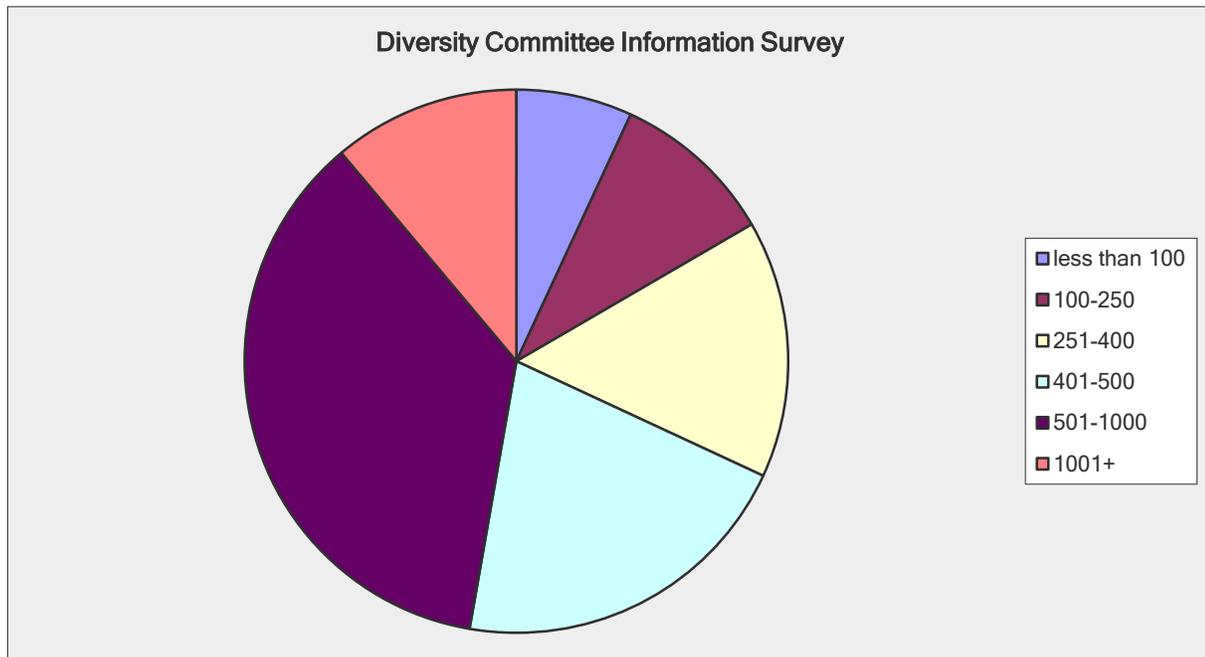


## Diversity Committee Information Survey

How many lawyers are at your firm?

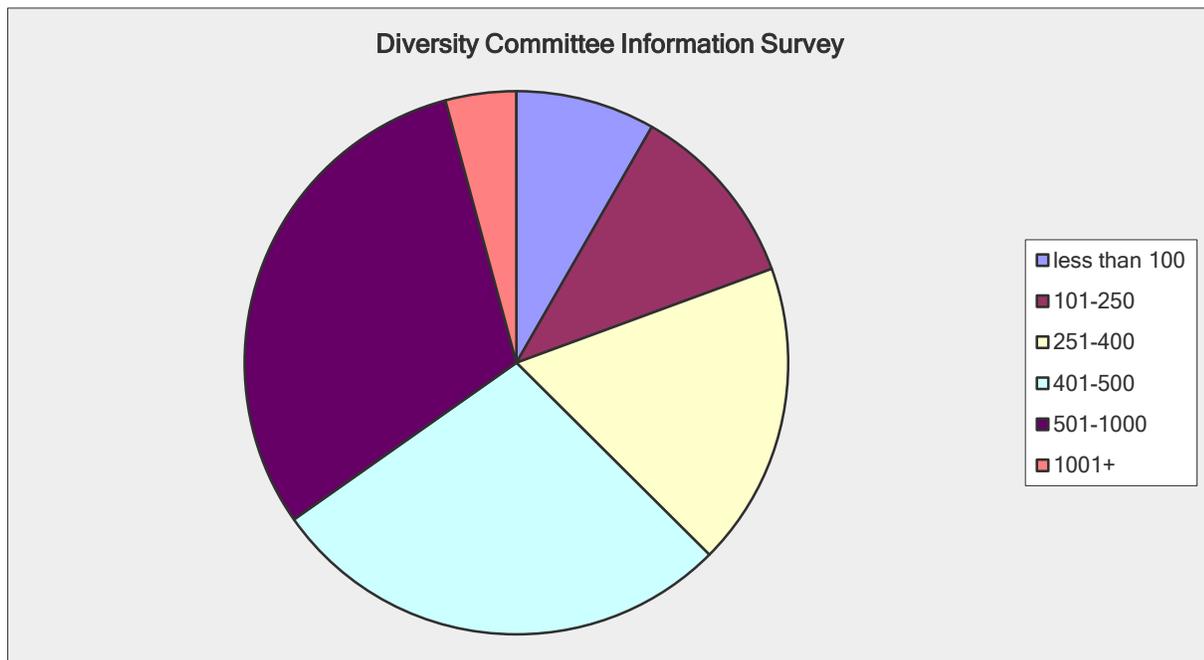
Answer Options	Response Percent	Response Count
less than 100	6.9%	5
100-250	9.7%	7
251-400	15.3%	11
401-500	20.8%	15
501-1000	36.1%	26
1001+	11.1%	8
<i>answered question</i>		<b>72</b>
<i>skipped question</i>		<b>0</b>



