

"We become not a melting pot but a beautiful mosaic. Different people, different beliefs, different yearnings, different hopes, different dreams." **Jimmy Carter**

Diversity & Inclusion
Association of Legal Administrators

ALA's Committee on Diversity and Inclusion presents

Diversity and Inclusion:
60 Tips in 75 Minutes
with Jenniffer Brown, Firm Administrator
Weiner, Millo, Morgan & Bonanno, LLC
and
Chair, ALA Committee on Diversity and Inclusion

ALA Association of Legal Administrators

Today's Roadmap

This is what we will cover today:

- Define Diversity
- Give the many Dimensions of Diversity
- Define Inclusion
- Discuss Why it Matters
- Define Success & Obstacles to Inclusion
- Policies & Procedures
- Recruiting & Retention
- Resources
- How to Make it Work



1 Define Diversity

Diversity speaks to the differences within all of us

- age
- race
- gender
- socioeconomic status
- thinking styles
- geographic location
- sexual orientation
- and all components which make us who we are



2 Dimensions of Diversity



2 Dimensions of Diversity

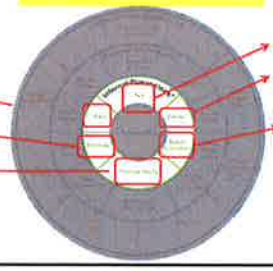
Personality



- External Personality

2 Dimensions of Diversity

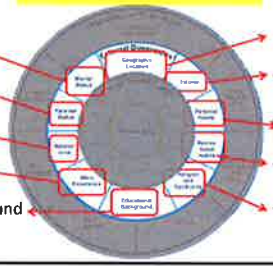
Internal Dimensions



- Race
- Ethnicity
- Physical Ability
- Age
- Gender
- Sexual Orientation

2 Dimensions of Diversity

External Dimensions



- Marital Status
- Parental Status
- Appearance
- Work Experience
- Educational Background
- Geographic Location
- Income
- Personal Habits
- Recreational Habits
- Religion & Spirituality

2 Dimensions of Diversity

Organizational Dimensions



- Management Status
- Union Affiliation
- Work Location
- Functional Level/Classification
- Work Content/Field
- Division/Department Unit/Group
- Seniority

2 Dimensions of Diversity



3 Define Inclusion

Andrés Tapia

"Diversity is the mix. Inclusion is making the mix work."

Verna Myers

"Diversity is being invited to the party. Inclusion is being asked to dance."

Diversity without inclusion is simply a numbers game.

4 Why Does it Matter?



4 Why Does it Matter?

Why Diversity?

- [illegible]
- [illegible]
- [illegible]
- [illegible]



For every 1% rise in the rate of gender diversity and ethnic diversity in a workforce, there is a 3% and 9% rise in sales revenue, respectively.[1]

- [illegible]
- [illegible]
- [illegible]
- [illegible]

5 Define Success

How will you know you are ready to bring Diversity and Inclusion to your firm?



- Does your leadership welcome diverse opinions?
- Is your environment open to new perspectives?
- Even if you have the 'numbers,' do you have the inclusion?
- Are you prepared for the long and continuous journey?
- **REMEMBER: While it might take a village, it only takes one to start making a difference.**

If you can't feed a hundred people, then feed just one.

Mother Teresa

Obstacles to Inclusion



6 Your Unconscious Bias



To uncover your own bias,
take the Harvard Implicit Association Tests

www.implicit.harvard.edu/implicit



Educate yourself:
"*Blink*" by Malcom Gladwell or Vernā Myers' "*Moving Diversity Forward*" and "*What If I Say the Wrong Thing?*"



7 Watch for Your Water



Like water is for fish, **realize *your* environment is *your* normal.** Recognize and appreciate that everyone else's 'normal' may be very different than yours.

8 Alter Your Description Bias

What are your preconceived notions of others?



8 Alter Your Description Bias

What is your image of a surgeon?



8 Alter Your Description Bias

or this?



8 Alter Your Description Bias

Does your day care worker look like this?



8 Alter Your Description Bias

or this?



