index.cfm?fuseaction=page.viewPage&PageID=576&varuniqueuserid=92473577143>).

- How many diverse candidates received call-backs?
- If there are few applications, make inquiries of the Career Development Office to find out why more diverse applicants aren't applying.
- Be more intentional and proactive about ensuring that diverse students know that the organization is interested in seeing their applications.

Pipeline Efforts:

- Work to increase the pipeline of diverse students into the profession.
- Help students understand the unwritten rules if they are the first in their family to attend college and/or law school.
- Explore hiring diverse 1L students into the summer program.
- Participate in college and law school mentoring programs for diverse students.

Human Resources

On-Boarding and Integration of New Hires:

- **Planning and Analysis:**
 - Analyze departures more closely to determine why people leave. This includes doing better exit interviews. Ask diversity-related questions during the exit interview. If a pattern emerges, address those issues in the on-boarding/retention processes.
 - Conduct confidential “stay” interviews to identify potential attrition risk factors among diverse attorneys.
 - Incorporate diversity and inclusiveness questions in annual evaluation process or surveys to reveal issues before employees leave.
- **Forms:**
 - Review all forms that new employees fill out to ensure they are inclusive:
 - Gender – offer more than just male or female option; include transgender and possibly “other _____” to give new employees the greatest number of options. Alternatively, just have a fill in the blank after the word “Gender:” and let people self identify.
 - Race/ethnicity – include options for multi-racial employees; consider adding “other _____” and allowing self-identification.
- **Orientation:**
 - Ensure that new hires are introduced to attorneys and staff; not just attorneys (makes the staff feel invisible and excluded). If someone is out of the office that day, make sure the new employee is introduced when that person returns.
 - Address the organization’s commitment to diversity and inclusiveness during orientation; have the Inclusiveness Committee Chair(s) address new hires in person or by letter with respect to the organization’s diversity and inclusiveness efforts.
 - It is important to continue integration after orientation so that employees will stay longer and feel more welcomed into the organization.
 - The City Attorney’s Office has a six month probationary period for all new employees during which they are required to take classes on rules and regulations (which could include diversity and inclusiveness training, such as anti-bias training). Other classes include other topics related to inclusiveness, such as bullying. A mandatory video about diversity and inclusiveness is another option.
 - Part of the orientation process for new attorneys should be a clearly defined set of criteria that the organization spells out, preferably in writing, regarding the steps that one needs to take in order to be considered for promotion. An open and honest communication needs to take place regarding expectations and the true value of work on committees, outside organizations, etc.
- **Affinity/Resource/Support Groups:**
 - Employees should know up front what groups are available in the organization, and what they can join. These groups should be open to anyone interested in participating.
 - Work to establish groups other than those for gender, race, etc. like single parents group.
 - All affinity groups should have a defined business purpose, as well as fostering supportive relationships and networking. For example, they could help increase the pool of applicants by activating their own networks when there are job openings. Or they could help design strategies for impacting new markets/clients.

Policies and Procedures:

- Review all policies for inclusiveness. Enlist the assistance of diverse employees to ensure the majority's blind spots are revealed and hidden barriers are eliminated. Example: Disparate impact on LGBT employees of many policies, including benefits – how is “family” defined in all policies?
 - Work/Life Balance:⁵
 - Attitudinal Issues: Work to improve the culture regarding work/life balance. While some firms have work/life balance policies, partners are critical of the associates who actually take advantage of this program. Often, associates aren't even aware of how they are being negatively impacted by participating. Walmart's legal department made great headway on attitudinal issues when top management started announcing to everyone that they were “flexing.”
 - The measurements of performance need to be changed and redefined so to incorporate the new work/life balance policies that some organizations have implemented. The measurements must honestly reflect these policies.
 - Holidays
 - Work to ensure greater equity among employees with respect to religious holidays.
 - Terminology
 - As legal organizations become more global, common terminology must be re-evaluated. For example, in England, the word “attorneys” is not used at all.
 - Dress/Attire
 - Becoming more flexible in attire to allow head scarves, etc. so that employees from different backgrounds are included.
 - Food/Drink
 - Meetings: Poll employees about dietary needs/restrictions/desires with respect to food and drink at meetings/events to be as inclusive as possible. Accommodating requests for kosher foods or other highly specialized needs might have to be case by case but trying to include would be better than ignoring.
 - Personal: Complaints about food smells when employees bring in personal food can be very exclusive (Asian attorney discontinues bringing in dinner leftovers); creating more tolerance/openness would be more inclusive.