## Diversity Committee Information Survey

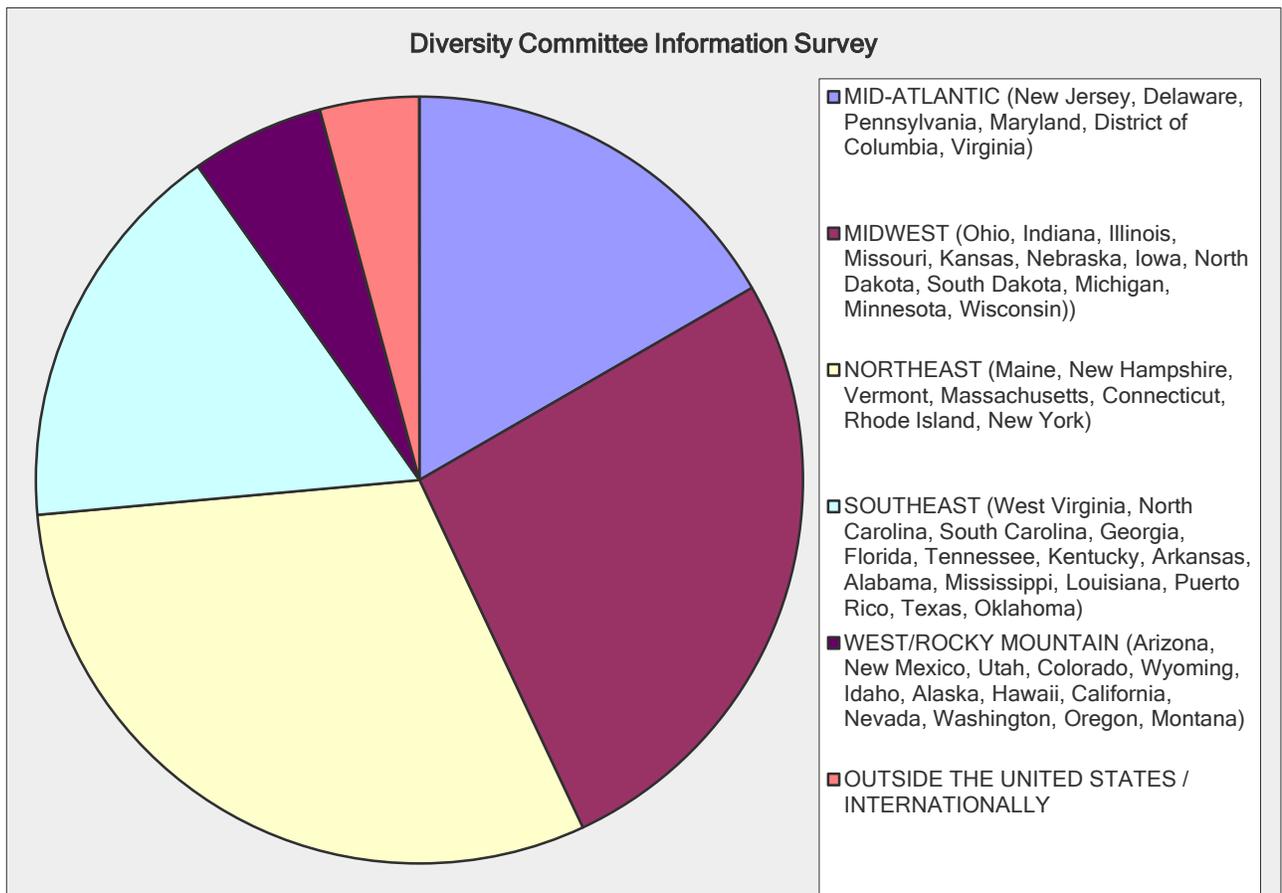
How many lawyers are resident in your firm's U.S. offices?

Answer Options	Response Percent	Response Count
less than 100	8.3%	6
101-250	11.1%	8
251-400	18.1%	13
401-500	27.8%	20
501-1000	30.6%	22
1001+	4.2%	3
<i>answered question</i>		<b>72</b>
<i>skipped question</i>		<b>0</b>



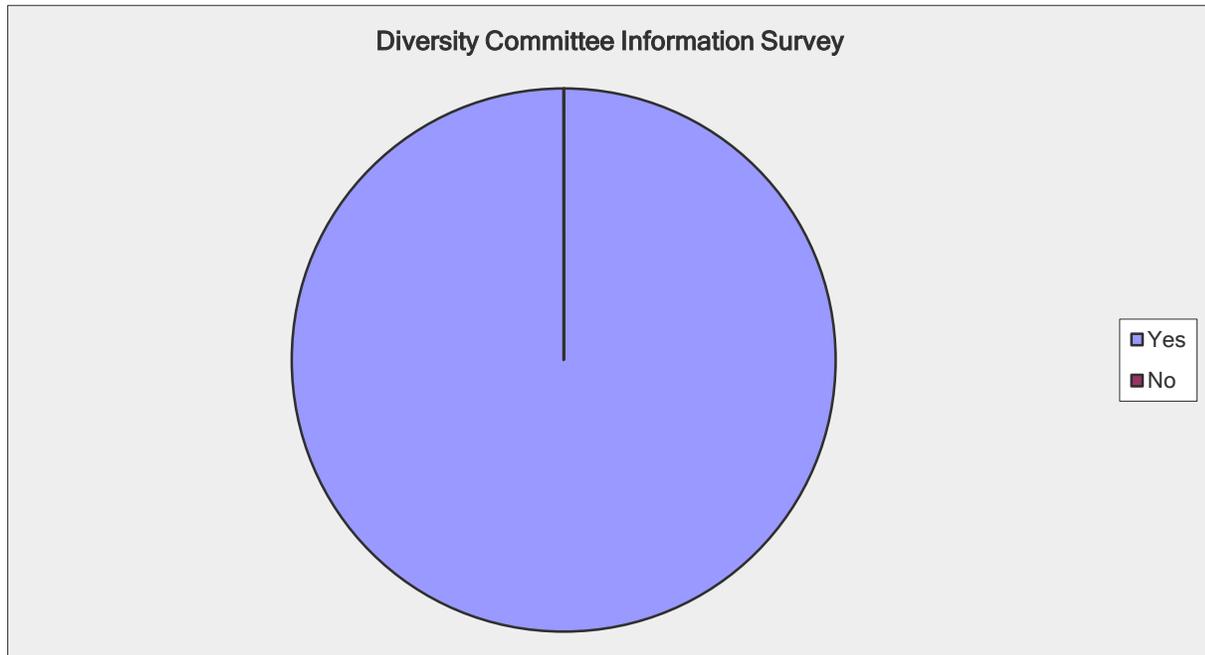
## Diversity Committee Information Survey