8 Alter Your Description Bias

Did your last commercial airline pilot look like this?



8 Alter Your Description Bias

or this?



9 Micro-Inequities

Subtle, often subconscious signals may reveal a bias or demonstrate the difference between inclusion or exclusion.

"You've really accomplished a lot for a woman."

"Your English is so good; how long have you been in the country?"

"You don't seem gay."

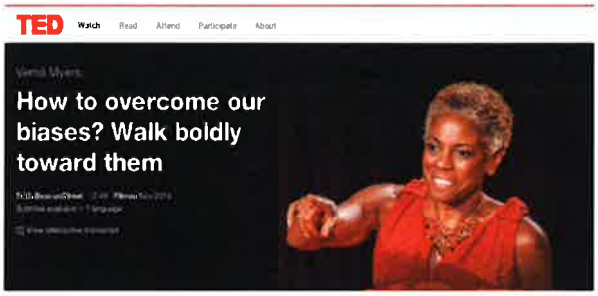
"I attended my first gay wedding."



10 How Do You See the World?

We all have preconceived notions of how and what we see in the world! If we don't have an appreciation and manage our unconscious sense of the world, then....





Policies and Procedures



11 Discrimination

Ensure your handbook, intranet pages and employment policies are up to date to include new laws in your state or province. These can change frequently, so have resources to keep you informed.



12 Flex Scheduling

- Alternative Scheduling
- Staggered Start Times
- Accommodation for Disabilities
- Accommodation for Medical Situations
- Accommodation for Caretaking



13 Event Inclusiveness



- Non-gender specific language when sending out invitations
- Alternate language: "plus one" or "guest"
- Avoiding event dates which are in conflict with religious observances



14 Holidays



What Holidays does your Firm/Legal Department honor and celebrate?

Christian? Islamic? Jewish?

Would you consider swapping holidays?
"Accommodation Mindset"

ALA Website:
alanet.org/diversity/Planning_Inclusive_Events.pdf

15 Telecommuting



"We were hoping that you could work from work today."

15 Telecommuting

- Technology has created a whole new work world
- Generationally, Millennials want increased flexibility to accommodate a balanced lifestyle
- Reality Check: timekeepers already telecommute
- What about non-exempt employees telecommuting? Have good policies about reporting overtime and capturing billable time where appropriate



16 Domestic Partner Benefits

- Do you allow domestic partner benefits for both same and opposite gender domestic partners even though same sex marriage is legal?
- Watch your language throughout your policy manual (spouse, significant other, partner)
- Know your own state/province legislation; may be a required benefit



17 'Grossing Up' Benefits

- Understand your own state/province laws
- Mitigate institutional discrimination
- Do you provide this benefit since same gender marriages are allowed in your jurisdiction?



18 Self-Identification LGBT



- Provide opportunity for voluntary self-identification of sexual identity
- Guarantee privacy if not 'out'
- Request for domestic partner benefits *does not* necessarily mean the person wants to be out

19 Employee Assistance Programs



Make sure your EAP has resources and support systems for the changing workplace

Regularly remind employees of the EAP

20 Rooms

- Do you have a room for:
  - prayer?
  - quiet and rest?
  - lactating?
  - reflection?
- Can they be one in the same?
- Check your state laws to be sure to comply!



21 Transgender

- An individual whose gender identity differs from what is typically associated with the biological sex at birth.
  - Transgender persons may or may not desire to alter their bodies hormonally and/or surgically.
  - May also use the term transsexual or genderqueer.
  - It is an adjective not a noun. "Max is a transgender person, not a transgender."
  - "Gender Preference is who you go to bed with ... Gender Identity is who you go to bed as." Bruce Jenner

21 Transgender

- Educate and familiarize yourself with issues surrounding transgender transition
- Consider gender neutral/family rest room facilities
- Check your dress code policy to eliminate gender bias (do you have a separate policy for men and women?)
- Excellent resources at www.alanet.org/diversity for gender transition guidelines





Suggested reading: "Getting to Ellen" by Ellen Krug

22 Accessibility

Renovating or Moving?