Evaluations:

- Development plans for attorneys with benchmarks and competencies are being used more often. Tie evaluations to those benchmarks and competencies.
- The evaluation process can often put more emphasis on status quo items rather than specific, more diverse items. Evaluations need to be updated; using outdated ones can be detrimental to moving ahead.
- Implement 360 evaluations which are important in rooting out behaviors and practices that undermine inclusiveness.
- In fully inclusive organizations, every person has a job duty and responsibility related to diversity and inclusiveness and they are evaluated/compensated on their performance.
- Transparency: The appropriate steps that attorneys should take to be on track for promotion is often a hidden from them. Criteria, actions, and experiences are not made

⁵ See a more extensive discussion of Balanced Hours programs below.

known to new hires. Implementing procedures, including benchmarks and competencies, helps make the process more transparent. It also helps with equalizing work assignments.

- Personnel involved in evaluations need to have training on unconscious bias.
- Ideally, one person in the organization would review all evaluations for patterns of unconscious bias.
- Develop a self-evaluation system so that attorneys can participate in their own development.

Employee Feedback:

- Create an anonymous system for employees to submit questions, air concerns, and make comments.
- Conduct “stay interviews” where employees are asked if their work environment is inclusive and what can be changed if it isn’t.

Integrating New Employees:

One of the biggest hidden barriers for diverse attorneys in legal organizations is a lack of access to internal (and often informal) networks where critical information is shared that assists them in their path to success in the organization. Develop additional ways for new attorneys to get hooked into the internal networks within the organization.

- Work with Professional Development to create an effective mentoring program and ensure that new hires are assigned mentor(s) from the beginning of their employment.
- Go beyond the mentoring program to provide new hires with point people within the organization with whom they can begin networking and develop internal and external networks.
- Create opportunities for attorneys from various floors, departments, practice groups to develop relationships – dinners at partners’ homes, “take a white guy to lunch day”, lunch and learns, receptions, etc. These informal relationships are how majority attorneys traditionally get integrated fully into the organization but haven’t been as available to diverse attorneys.
- Monitor new attorneys – especially within the first three months – to ensure they are being integrated appropriately. Check with them to ensure they are meeting people and making connections, as well as getting appropriate work assignments. If necessary, coach them on how to make better connections within the organization.

Work Assignments:

- Work with practice group leaders and supervisors to develop a system for monitoring workloads and assignments. Take the pulse of administrative staff as well, since they are also well aware of attorney workloads.
- In well-developed, inclusive organizations, individual preference is replaced with objective system (possibly computerized) that analyzes attorneys’ workload, experience, and availability and assigns new matters without regard to preference of assigning attorney, unless that attorney gives a verifiable reason for a departure. There is accountability and oversight built into the system so that it cannot be subverted.

Training:

- Provide training on diversity and inclusiveness that isn’t compliance-oriented. Unbundle diversity awareness training from compliance.

