Vic Maurer | Association of Legal Administrators

Diversity & Inclusion
60 Tips in 75 Minutes

March 15 & 16, 2012 | Maryland Chapter
www.alanet.org/diversity
1. Define Success.

The Ultimate Question: If you had diversity success in your organization tomorrow, what would that look like?

“The most frequent problem firms have with diversity and inclusion is that they haven’t spent enough time deciding why it’s important.”

- Arin Reeves, Nextions  Nov. 17
2. Define Diversity.

Definitions vary, but when law firms talk about diversity, they’re really talking about three very different things.

Equal Employment Opportunity

Compliance / Litigation Avoidance

Diversity

Diversity is the Mix (TM)

Inclusion

Inclusion is Making the Mix Work (TM)
Policy Best Practices

3. EEO and Anti-Discrimination

Make sure your policies are up-to-date.

4. SPE, Holiday, Vacation, PTO

The case for PTO policies.

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After considering the requirements, create flexibility.

5. Offer Flex Scheduling
AWS and staggered start times.

6. ...and Telecommuting
Policy needs to reflect reality.
Timekeepers already telecommute.

7. Embrace Technology
Most staff entering the workplace have more powerful personal computing devices than what is available at work.
Evaluate Your Employee Benefits

Health insurance and other coverages.

8. DP and Transgender Benefits

9. “Grossing Up” Benefits

Go the extra mile by mitigating institutional discrimination.

10. Communicating Benefits

Make sure your plan administrator is able to answer questions regarding benefits for ALL employees.
11. EAPs
Offer and remind employees of EAP benefits.

12. ERGS
Create and leverage strategic affinity/employee resource groups.

13. Minority Bar Memberships
Provide financial support for minority bar memberships to promote and encourage attorney involvement.

14. Formal Mentoring
Establish a formal program to develop talent.
Let diversity inspire your organization

15. Learn from the margin.

Lani Guinier

ADA Benefit

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16. Quiet Rooms

Prayer Rooms, Quiet Rooms, Reflection Rooms

17. Gender Neutral Bathrooms

Consider designating one or more “Family” or otherwise gender neutral restrooms.

18. Accessibility

Before a build-out or move, consider the accessibility of your office’s location. Are there ways your current space could be made more accessible?
Tips for hiring

19. Institute the Rooney Rule
Demand a diverse candidate slate for key job openings.

20. Disability Inclusion in Hiring
“Persons with disabilities are encouraged to apply.”

21. Post Widely
Post openings with organizations that have diverse constituencies. Ask diverse leaders in our organization to help identify talent.

22. Hire the Best Candidate
This should go without saying. Never hire a candidate that doesn’t fit with your culture, values and performance expectations.

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Tips for hiring

23. Equip Your Recruiters

Braille Business Cards, Diversity Brochures, Statistics, and Relationships with Diverse Staff.

24. Hire Heroes

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

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Create plans to meet the emerging workforce

25. Community Outreach

If you aren’t getting the results you’d like to have, make sure you have a story to tell.

26. Pipeline Diversity Initiatives

Identify where the next generation of great law firm leaders is and be the first to get there.

www.alanet.org/diversity
Diversity Training

27. Elimination of Bias
Blink | Micro-Inequities | Vernā Myers.

28. Dignity & Respect
Candi Castleberry-Singleton’s solution to the diversity training “problem.”

29. The Inclusion Paradox
Andrés T. Tapia | Dr. Tassu Shervani | Steven Robbins

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Diversity training

30. Make it relevant.
Reinforce the necessity of training by tying it back to the firm's mission and goals.

31. Make it regular.
ALA Diversity “Tip” Sheets Cultural Heritage Months Firm newsletter updates

32. Make it interesting.
Solicit the involvement of your attorneys and staff.

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Handle setbacks

33. Communicate.

It’s not always what it looks like on the surface.

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34. Inclusive Events

**Five tips for planning the perfect year-end party**

It's the end of the year and it is certain that between your ALA chapter, office and yourself, you will be hosting some kind of celebration. Planning the event can be a lot of work though. To help, here are five key considerations to help you create an inclusive event that everyone on your guest list can appreciate.

**Choose a date.**
When choosing a date, consider all holidays or important dates to all religions so that you can avoid a conflict. In order to create an inclusive holiday party, you'll have to come to understand the beliefs of everyone in the office so that you can plan accordingly. Then, grab a calendar and choose a date that works for everyone.