✓Check your state/province laws for requirements; architects should be knowledgeable

✓Build new space or renovate keeping in mind accessibility for all

✓Ensure doorknobs, light switches and elevator buttons accessible to wheelchair bound staff or visitors

✓Create flexible work station heights to accommodate disabilities and wellness



23 Not all Disabilities are Visible

One in five Americans is disabled. Most in ways that cannot be perceived just by looking at them.



Recruiting, Selection, and Retention



Recruiting: Attracting the Best



24 Establish a Diversity Pipeline



Under supportive and committed firm leadership, identify where you will find your next generation of diversity.

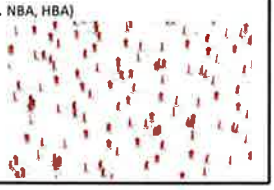
- Where is your pipeline?

- What law schools and organizations are creating your pool of talent?
- What diverse recruiters can you use for your legal team?

25 Post Widely

Post openings to organizations which have diverse constituencies:

- Bar associations for diverse groups (NAPABA, NBA, HBA)
- Diversity focused organizations (MCCA, IILP)
- Law Schools with diverse candidates



26 Target Diverse Candidates

- Watch for opportunities to attend career fairs which promote diverse candidates:
  - ➢Vault/MCCA Diversity Career Fair
  - ➢Law School Diverse Student Organizations
  - ➢Local Consortiums for Recruiting Diverse Candidates (TCDIP)



- Use recruiters who specifically recruit diverse candidates

27 Equip Your Recruiters



Diversity Brochures



Braille Business Cards



Documents for Visually Impaired



Research on recruiting opportunities and how to maximize experience

28 Institute the Rooney Rule

Rooney Rule: NFL teams are required to interview under-represented candidates for head coaching and senior football operations jobs. Does not provide preference but ensures exposure to the opportunities.

Demand a slate of diverse candidates from your recruiters!



Dan Rooney, owner of the Pittsburgh Steelers and chair of NFL's diversity committee

29 Recruit Disabled

Include in all advertising:

"Persons with disabilities are encouraged to apply."



30 Recruit Heroes



Align existing job functions with military skill sets and create best fit opportunity for high quality talent.

HIRE HEROES USA

www.hireheroesusa.org

Selecting the Best Candidate



31 Hire the BEST Candidate



- Never hire a candidate for diversity's sake.
- Do not hire a candidate who does not fit your culture, values and performance expectations.
- *"Diversity is not an excuse to hire diverse vs. best."* Vernā Myers

Use Top Ten Hiring and Interviewing Tips from Vernā Myers' website

32 When All Things are Equal

When two candidates are 'equal' in all categories and one is from a disadvantaged group (race, disability, gender, social status, etc), select the candidate from the disadvantaged group.



They have already had to work harder to get to 'equal'.

Retention: Keeping the Best



33 Employee Resource Groups (ERG)



- Also referred to as Affinity or Ally Groups, creates opportunity for diverse partles and allies to gather to share experiences reflective of their commonalities.
- Exclusive to some degree but the value of the support system Is immeasurable.

34 Mentoring Programs



Core Objective: Attract, motivate and retain profitable talent while increasing productivity. Primarily fosters professional growth.

34 Mentoring Programs



Mentors:

- Know the lay of the land in your firm
- Help mentee learn to navigate the corporate ladder
- Help mentee understand the unwritten rules
- Provide a map for the uncharted corridors to power
- Reveal "the business behind the business."

Most importantly, by assisting mentee with this essential assessment, they prepare him/her to attract sponsors.

35 Sponsors

Sponsors deliver. They create visibility to leaders within the company — and to top people outside as well. They connect to career opportunities and provide air cover when trouble is encountered. When it comes to opening doors, they don't stop with one promotion; they'll see you to the threshold of power.



35 Sponsors

A sponsor is much more than a mentor. Unlike a mentor, who is usually a senior colleague, a sponsor functions as:

- an advocate,
- a supporter,
- a defender,
- and opens doors.



A sponsor is generally someone in power or leadership within the firm.