Marketing

Assessment:

- External impressions have to have substance behind them. Go through all external marketing materials and read them with a “blind eye”.
- Work with Recruiting and HR to accurately report the numbers of under-represented individuals.
- Work with the Inclusiveness Committee to understand the overall initiative and goals.
- Evaluate the markets and audiences (clients, students) your marketing materials are designed for and understand the wide variety of perspectives involved.
- Review all marketing materials from the perspective of under-represented groups to evaluate whether they are diverse and inclusive. Look for inadvertent use of language that is exclusionary; for instance, only referring to women in the context of balanced hours programs. Or only referring to diversity and inclusiveness on the diversity page of the website instead of throughout the website.
- New research by Claude Steele reveals that racial and ethnic minorities look for representation in marketing materials when assessing the inclusiveness of an organization. If they see few photos of diverse people in marketing materials, they look for other indicia of inclusiveness, and are reassured by diversity policy statements that speak to valuing diversity and difference, as opposed to “color-blindness.” Ensure that your marketing materials and all communications include a representative number of photos of diverse members and that your diversity and inclusiveness efforts are stated everywhere potential employees, clients, vendors and others may look.
- On the other hand, avoid using people from under-represented groups as tokens. Thus, give some thought to how and where diverse members of the organization are represented; try not to position them off to the side or front and center when they aren’t that numerous in the organization or hold positions of prominence or leadership. Also, identify any attempts by some to minimize the visibility of diverse members to appease any clients who are uncomfortable with diversity.

Leadership:

- Get the decision makers involved in diversity and inclusiveness efforts so they understand the marketing issues involved.

Internal Communication:

- Create and disseminate newsletters to the whole organization on diversity and inclusiveness or embed diversity and inclusiveness topics into existing newsletters or intranet communications.
- Embed diversity and inclusiveness into all existing communication vehicles, including retreats and meetings.
- Consider having all important announcements come from the head of the office -- managing partner/general counsel.
- Create better lines of communication with other departments to coordinate diversity and inclusiveness efforts.
- Create better lines of communication with attorneys regarding diversity and inclusiveness and their clients’ needs.

External Communication:

- Websites should include important information on the organization's diversity and inclusiveness work. Every page for every department should be consistent and show evidence of inclusiveness; your organization can and should have a separate diversity and inclusiveness page but more evolved organizations have inclusiveness woven throughout the organization, and throughout the website.
- Clients who are sophisticated in inclusiveness are looking at firms' websites for evidence of inclusiveness efforts, not the usual diversity statements. Look at other firm's websites, such as [Warner Norcross & Judd](#) for examples of this kind of detail.
- One organization (Qwest) has dedicated marketing people whose job it is to form connections with outside networks. There is also a separate marketing person dedicated to inclusiveness issues.
- Include the organization's diversity and inclusiveness efforts in the annual report.
- Create talking points for everyone to use with respect to diversity and inclusiveness.

Clients:

- Are clients asking for quantitative and/or qualitative information with respect to diversity and inclusiveness?
- Is the organization giving deliberate thought to creating diverse teams of attorneys for RFPs and pitches?
- Does the standard pitch include talking points about diversity and inclusiveness?
- Create opportunities to partner with clients on diversity and inclusiveness - joint seminars, "leadership" circles, sponsorships of diversity events, etc.
- Work to make business development opportunities more accessible to everyone in the organization, not just the usual favorites.
- In responding to RFPs, understand the client's business as well as need/desire for diversity. Don't go overboard on describing qualifications of diverse attorneys. Describe what the firm is doing to ensure quality work from all attorneys.

Training:

- Provide training for all attorneys and staff who deal with potential clients and others about the organization's diversity and inclusiveness efforts so that everyone is on the same page and can speak knowledgeably about diversity and inclusiveness.
- Create training opportunities to educate attorneys about diversity and inclusiveness so they can interact with clients who are more sophisticated about these issues.
- Conduct training in business development – internal and external.
- Marketing professionals can help train attorneys to issue-spot, i.e. when clients are explaining their business issues/needs, attorneys should be able to recognize a potential legal problem that may fall within the expertise of other colleagues in the law firm—setting up a possible cross-selling opportunity.