Where is your firm head-quartered?		
Answer Options	Response Percent	Response Count
MID-ATLANTIC (New Jersey, Delaware, Pennsylvania, Maryland, District of Columbia, Virginia)	16.7%	12
MIDWEST (Ohio, Indiana, Illinois, Missouri, Kansas, Nebraska, Iowa, North Dakota, South Dakota, Michigan, Minnesota, Wisconsin))	26.4%	19
NORTHEAST (Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island, New York)	30.6%	22
SOUTHEAST (West Virginia, North Carolina, South Carolina, Georgia, Florida, Tennessee, Kentucky, Arkansas, Alabama, Mississippi, Louisiana, Puerto Rico, Texas, Oklahoma)	16.7%	12
WEST/ROCKY MOUNTAIN (Arizona, New Mexico, Utah, Colorado, Wyoming, Idaho, Alaska, Hawaii, California, Nevada, Washington, Oregon, Montana)	5.6%	4
OUTSIDE THE UNITED STATES / INTERNATIONALLY	4.2%	3
<i>answered question</i>		<b>72</b>
<i>skipped question</i>		<b>0</b>



## Diversity Committee Information Survey

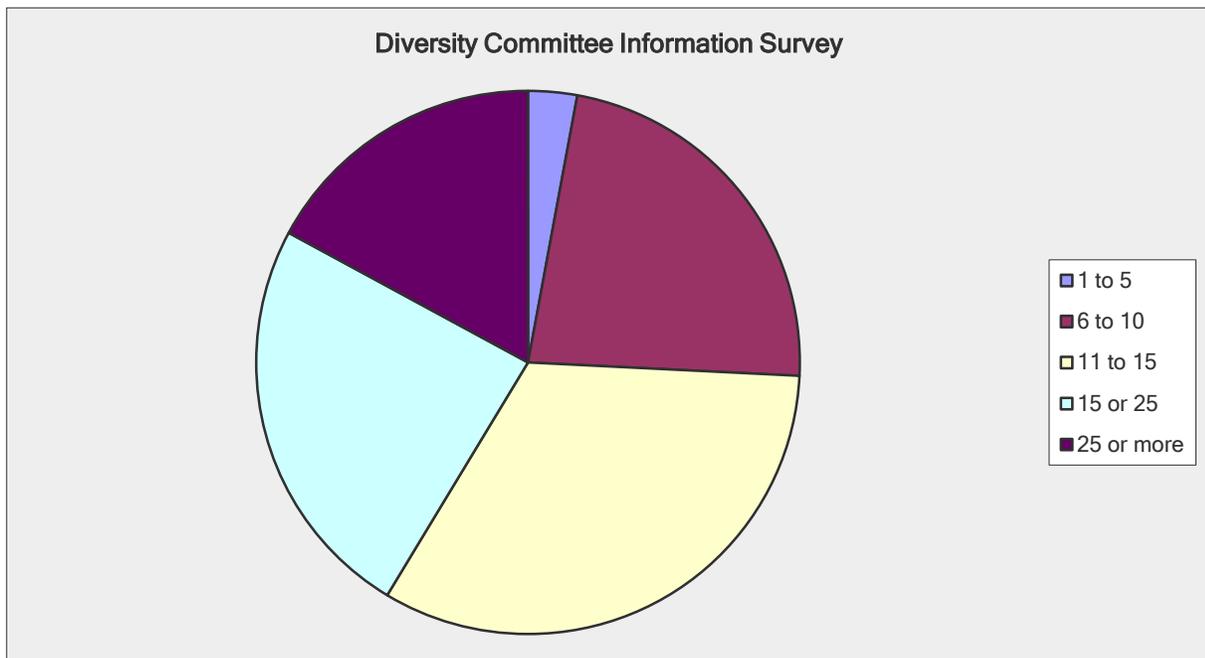
Does your law firm have a Diversity Committee?		
Answer Options	Response Percent	Response Count
Yes	100.0%	72
No	0.0%	0
<i>answered question</i>		<b>72</b>
<i>skipped question</i>		<b>0</b>



