



Another Innovative Inclusiveness Initiative by The Center for Legal Inclusiveness

What

Step Up For Diversity is as a national grassroots inclusiveness initiative for corporate counsel, law firm supervising/managing partners, and other attorneys to take individual actions (small and large) to: 1) help diverse and female attorneys build relationships (to overcome hidden barriers) and 2) incorporate inclusive practices to create a more diverse legal profession.

This web-based initiative provides a way for you to report (publicly or anonymously) inclusiveness action items you have completed. Your actions, together with others', will help transform the legal profession.

Top participants will be recognized at the 2012 Legal Inclusiveness & Diversity Summit on May 7, 2012, in Denver, Colorado; receive a free registration to the 2012 Summit with seating at a VIP luncheon table, as well as recognition on CLI's website and Step Up for Diversity promotions.

Why

Eight national research studies have concluded that diverse and female attorneys are (mostly unintentionally but) routinely excluded from career-enhancing opportunities, which contributes to fact that the legal profession is still the least diverse of all professions.

Specifically, these research studies confirm that hidden barriers in legal workplaces cause women and diverse attorneys (of color and LGBT) to be marginalized and leave their organizations at higher rates. According to these studies, women and diverse attorneys are more likely to:

- Be excluded from informal/formal networking opportunities,
- Not be integrated into the firm's internal networks,
- Not receive meaningful work assignments (especially those that help them meet required billable hours),
- Not have substantive contacts with clients,
- Report that many employees appeared to feel uncomfortable around them,
- Be stuck in dead-end assignments,
- Not receive sufficient mentoring or training,
- Receive inadequate feedback and "soft evaluations," and
- Be denied promotion opportunities.

Fostering relationships and embedding inclusive practices help overcome these hidden obstacles to success.

Who

- Corporate Counsel
- Supervising/Managing Attorneys
- Other Attorneys

How

- Register and report your progress on completing CLI's action items. Some items are easy and others are more involved. If you do something that is not on the list, report that too.
- Your participation is anonymous unless you choose to make it public.
- Report back on occasion or frequently.

About CLI

The Center for Legal Inclusiveness (CLI) is a 501(c)(3) nonprofit dedicated to increasing diversity in the legal profession and actively recruiting, educating, and supporting private and public sector legal organizations in their own campaigns to create cultures of inclusion.

CLI has created the only how-to, step-by-step instruction for legal organizations on retaining and advancing diverse attorneys. **CLI is the national resource for inclusiveness in the legal profession.**

For more information

- About participating in Step Up for Diversity, visit StepUpForDiversity.org
- About CLI, visit www.centerforlegalinclusiveness.org
- About CLI's inclusiveness manual *Beyond Diversity: Inclusiveness In The Legal Workplace*, visit www.legalinclusiveness.org



CENTER FOR LEGAL INCLUSIVENESS
the path to transforming the legal profession

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Action Items for Corporate Counsel

Corporate counsel have tremendous power to leverage their legal matters with law firms when it comes to providing more access – directly and indirectly – for women and diverse attorneys. Most of the action items suggested involve little to no cost, which is an overarching concern for inside counsel.

Each action item is weighted to reflect varying degrees of difficulty. There is an “Additional Action Items” section at the end to report items you’ve completed, but which are not on the list.

Please Report:

- Action items you completed since **July 2011**
- Action items **you would not have otherwise done**
 - New items **since you last logged in**

Directly Impacting Diverse & Female Attorneys

1. I invited a diverse &/or female attorney to the company offices to learn more about the law department and business (2 points).
2. I attended a specialty bar dinner or another diversity-related event to meet and develop relationships with diverse & female attorneys (2 points).
3. I invited a diverse &/or female attorney from an outside law firm to go to coffee, dinner, lunch or a work-related social event to begin developing direct relationships (3 points).
4. I invited a diverse &/or female attorney to make a substantive presentation at the law department offices (5 points).
5. I created/was on a team that created a secondment program and brought a diverse &/or female attorney into the law department for a period of weeks or months (10 points).
6. I sent work directly to a diverse &/or female attorney in an outside firm, bypassing relationship partners who were unwilling to share work and relationships (10 points).

