2009 Diversity Best Practices Guide

NALP
THE ASSOCIATION
FOR LEGAL CAREER
PROFESSIONALS

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.

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.
- 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 and female associates 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 and women lawyer 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 mentor programs and lead by exemplary participation.

Representation of Diverse Lawyers at All Leadership Levels

The diversity landscape can be improved by integrating minority and women lawyers 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 and female partners 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 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 diversity 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 billed 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.
- 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 *www.cyoc.org*); 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, and women 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, etc. Such programming should be parallel to or otherwise supplement similar programming for all attorneys.

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 benchmarking 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, and National American Indian Heritage Month.
- 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; 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.
- 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.

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 example for the entire firm.
- Sessions should be offered on at least an annual basis and should be integrated into new staff and lawyer orientations and 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 than 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 a wide range of employee types.
- 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 individual branches. While there will be variation in content based on the particular needs of the firm, diversity training 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, 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 and LGBT attorneys can also be an excellent source 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), and National American Indian Heritage Month (November).

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 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 mentor programs for minority law students.
- Conduct resume workshops.
- Participate in mock interview programs.
- Take part in career panel presentations.
- Host receptions for women and minority law students.
- Host a reception for admitted students from a local law school with which the firm has strong ties.
- Advertise in minority law student association publications.
- 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 students.

Internal Recruiting Efforts

- Support affinity groups in the firm. Ask for their ideas and support of recruitment efforts.
- Host dinners for minority attorneys and minority 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 focused on recruitment.
- Hire minority 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 in 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 diverse candidates.
- Bolster the firm's marketing materials; create a minority 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 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 by the firm's Diversity Committee.
- Host a minority law student job fair.
- Devote a section of the firm's website to diversity 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 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.
- Post lawyer positions online on diversity organizations' websites such as the MCCA.
- Form strategic alliances with local and national diversity organizations to identify diverse candidates.
- Participate in minority 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 a legal career.
- 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," "GLBT"). 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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Karen Donovan, “Pushed by Clients, Law Firms Step Up Diversity Efforts,” *The New York Times* (July 21, 2006).

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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.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.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 GLBT 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.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 GLBT employees and create a GLBT-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.

Diverse National Bar Associations

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 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**

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