## Diversity Committee Information Survey

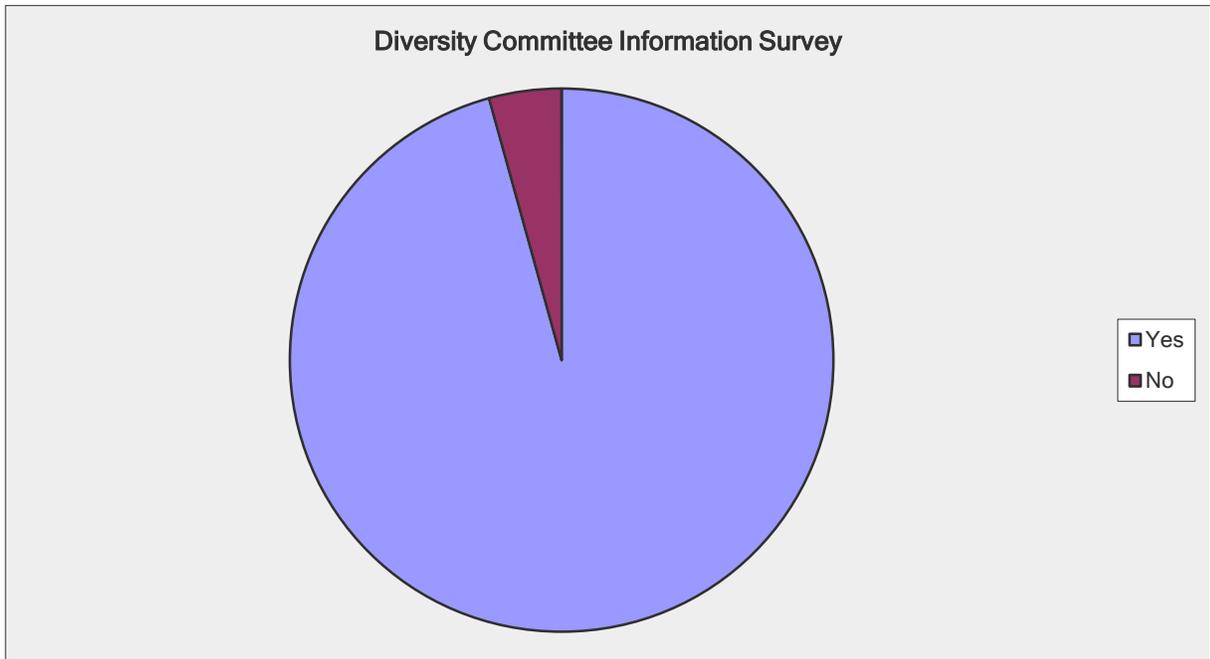
How many people serve on the diversity committee?

Answer Options	Response Percent	Response Count
1 to 5	2.9%	2
6 to 10	22.9%	16
11 to 15	32.9%	23
15 or 25	24.3%	17
25 or more	17.1%	12
<i>answered question</i>		<b>70</b>
<i>skipped question</i>		<b>2</b>



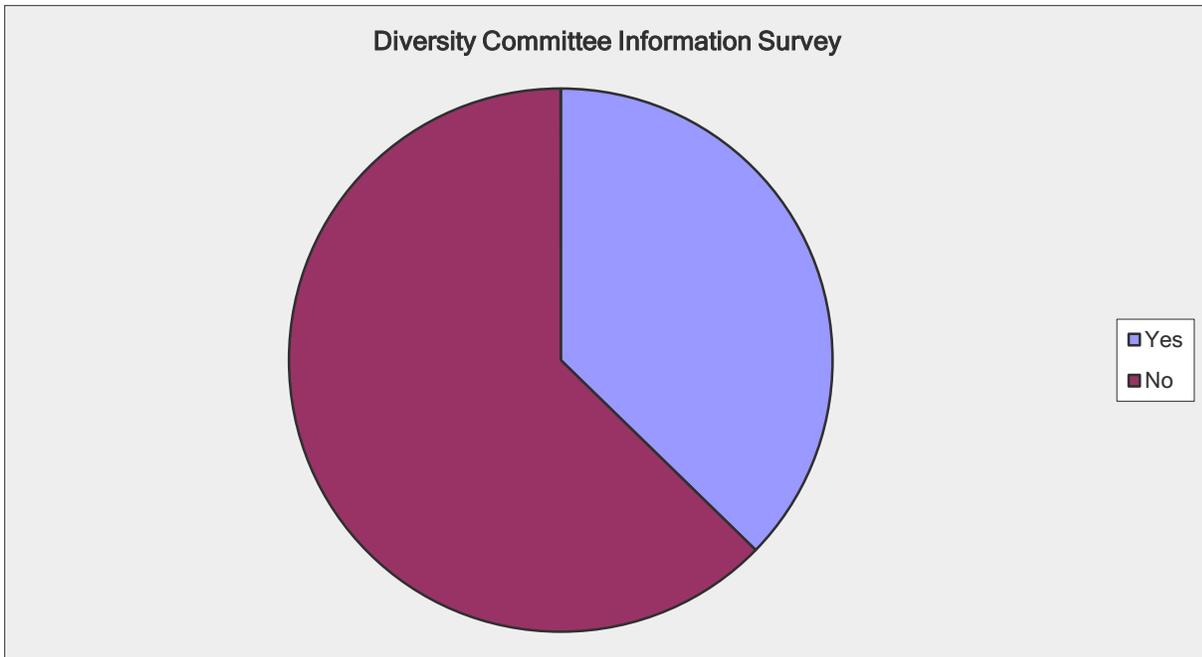
# Diversity Committee Information Survey

Is there a firmwide diversity committee?		
Answer Options	Response Percent	Response Count
Yes	95.7%	67
No	4.3%	3
<i>answered question</i>		<b>70</b>
<i>skipped question</i>		<b>2</b>



## Diversity Committee Information Survey

Do different firm offices have local diversity committees?		
Answer Options	Response Percent	Response Count
Yes	37.3%	19
No	62.7%	32
<i>answered question</i>		<b>51</b>
<i>skipped question</i>		<b>21</b>



## Diversity Committee Information Survey

Does the Diversity Committee include any of the following structural aspects? (If more than one, please mark "Other" and describe what topics are covered by such entities.)