**Select the perfect venue.**
The perfect setting is about more than just linens, lighting and location. When selecting a venue, be sure to ask yourself whether the venue is accessible to guests with mobility issues, such as wheelchair users. Skipping this step means making your guests go out on a limb to ask if the facility is accessible, at the risk of being perceived as the reason why the event was moved if the venue is not accessible. If a venue is not accessible, don’t choose it.

**Food and Drink.**
Having a mix of healthy and hearty food is a sure way to please guests of all backgrounds. When setting your menu, be considerate of those who may be vegetarian or have other dietary needs or restrictions such as food allergies.

One in five adult hosts will serve alcohol at a holiday function this year. If you plan to be one of them, try not to make drinking the center of the function so that those who do not drink for personal or religious reasons will not be made to feel uncomfortable.

**Decorations.**
Decorations are essential in creating a fun and inviting atmosphere for your guests. Fall or winter colors are usually a popular choice. However, if your guest audience is interested in having decorations that depict certain holiday scenes or idols, be sure to cover all of the holidays that everyone in the office celebrates.

**Speaking of guests.**
If it’s within your event budget, allowing participants to bring a guest can make your event feel extra special. When asking for a plus one on your invitation, be careful not to use words like “spouse” that would exclude individuals whose guest of choice may not be included in that category. Your guests may wish to bring a date from a committed relationship that is not defined by marriage, such as a long-term boyfriend or domestic partner.

**Additional Resources:**
- ALA Podcast: Religion at Work—a three part series produced in partnership with the Tanenbaum Center on Interreligious Understanding. Includes “better practices” for holiday gatherings and other areas of office policy.
- Legal Management Resource Center (LMRC) Articles about Holiday Parties.

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Identify Tools for Success

35. Diversity Checklists
Use checklists to measure progress.

36. ALA Mentoring Guide
*NEW* A comprehensive guide to cross functional mentoring for attorneys and staff.

37. ALA Diversity Toolkit
A step-by-step guide to creating a law office diversity initiative.

38. ALA Diversity Podcasts
Free diversity audio programs featuring diversity and inclusion thought leaders, experts and practitioners.

www.alanet.org/diversity
Create partnerships

39. The IILP

The Institute for Inclusion in the Legal Profession.

40. Center for Legal Inclusiveness

A partner of the ALA Mile High Chapter working to advance legal inclusiveness on all fronts.

41. LCLD

The Leadership Council on Legal Diversity

42. ABA Center

ABA Center for Racial and Ethnic Diversity, The Commission on Women in the Profession and the ABA Commission on Disability rights.

www.alanet.org/diversity
43. Diversity Executive Mag.

Free subscriptions are available through the Diversity Executive Website.

www.alanet.org/diversity
44. Seek Diverse Experiences

AWS and staggered start times.

45. Test Your Assumptions

Find out how subconscious biases impact your snap judgments using the Harvard Implicit Association Test (IAT).

46. Look for “Water”

Fish in water don’t notice when it’s wet. Be conscious of your blind spots and seek out ways to look for broad perspectives before acting.
Diversity is more than race, religion and sex.

47. Diversity Dimensions

Source: In accordance with Gardenswartz and Rowe (1994, p. 33)
Consider ways you might measure success.

48. Benchmarking Surveys

PWC | NALP | ALM | HRCI

49. Internal Assessments

Ask the people in your organization what they think about your diversity efforts.

50. External Advisory

Some firms are finding that the best mechanism for accountability is by forming an external advisory committee of clients, diversity organizations and community stakeholders.
Communicating Success is Vital

51. Internal Communications
Make sure staff & attorneys are aware of your goals and what you’re doing to meet them.

52. Earned Media
Be quick to report your diversity progress to industry news sources and communities from which you seek to recruit.

53. Share Wins with Clients
Let your clients know that you are making strides toward diversity progress as it is happening.

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Structuring diversity in a small firm setting

54. Form a Nucleus

Selecting the right team is essential.
Reward good behavior

55. Billing Credits
Credit timekeepers for hours spent doing diversity work.

56. Performance Reviews
Make diversity work a part of the job by incorporating it into performance.
57. Hire a F/T Professional

Depending on the size and scope of your program, you may need a full time professional to manage your program.
58. Don’t forget about disability

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

59. Celebrate Small Victories

The nature of the work is that you’re going to have a hundred singles and few home runs. Celebrate the small things and be patient.
60. Put Your Own Mask On...