Professional Development

Analysis:

- To develop attorneys in your organization, you need to identify the attributes of successful attorneys.
 - Survey attorneys in the organization to find the “bright stars” (those who others look to as the best attorneys), and “unpack” the attributes those individuals bring to the workplace.
 - Technical competence is critical but so are other factors that impact success, including intellectual and cognitive ability, communications, conflict resolution, interpersonal relationships, planning and organizing, client development, and character, among others. (See discussion of attributes of successful attorneys in Recruiting section).
 - Institute a training program where the “bright stars” train others in the organization in their area of expertise and give them a bonus as an incentive.
- What are the core values of the organization? If diversity and inclusiveness are core values, everyone in the organization should be accountable, which means they should be evaluated and trained to meet the core value.
- Define different paths to partnership and the criteria – i.e. rainmaking, internal leadership, external leadership, client relations, etc.
- Identify all of the opportunities provided (i.e. training, mentoring, etc.) and determine if diverse attorneys have the same access to these opportunities and if they are taking advantage of them (if not, ask them why not).

Competencies:

- Once you have defined core competencies that drive your organization’s training and development efforts, integrate diversity and inclusiveness into each area.⁶ As workplaces become more diverse and move toward valuing diversity, everyone will need to be more cross-culturally competent. For example, it is just as important for African-Americans to learn more about Asian Pacific American co-workers as it is for those in the majority (whatever the classification) to learn about those in the minority. Separate diversity and inclusiveness competencies are, therefore, important but inclusiveness requires embedding diversity and inclusiveness throughout all areas of competency.

Diversity/Inclusiveness-Related:

- Participates in the organization’s diversity and inclusiveness initiative (perhaps by completing a certain number of activities from a list).
- Participates in X diversity and inclusiveness trainings.
- Actively seeks to increase the pool of diverse applicants for open positions.

⁶ *Advice from Caren Ulrich Stacy: If you plan to develop core competencies for your law firm, the book **"Building Robust Competencies"** by Paul Green is a MUST-READ. Dr. Green is a highly-regarded industrial organizational psychologist who published the book over 10 years ago. His ideas and theories have withstood the test of time because of his practical approach to designing and using core competencies to hire, train, and evaluation talent. Here are a few highlights:

- Understanding the firm's core values in relation to the core skills of your talent (Chapter 2)
- How to transition from trait-based competencies to actionable "behavior-based" competencies (Chapter 3)
- Developing diversity competencies (Chapter 4)
- Using core competencies to structure behavior-based interviews (Chapter 5)
- Improving evaluations through task-based appraisal methods (Chapter 6)
- Linking competencies to mentoring efforts (Chapter 7)
- Designing training programs using behavior-based, instructional learning objectives (Chapter 8)

Networking and Business Generation Skills:

- Includes attorneys from different backgrounds in client marketing efforts.
- Meets and cross-markets with attorneys from different sections/departments/practice groups.
- Introduces attorneys from different backgrounds to clients.

Communication:

- Can communicate the organization's commitment to diversity and inclusiveness to potential recruits, lateral hires, and clients.
- Is proficient at understanding cultural differences and communicating effectively with people from different backgrounds; can see the world through the eyes of others.

Interpersonal and Team Skills:

- Considers the overall diversity of perspectives, backgrounds and personalities when creating a team or responding to client request.
- Works well with people across differences such as gender, race, sexual orientation, and other dimensions of difference.

Leadership and Mentoring:

- Assists diverse attorneys in developing their careers and integrating into the organization effectively.
- Develops effective mentoring relationships with attorneys of different backgrounds.
- Includes diverse attorneys in non-work-related events and seeks to introduce them to others.

Benchmarks:

Benchmarks are the milestones or activities that attorneys are expected to achieve at certain stages in their development to become proficient in the designated competency. Attorneys can set goals to achieve these benchmarks, but in most instances they should not be used in evaluations. Just because you took a deposition by a certain point in your career doesn't mean you did it well. Benchmarks help ensure that all attorneys, including diverse attorneys, are receiving key assignments at key points in their career. Senior attorneys charged with the development of junior attorneys should be held accountable for the junior attorneys meeting their benchmarks.