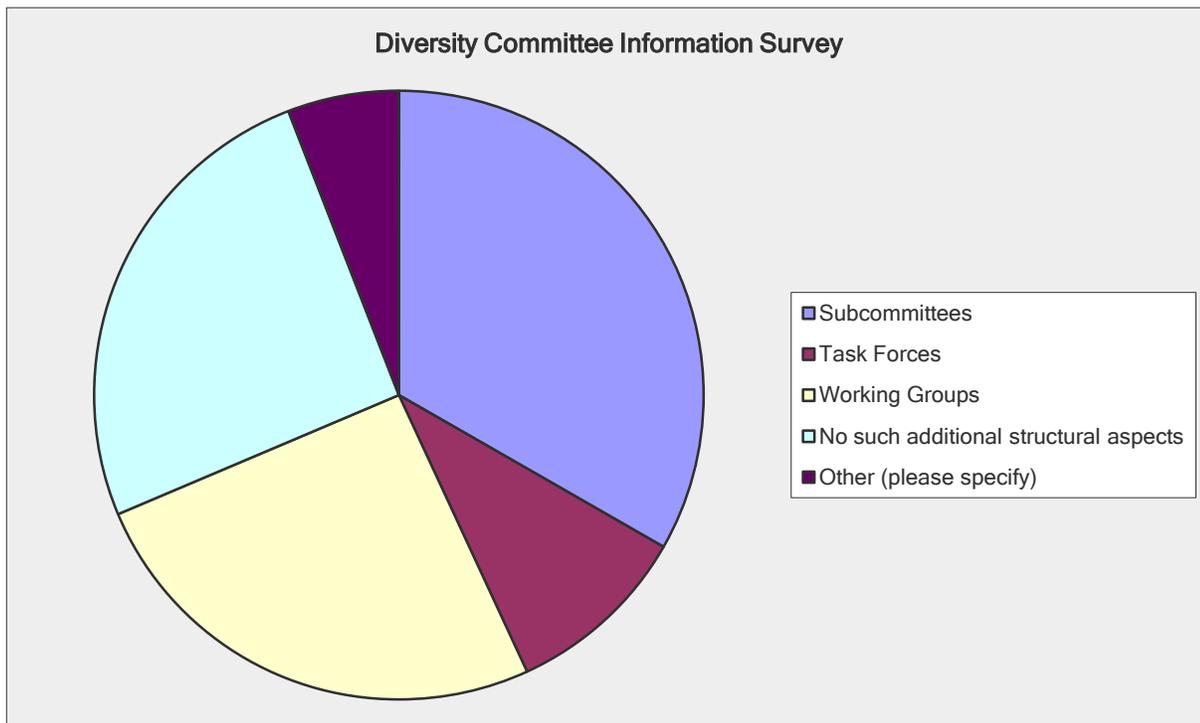
Answer Options	Response Percent	Response Count
Subcommittees	33.3%	17
Task Forces	9.8%	5
Working Groups	25.5%	13
No such additional structural aspects	25.5%	13
Other (please specify)	5.9%	3
<i>answered question</i>		<b>51</b>
<i>skipped question</i>		<b>21</b>

### Other (please specify)

We have an Associate Diversity Committee as well as a Partner Diversity Committee

Subcommittees, Task Forces

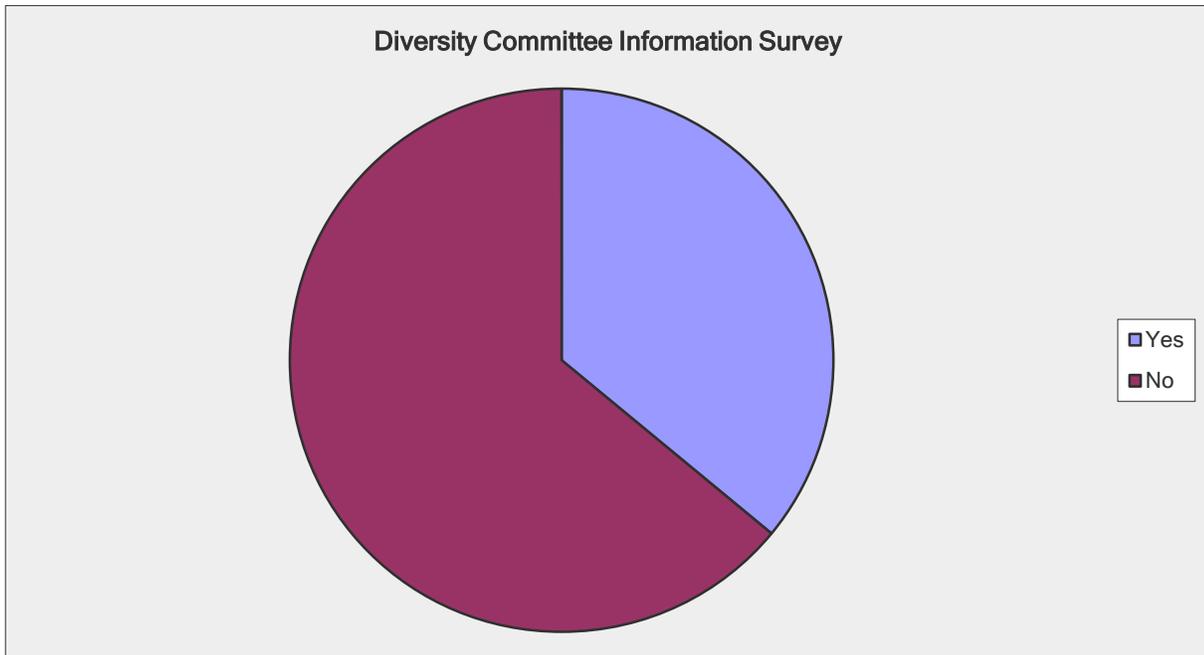
Subcommittees and Working Groups



## Diversity Committee Information Survey

If your firm has international offices, does your firmwide diversity committee include representatives from offices outside of the United States?