Before assisting others.
References

Policies
Sample EEO and Anti-Discrimination Statement (CA corporate)
Religion at Work Podcast (includes PTO better practices for religious inclusion)
A Legal Administrator’s Guide to Launching an Effective Telework Policy

Benefits
FAQ about Domestic Partner Benefits (from the Human Rights Campaign)
http://www.hrc.org/resources/entry/frequently-asked-questions-about-domestic-partner-benefits
Domestic Partner Benefits: Cost and Utilization (from the Human Rights Campaign)
http://www.hrc.org/resources/entry/domestic-partner-benefits-cost-and-utilization
Domestic Partner Benefits: Grossing Up to Offset Imputed Income Tax (from the Human Rights Campaign)
http://www.hrc.org/resources/entry/domestic-partner-benefits-grossing-up-to-offset-imputed-income-tax
Transgender-Inclusive Benefits: Communicating Availability (from the Human Rights Campaign)
http://www.hrc.org/resources/entry/transgender-inclusive-benefits-communicating-availability-of-the-benefit

Employee Support
ComPsych, the World’s Largest provider of Employee Assistance Programs
http://www.compsych.com/
Why Law Firm Affinity Groups are a Powerful Resource
http://www.lawjobs.com/newsandviews/LawArticleFriendly.jsp?id=1202425460077&slreturn=1
Promoting Diversity and Making Waves: Implementing ERGs that Drive Organizational Change Presentation by Todd A. Solomon, Partner, and Brian J. Tiemann, McDermott Will & Emery
The Minority Bar Coalition (via the Bar Association of San Francisco)
http://www.sfbar.org/mbc/index.aspx
Minority Legal Associations (via the American Bar Association)
http://www.americanbar.org/groups/diversity/resources/minority_legal_associations.html
The ALA Guide to Cross-Functional Mentoring
http://www.alanet.org/diversity/mentoring/

Hiring
Braille Business Cards from Access-USA
http://www.access-usa.com/
Hire Heroes USA
http://www.hireheroesusa.org/
Four Key Planning Steps to Hiring Veterans (via SHRM)
http://www.shrm.org/Publications/HRNews/Pages/0611ac_vets.aspx
Diversity Training
Vernā Myers Consulting Group
http://www.vernamyersconsulting.com/default.aspx
“Blink” by Malcolm Gladwell
http://www.gladwell.com/blink/
Just for Fun – The Malcolm Gladwell Book Generator
http://www.malcolmgladwellbookgenerator.com/
The Inclusion Paradox
http://inclusionparadox.com/
The Dignity and Respect Campaign (via UPMC)
http://dignityandrespect.org/
Making Diversity Training Work in the Law Firm

Video Credit
Modern Family, Season 1, Episode 18 “Starry Night”
Available for purchase on iTunes

Planning Inclusive Events
Five tips for planning the perfect year-end party (via ALA Diversity)
http://www.alanet.org/diversity/Planning_Inclusive_Events.pdf

Diversity Resources from ALA
ALA Diversity Home
http://www.alanet.org/diversity
ALA Diversity Toolkit
http://www.alanet.org/diversity/diversitytoolkit.aspx
ALA Guide to Cross-Functional Mentoring
http://www.alanet.org/diversity/mentoring/default.aspx
ALA Podcasts
http://www.alanet.org/diversity/podcasts.aspx
ALA Committee on Diversity and Inclusion
http://www.alanet.org/about/diversityComm.aspx
Diversity “Tip Sheets”
http://www.alanet.org/diversity/articles.aspx#tips

Legal Diversity Organizations
The Institute for Inclusion in the Legal Profession
http://theiilp.com/
The Center for Legal Inclusiveness
The Leadership Council on Legal Diversity (for GCs and Managing Partners)
http://www.lcldnet.org/

ABA Center on Racial and Ethnic Diversity
http://www.americanbar.org/groups/diversity.html

ABA Commission on Disability Rights
http://www.americanbar.org/groups/disabilityrights.html

ABA Commission on Women in the Profession
http://www.americanbar.org/groups/women.html

Making a Personal Diversity Development Plan
Diversity Executive Magazine - Subscribe for free
http://www.diversity-executive.com/subscribe-now

Check Your Biases

The Harvard Implicit Association Test
https://implicit.harvard.edu/implicit/demo/

Learning the Dance of Inclusion (ABA Newsletter and Vernā Myers)

Benchmarking Surveys
PWC Cultural Awareness and Inclusion Survey (CAIS)

Human Rights Campaign’s Corporate Equality Index (CEI)
http://www.hrc.org/resources/entry/corporate-equality-index-2011

ALM Diversity Scorecard

Diversity Professionals – Role and Job Descriptions
Examining the Role of the Law Firm Diversity Profession (MCCA)

Sample Job Description - Diversity Coordinator
http://www.prba.net/images/FE/chian267siteType8/site227/client/diversitycoordinator.pdf

Sample Job Description – Diversity & Inclusion Manager