Impacting Law Firms

7. I partnered with an outside firm on a diversity-related program (1 point).
8. I asked all outside law firms for the names and bios of their diverse & female attorneys (1 point).
9. I communicated a formal, concrete expectation for greater diversity and inclusiveness with outside firms (2 points).
10. I insisted diverse & female attorneys be included in all pitch meetings and any other meetings scheduled with outside counsel (2 points).
11. I made a presentation at an outside law firm:
 - a. Discussed my law department’s commitment to diversity and inclusiveness and our expectations about their efforts (3 points).
 - b. Met all of the diverse & female attorneys while I was there or subsequently (3 points).
12. I created a list of individual diverse & female attorneys who could be hired to represent the company in upcoming matters (5 points).
13. I researched an outside firm’s compensation system and discussed the disincentives impacting diverse & female attorneys disproportionately with firm management, relationship partners, and practice group leaders. I advised outside counsel to focus on both dollars spent and origination credit to impact diversity efforts (10 points).

Accountability

14. I issued an RFP that inquired about:
 - a. What the firm is doing to support organizations working to change the legal profession, including CLI, diverse bar associations, MCCA, LCLD, etc. (1 point).
 - b. The numbers of diverse & female attorneys and their availability to work on matters (2 points).
 - c. The specific work the firm is doing to create an inclusive environment (3 points).
15. I analyzed invoices to track the hours and type of work performed by diverse & female attorneys to ensure they have significant access to meaningful work on client matters (5 points).
16. I set timelines with goals for outside law firms to increase diversity and staffing of diverse & female attorneys on matters (without adding unnecessarily to my costs) (5 points).
17. I created a formal accountability mechanism for non-compliance with diverse & female attorney staffing of matters (7 points).
18. I followed through with consequences (loss of work entirely or loss of work on new matters) when there was inadequate progress on diversity/inclusiveness goals or incentives for demonstrated progress (10 points).

Internal Efforts

19. I created/was on a team that created an inclusiveness initiative in the department to ensure sufficient numbers of diverse & female attorneys and remove any hidden barriers (7 points).
20. I created/was on a team that created a process that rewards/incentivizes efforts to create greater diversity and inclusiveness, both internally and externally; the process:
 - a. Allows attorneys to spend time on internal and external diversity and inclusiveness efforts (4 points).
 - b. Tracks the number of times lawyers meet with outside diverse & female attorneys to create relationships (5 points).
 - c. Includes D+I (diversity plus inclusiveness) in job duties and responsibilities, as well as the compensation system, requiring everyone to engage in efforts to increase diversity and inclusiveness in the department (10 points).

Additional Action Items

21. Please explain any other diversity and inclusiveness action item you have completed that is not on this list and should be considered. The activity should relate to helping diverse & female attorneys create relationships with inside counsel, implementing inclusiveness in your department, or encouraging outside counsel to implement inclusiveness initiatives (points assigned by CLI): _____

Action Items for Supervising/Managing Attorneys

Finding and eliminating hidden structural and cultural barriers that unduly limit diverse and female attorneys' access to clients and their ability to develop relationships is critical to their retention and advancement, as well as your long-term diversity goals.

Each action item is weighted to reflect varying degrees of difficulty. There is an "Additional Action Items" section at the end to report items you've completed, but which are not on the list.

Please Report:

- Action items you completed since **July 2011**
- Action items **you would not have otherwise done**
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Individual Efforts

1. I gave less senior diverse & female attorneys tips on networking and how to advance in the organization (2 points).
2. I attended a diverse bar association dinner or another diversity-related event to meet and develop relationships with diverse & female attorneys (2 points).
3. I asked a diverse &/or female attorney how I could help with his/her career (3 points).
4. I invited a diverse &/or female attorney to coffee, lunch, dinner, or a work-related event to build a working relationship (3 points).
5. I asked/assigned a diverse &/or female attorney to:
 - a. Attend a client pitch (3 points).
 - b. Lead a deposition (3 points).
 - c. Make a court appearance (3 points).
 - d. Participate in business-related travel (3 points).
 - e. Serve on a nonprofit board (3 points).
 - f. Serve in a leadership position in the organization (3 points).
 - g. Co-author an article (3 points).
 - h. Present at a workshop (3 points).
 - i. Lead a case - first or second chair (5 points).
6. I developed a personal, meaningful mentor/sponsor relationship with one or more attorneys across some dimension of difference – gender, race, ethnicity, sexual orientation. I invested in this relationship at the level I invested in my favorite mentees (8 points).
7. I educated &/or confronted practice group leaders/individual rain-makers/supervisors when they engage in practices that are discriminatory in their impact or impede diverse & female attorneys' access to opportunities critical to success (10 points).