Answer Options	Response Percent	Response Count
Yes	36.0%	18
No	64.0%	32
<i>answered question</i>		<b>50</b>
<i>skipped question</i>		<b>22</b>



## Diversity Committee Information Survey

What topics are covered by any such subcommittees, task forces or working groups?	
Answer Options	Response Count
	36
<i>answered question</i>	36
<i>skipped question</i>	36

### Response Text

Marketing; speakers series

---

Training, Recruiting, Retention, Affinity Groups

---

Associate Development, Training/Education, Client Relations

---

Working groups: Recruiting/hiring, Retention, Communication & Education, Marketing, Metrics & Accountability. Ad hoc task force to develop customized work arrangement policy and family forum.

---

Career Development Guideliness, Client Relation initiatives, recruitment/retention

---

Recruiting, retention, cultural issues, women's initiative group, sponsorships, roadblocks, competition for talent, increasing buy-in from partners and firm at large

---

Scholarships, training programs, RFPs

---

GLBT, Women, New Parents, Disabled, Work/Life Balance and Minorities

---

Women's initiatives; African American Initiatives; Hispanic Initiatives; Law Student Recruiting

---

Client engagement, diversity recruitment

---

Recruitment; retention; mentoring; staff programs; cultural education; minority counsel, female and LGBT attorney support and promotion; specific programming for affinity groups; firm policies affecting particular populations; community service; strategic planning; collaboration with external diversity-related bar and other groups; law school relations; recent court decisions and articles on diversity; implicit bias; the question would be, what don't we discuss?

---

Communications, Women's Career Progression, Recruiting, Working Parents and Lateral Hiring, BD

---

Benefits, Work Allocation, Affinity Groups, Marketing, Alternative Work Schedules, etc.

---

Supporting the firm's affinity groups; Working with the firm's Recruiting and Professional Development Departments to create advanced diversity awareness and education. Creating firmwide diversity awareness programs, which are included in the annual new partner orientations and in the curriculum for first-year and summer associates, as well as the inclusion of diversity skill building components in the annual associate conferences. Sponsoring discussions and programs on women and the legal community, including advancement and professional development. Funding educational programs for youths in underserved communities at all levels of education.

---

Recruiting, Retention, Outreach, Communications, LGBT Task Force

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Currently: Pipeline; Diversity Education & Training; Accountability; Policy (soon to be defunct since just completed revised diversity policy)

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---

Annual action items are assigned to task forces

---

1L Diversity Program, Diverse Associate Development, Client Outreach, Pipeline Programs

---

Race & Ethnicity; Gender; LGBT

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Recruitment and Retention of Diverse and Women Attorneys, Inclusion in the Workplace

---

Reviewing proposed definitions, Vision, etc.

---

Mentoring, recruitment and retention, support staff applicant pool diversification, cultural and heritage programs, law school liaisons pipeline programs

---

Retention, recruiting/outreach, communications, business development.

---

Parental leave, diversity recruiting

---

Mentoring, Work Opportunity, Environment, Education & Training

---

We don't divide into subcommittees but address topics such as Firm Policies (i.e. GLBT gross-up), etc. as part of larger group. We have a separate Women's Initiative.

---

Our scholarship; pipeline initiatives; working groups as needed

---

CLE trainings, evaluation of programs, writing of newsletter pieces

---

Lateral Recruiting, Law School Recruiting, Mentoring, Business Development, Partnership Track, Firm Policies

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Work allocation, professional development, AWA

---

Retention, Recruiting, Mktg., Education, Metrics

---

Business Development and Marketing, Recruiting, Pro Bono Fellowship Program, Professional Development and Mentoring, Work/Life Balance

---

Recruiting, Retention, Client Development, Communications

---

Diversity scholarship program; diversity workshops/programs; diversity pipeline programs; diversity client outreach initiatives

---

LGBT Issues, Diversity Education Plan

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D&I education, community outreach efforts, social activities

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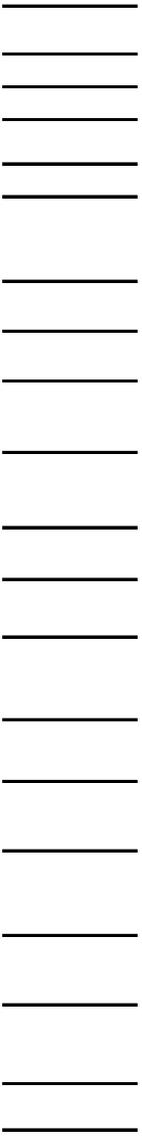
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## Diversity Committee Information Survey

Does the Diversity Committee include any of the following? (Please check all that apply.)

Answer Options	Response Percent	Response Count
Heads of practice groups	58.2%	39
Head of the office	20.9%	14
Head of the firm	25.4%	17
Managing partner or firm chair	35.8%	24
Management committee members	67.2%	45
Partners	95.5%	64
Counsel	46.3%	31
Associates	68.7%	46
Staff attorneys	6.0%	4
Paralegals	10.4%	7
Diversity professional(s)	80.6%	54
Marketing/PR representative	38.8%	26
Business Development representative	17.9%	12
Administrative managers (e.g., Human Resources,	68.7%	46
Administrative support staff	19.4%	13
Other (please specify)	11.9%	8
<i>answered question</i>		<b>67</b>
<i>skipped question</i>		<b>5</b>