Evaluations:

- Build evaluations around the core competencies and goals.
- Everyone who performs evaluations should be trained in unconscious bias so that they can be more intentional about preventing unconscious bias from infiltrating reviews.
- One person in the organization should have the role of evaluating evaluations to look for patterns of unintentional (or intentional) bias. The book "The Use of Fair and Effective Evaluations" published by the ABA is an excellent resource.
- Create a follow-up mechanism to help diverse associates deal with and improve any skill gaps detailed in their evaluations.

Informal Feedback:

- Do not wait until the annual review process to inform an attorney of his/her development needs or areas of improvement. Work with the supervising attorneys to create a culture of

feedback that permeates throughout the organization at all levels frequently, and, if possible, during and after each project.

- Train the supervising attorneys to effectively give both positive and constructive feedback on a routine basis. Also train junior attorneys to ask for and graciously accept the feedback.
- Routinely ask junior attorneys about the level of feedback they are receiving, and compare the responses of diverse attorneys with others to measure and deal with any gaps that may exist.

Training:

- Tie all training to the core competencies to support attorneys in their advancement. Additionally, provide other training that removes hidden barriers in the organization that impact diverse attorneys disproportionately.

Navigating the Organization:

- Create consistent opportunities (panel discussions, small group lunches) for junior attorneys to have conversations with senior attorneys and management about the organization's expectations, the way promotion decisions are made, and other topics that are normally not openly discussed but are critical to success.
- This is particularly important for new attorneys who are the first in their family to become a professional or work in a professional setting.

Unconscious Bias:

- Most organizations have hidden barriers to success caused by unintentional and unconscious bias – mostly for, rather than against, people who are naturally within people's comfort zones. When majority attorneys operate in their comfort zones, with people who think like them and have the same backgrounds, most of the opportunities are shared with those people and diverse attorneys are (unintentionally) pushed to the sidelines. Provide training on how unconscious bias operates in the workplace.

Developing Junior Attorneys:

- Senior attorneys should be trained to effectively develop junior attorneys and guide them in their careers.

Mentoring:

- Connect your diverse attorneys to a combination of diverse and non-diverse mentors in the organization. They will need both perspectives to fully develop and understand the unwritten rules of success in the organization.
- Create a systematic check-in with diverse attorneys to ensure they have found and are working with both formal and informal mentors to champion their efforts as they advance.

Work Assignments

- Most, if not all, of a junior attorney's ability to advance is based on whether or not he or she has worked with the "right" senior attorneys on the "right" types of cases to grow and strengthen his or her skills. Implement structured work assignment systems for younger attorneys and laterals to ensure they have the opportunity to develop their skills from day one at the organization. Ask each work assignment staffing liaison to pay special attention to the needs of diverse attorneys in the process.
- Run reports and analyze metrics such as productivity, profitability, and realization rates of diverse attorneys compared to others to look for discrepancies and red flags.

- Routinely analyze the staffing make-up of cases to ensure there are diverse teams working together on all types of cases, especially high-profile matters.

Leadership and Succession Planning:

- Be more intentional about developing a diverse group of leaders for the future by asking diverse attorneys to have a voice in the organization through leadership roles and opportunities.
- Ask each member of the management team at the organization to mentor and teach a diverse attorney about leadership and management through an apprenticeship or protégé program.

Career Development:

- Through the mentor program, work with diverse attorneys to develop and track their career plans.
- Consider allowing diverse attorneys to work with a 3rd party coach or mentor to learn and accelerate critical skills such as business development.

Compensation and Promotions:

- Similar to evaluations, have an expert review your criteria and activities to ensure that unconscious biases do not exist in the process.
- Run reports and analyze the salary and advancement percentages of diverse attorneys with others to look for discrepancies in salary ranges and duration/advancement to partnership.
- Continuously evaluate and assess the diversity of the evaluations, compensation, and promotions committees.
- For firms with two tiers, compare the representation of diverse attorney in the income and equity ranks. If the income tier is a lot more diverse than the equity ranks, explore why.