36 Meaningful Work

Create teams promoting diversity

Create teams that are representative of the client

Remember: diverse teams produce the best, most creative results





Resources



37 ALA Diversity Resources

Available at www.alanet.org/diversity :

Diversity & Inclusion
Association of Legal Administrators

- Tip Sheets
- Speaker List
- ALA Diversity and Inclusion Scorecards
- Must Read Reports
- Podcasts
- Recommended Publications and Books
- ...and More

38 ALA Diversity Toolkit

Need help starting your D&I initiatives?

Use our ToolKit to kick start your program

www.alanet.org/diversity/Diversity_Toolkit.pdf



39 ALA Mentoring Guide

For more help, tap the resources provided in the ALA Mentoring Guide

www.alanet.org/diversity/mentoringguide.aspx



40 Performance Reviews

Make diversity a part of the job by incorporating it into the performance review.

"*Does this employee treat others with respect and foster inclusion?*"

Consider incorporating an Inclusion Checklist to grow understanding and foster acceptance.



41 Diversity and Inclusion Training

ALA's Diversity webpage includes a speaker/trainer list including these on the forefront of change:



Andrés Tapia
Vernā Myers
Tim Wise

Dr. Arin Reeves
Mauricio Velásquez
Chris DeSantis



Purchase programmed training on Diversity and Inclusion e.g.
www.navexglobal.com

42 Leading Your Efforts

Depending upon the size and scope of your program, you may need a full time professional to manage your program.



43 Outreach & Connections in Community



Tell your Firm's story

Volunteer in your community



Join diversity groups not only for the exposure but also as a resource for firm efforts (guest speakers, workshops) at low or no cost.

44 Support Organizations Representing Diversity



- Minority and Specialty Bar Associations
- Minority Corporate Counsel Association (MCCA)
- Encourage and provide financial support for minority bar membership to promote and encourage attorney involvement.
- Give attorneys billable hour credit for participating in minority bar membership events.
- Check for local consortiums promoting diversity.

45 Seek Diverse Experiences

Attend a function sponsored by a minority bar associations

Attend networking functions geared toward diverse attorneys

Serve on a bar association's diversity committee

Attend a diversity and inclusion conference

Attend an event where you are the minority

46 Dignity and Respect

- www.dignityandrespect.org/practicetips.org
- Sweat the Small Stuff

Dignity + Respect

- It's often the small things, such as being kind, courteous and generous, that make a difference.

47 Benchmarking Surveys

Take advantage of others' successes by learning what they have done via surveys



PWC	NALP
ALM	HRC - CEI
Vault/MCCA	SHRM

How to Make it Work



48 Set the Example



49 Internal Communications

- Do you have a Diversity and Inclusion policy, mission statement or purpose statement?
- Is everyone in your Firm able to articulate what it is?
- Is it prominently displayed?
- Do you recognize efforts toward Diversity & Inclusion?
- Do you ensure Diversity and Inclusion is a core value of the Firm?

50 External Communications

- Participate in surveys; your Firm's name will be prominent
- Report success stories
- Make your diversity and inclusion efforts prominent on your Firm's webpage
- Share your efforts with your clients
- Create a Diversity and Inclusion brochure for your Firm
- Apply for awards and recognition
- Ensure your recruiting resources know your successes



51 Internal Assessments



- Ask for assessment of how the firm is doing toward achieving its diversity efforts
- Decide how you will measure success
- Survey people from all areas of your firm

52 Make it Consistent and Relevant

- Keep it front and center on your communication vehicles
- Be sure inclusion is part of your decision making on committee and client work assignments
- Engage an active D&I Committee with members from all layers of the Firm
- Use ALA webpage for ideas to share with your firm

53 Make it Interesting

Bring diversity to your firm in many different ways:

- speakers
- lunches
- theme events
- education
- reading lists
- recommended films



GET CREATIVE

54 Reward Good Behavior



- Credit Timekeepers with hours spent on diversity and inclusion, pro bono and mentoring
- Include diversity and inclusion on performance reviews
- Publicly and privately recognize kindnesses and inclusion