### Other (please specify)

Recruiting Manager

Director of Professional Development and Recruiting

Vice Chair of the Firm

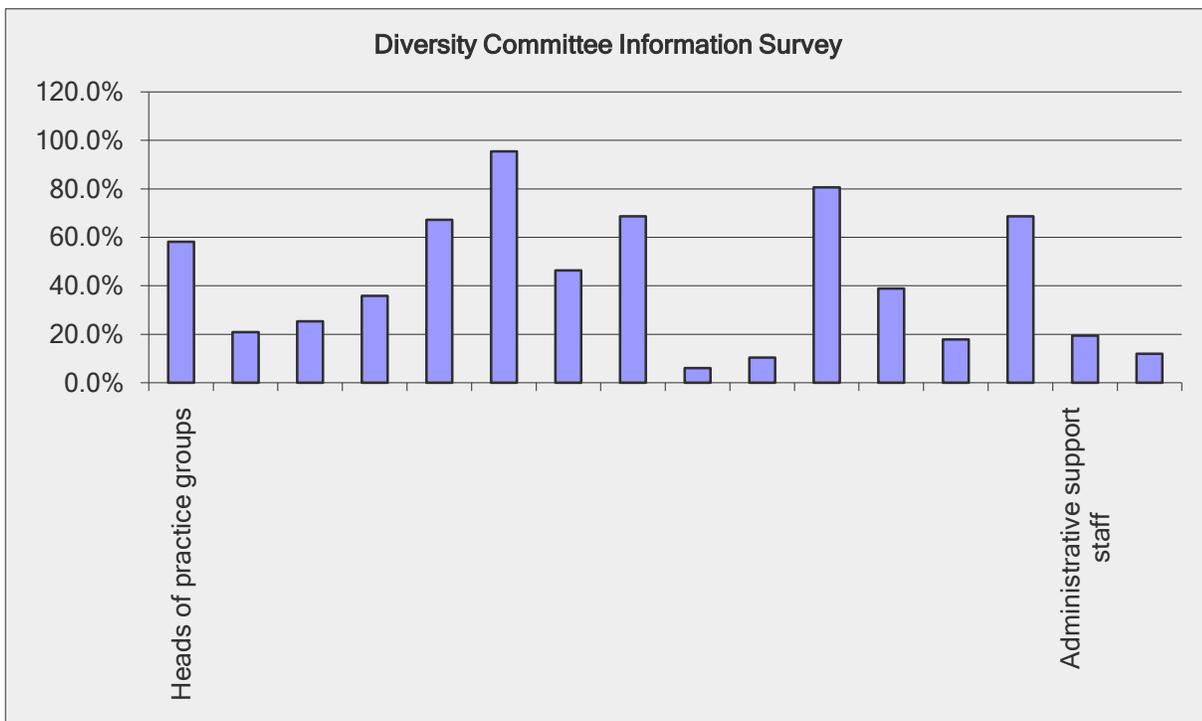
Associate Committee Chair

The committee is informal and open to all attorneys

Recruiting Head

Director of Professional Development

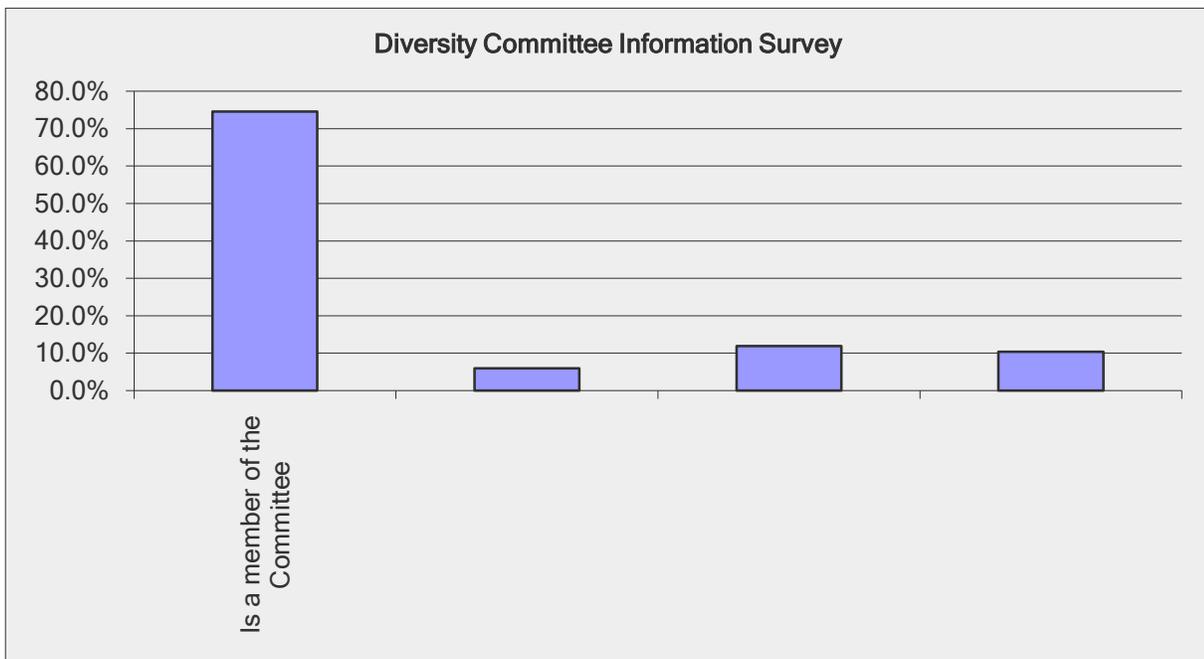
CDP



## Diversity Committee Information Survey

What is the role of a diversity professional, if any, regarding the Diversity Committee?