Organizational Systems

8. I asked outside clients to send evaluations and feedback on diverse & female attorneys who work on their matters and shared the feedback with those attorneys (3 points).
9. I formally evaluated the organization's incentives system:
 - a. I identified practices that inhibit senior attorneys from sharing work and contacts with diverse & female attorneys (3 points).
 - b. I instituted a system(s) to reward those who introduce diverse & female attorneys to current and potential clients to create relationships and opportunities (6 points).
10. I engaged in succession planning to ensure diverse & female attorneys have equitable opportunities to inherit clients' work (5 points).
11. I made diversity and inclusiveness-related activities a part of supervising attorneys' evaluations and compensation (7 points).
12. I gave all attorneys non-billable credit or other incentives for efforts to increase diversity and inclusiveness internally and externally (7 points).
13. I devised metrics to track progress on hidden barriers:
 - a. I require diverse attorneys be included on all client pitches – at least one female/racially or ethnically diverse/LGBT attorney is invited to attend – and I track this requirement (5 points).
 - b. I track who is serving on my organization's committees that lead to advancement and ensure diverse & female attorneys are given opportunities to participate (6 points).
14. I created a system to monitor work assignments to ensure all attorneys are receiving assignments that are meaningful and help develop the skills necessary for advancement (8 points).
15. I set up or revised a mentoring program that requires mentoring across difference (gender, race, ethnicity, or sexual orientation) and built in an effective accountability mechanism (10 points).
16. I instituted a process for transparency with corporate counsel about compensation systems and origination credit (10 points).
17. I created a list of action items related to diversity and inclusiveness and require attorneys to report their progress each year as a part of the annual compensation review (see Shook Hardy Bacon's diversity checklist at www.shb.com) (10 points).

Additional Action Items

18. Please explain any other diversity and inclusiveness action item you have completed that is not on this list and should be considered. The activity should relate to helping diverse & female attorneys create relationships with inside counsel, implementing inclusiveness in your department, or encouraging outside counsel to implement inclusiveness initiatives (points assigned by CLI): _____

Action Items for Other Attorneys

While Corporate Counsel and Supervising/Managing Attorneys embed inclusiveness and dismantle hidden barriers to success in the organization, other attorneys can individually play an important role in making the legal profession more diverse and inclusive.

Each action item is weighted to reflect varying degrees of difficulty. There is an “Additional Action Items” section at the end to report items you’ve completed, but which are not on the list.

Please Report:

- Action items you completed since **July 2011**
- Action items **you would not have otherwise done**
 - New items **since you last logged in**

All Attorneys

1. I volunteered with or joined a diversity-related organization, such as CLI or diverse bar groups (2 points).
2. I attended a specialty bar dinner or another diversity-related event to meet and develop relationships with diverse & female attorneys (2 points).
3. I attended a CLE on diversity and inclusiveness and/or a CLE that addressed unconscious bias in the workplace (2 points).
4. I invited a diverse &/or female attorney to an outside event to give him/her access to new networks (3 points).
5. I volunteered to serve on my organization’s diversity/inclusiveness committee (5 points).
6. I invited a diverse &/or female attorney in my organization I didn’t know for coffee, dinner, lunch or a work-related social event (3 points).
7. I created opportunities, through committee work or personal conversations, to educate my organization’s management and colleagues about:
 - a. Hidden barriers to retention and advancement for diverse & female attorneys (5 points).
 - b. Disincentives resulting from the existing compensation system and their impact on diverse & female attorneys (5 points).

Additional Action Items for Diverse & Female Attorneys

8. I invited someone I didn’t know (corporate counsel and senior attorneys in the organization) to go to coffee, dinner, lunch or a work-related social event to begin to develop a direct relationship (3 points).
9. I participated in a business-related leadership program to meet and develop relationships with people in other sectors and industries:
 - a. One-time and/or one-day leadership program (3 points).
 - b. More time-intensive leadership program (5 points).
10. I solicited timely, informal feedback beyond the annual evaluation process from a supervising attorney with whom I have worked recently (3 points).

Additional Action Items

11. Please explain any other diversity and inclusiveness action item you have completed that is not on this list and should be considered. The activity should relate to helping diverse & female attorneys create relationships with inside counsel, implementing inclusiveness in your department, or encouraging outside counsel to implement inclusiveness initiatives (points assigned by CLI):