55 Use Resources & Tools for Success

ALA's Diversity and Inclusion Scorecard – Roadmap to Change



55 Use Resources & Tools for Success





ALA DIVERSITY & INCLUSION SCORECARD

A ROADMAP TO CHANGE FOR ALA CHAPTER LEADERS

55 Use Resources & Tools for Success

4.	The chapter includes diversity-related matters on the agendas at management/leadership meetings, meetings where managing partners/law firm leaders are present, and board retreats.	ALA Puget Sound Chapter PSALA 2013 Board Retreat Agenda PSALA June 2014 Board Agenda	
5.	The Chapter develops, communicates and implements a strategic management plan that incorporates diversity- and inclusion-related elements.	ALA Maryland Chapter ALA MD Chapter Diversity Statement	
6.	The Chapter has a goal to include diverse members in its leadership and ensures that chapter members are welcoming and inclusive of all members throughout the chapter.	ALA Maryland Chapter ALA MD Chapter Diversity Statement	

55 Use Resources & Tools for Success

ALA DIVERSITY & INCLUSION SCORECARD FOR LAW OFFICE ADMINISTRATORS

A ROADMAP TO CHANGE

Last updated August 2014



55 Use Resources & Tools for Success

	Best Practice (Task/Responsibility)	Examples Where Available	Firm Score Yes/No
1.	The firm has appointed a dedicated individual, group or several individuals, depending on firm size, to manage their diversity and inclusion efforts.	Steps Toward Diversity	
2.	Senior member of professional staff is actively involved in firm diversity and inclusion strategy and initiatives.		
3.	Leadership takes an active role in communicating to the organization about the commitment to diversity, the diversity strategy, and diversity initiatives.	http://www.jacksonlewis.com/media/abrcf4/media.2174.pdf	

56 Create Partnerships

- IILP – Institute for Inclusion in the Legal Profession
- NALP – National Association for Law Placement
- MCCA – Minority Corporate Counsel Association
- CLI – Center for Legal Inclusiveness
- LCLD – Leadership Counsel on Legal Diversity

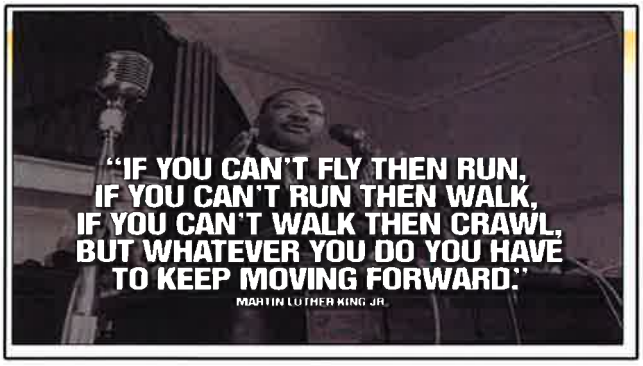


57 Use ABA Resources

- ABA Center for Racial and Ethnic Diversity
- The Commission on Women in the Profession
- ABA Commission on Disability Rights

AMERICAN BAR ASSOCIATION Diversity Center Group

AMERICAN BAR ASSOCIATION Commission on Disability Rights



58 Stay Sane



Stay Sane


Be Patient


Celebrate Small Victories

'59 Remember

"It is a marathon with no finish line"

~Hannibal Johnson



'60 Do Not Hesitate to Seek Help

First Call for Help =

ALA's Committee on Diversity and Inclusion

diversity@alanet.org

Diversity & Inclusion

Association of Legal Administrators

Today's Roadmap

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- Define Diversity
- Give the many Dimensions of Diversity
- Define Inclusion
- Discuss Why it Matters
- Define Success & Obstacles to Inclusion
- Policies & Procedures
- Recruiting & Retention
- Resources
- How to Make It Work




ALA's goal is to increase diversity and inclusion in the Association, in the legal management community and in all legal service organizations
Susan Bailey
Rita Garrett
Sarah L. Clark, CLM
Phillip Harmon, CPA
Legal Aid Society of Cincinnati
Denise J. Abston
Michael Stevens
Marisol Pitula
Diversity & Inclusion
ALA Committee on Diversity and Inclusion


Be the change you want to see in the World
~Mahatma Gandhi