Answer Options	Response Percent	Response Count
Is a member of the Committee	74.6%	50
Is not a member of committee but reports to and advises	6.0%	4
We do not currently have a diversity professional	11.9%	8
Other (please specify)	10.4%	7
<i>answered question</i>		<b>67</b>
<i>skipped question</i>		<b>5</b>



## Diversity Committee Information Survey

### How often does the Diversity Committee meet?

Answer Options	Response Percent	Response Count
Monthly	31.3%	21
Every 2 months	13.4%	9
Quarterly	37.3%	25
Every six months	4.5%	3
Annually	3.0%	2
Other (please specify)	10.4%	7
<i>answered question</i>		<b>67</b>
<i>skipped question</i>		<b>5</b>

### Other (please specify)

Monthly via telephone and quarterly in person

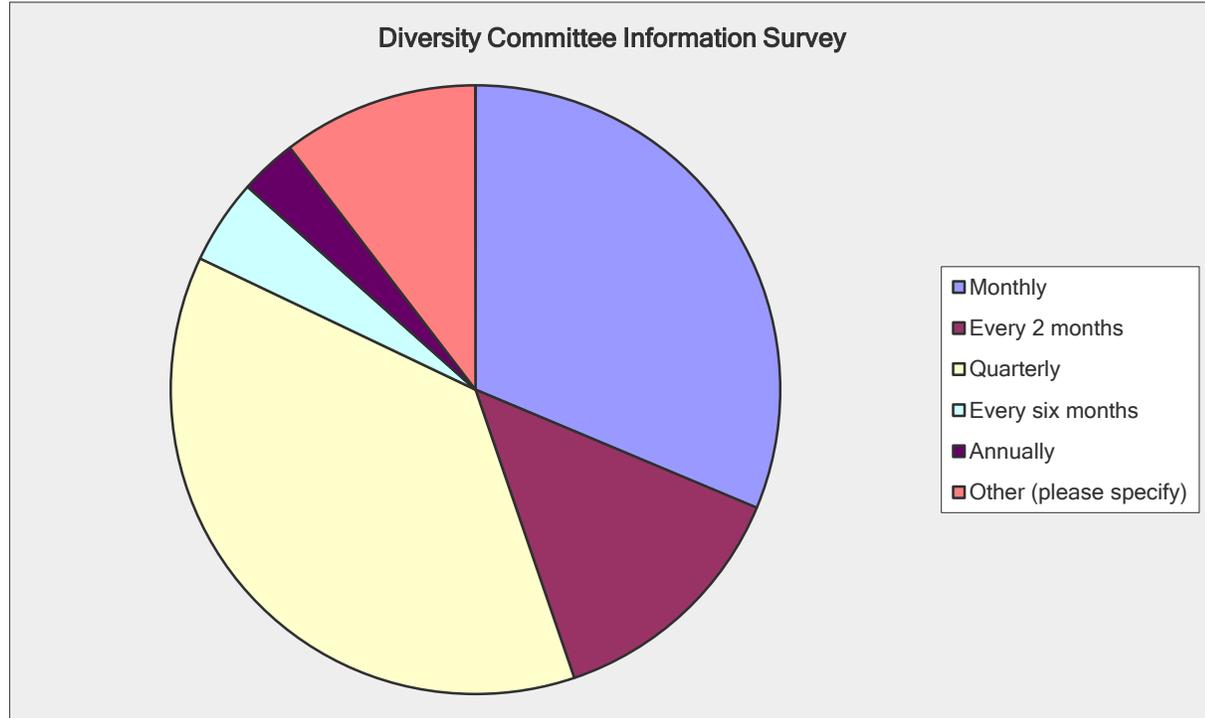
The Diversity Committee meets at least once or twice a year but some of the working groups meet at least quarterly

Dependent upon initiatives

Regional Committees - Monthly; Firmwide - Quarterly

No scheduled meetings

As needed



## Diversity Committee Information Survey

What best practice or single idea has most positively impacted the effectiveness of your Diversity Committee?

Answer Options	Response Count
	59
<i>answered question</i>	<b>59</b>
<i>skipped question</i>	<b>13</b>

### Response Text

Adding associates brought new energy to the committee

---

Regular meetings and having the Managing Partner and senior Executive Committee leaders as members

---

The partner diversity committee developed a comprehensive mentoring program between the committee and mid-senior level minority associates, which is expanding to junior level later this year.

---

The fact that the firm's managing partner chairs the committee has most positively impacted the effectiveness of the committee.

---

Formal strategic plan

---

Creation of our Women's Initiative

---

The appointment of key firm committee chairs (e.g., hiring, partner selection, client development, among others) as ex officio members of the diversity committee has been effective in ensuring that the firm's diversity goals are more fluidly incorporated into aspects of firm operations/management. Likewise, the diversity committee is more directly apprised of developments on those key committees.

---

Ensuring we are leveraging off the talents and interests of all of our committee members - Top down and grassroots up initiative

---

Diversity Action Plan

---

Fostering an inclusive environment.

---

Forming into discreet working groups

---

Having a firm diversity and inclusion retreat

---

Getting all of our Committee members, and as many members of the firm as possible, involved with and active in diversity-related bar groups, professional or pipeline organizations outside the firm.

---

Do not completely drop our standards for a diverse candidate just to get diverse candidates.

---

The subcommittee/working group structure; some are more effective than others but it has provided some focus and tangible activity

---

Having the top firm leaders as members of it.

---

The establishment of affinity groups 4 years ago.

---

Planned quarterly programming and bi-monthly meetings related to specific topics to further diversity.

---

Reorganizing the organizational chart of our Diversity committees; expanding to incorporate more regional committees and creating a top-down and bottom-up approach.

---

The lack of bureaucracy required in implementing programming.

---

Inclusion of staff and lawyers in equal roles on the committee.

---

Creating subcommittees with very specific mandates so they are focused and energetic. Once they achieve their goal (in about a year), they are disbanded. We form new subcommittees with energetic new leaders, and so on....

---

Assigning specific tasks to specific members. It has ensured everyone is responsible for moving something forward.

---

---

Regular meetings

---

Assigning members to subcommittees and asking them to report on their deliverables.

---

The only good thing is that I end up working directly with HR, Prof'l Development & Recruitment or Marketing to implement ideas as necessary. Also work closely with the Women's Forum and to a lesser degree with the LGBT Task Force.

---

Executive Committee support

---

Regular, video-conference meetings

---

Raising visiability of efforts

---

---

Promotion of individual to professional role as diversity manager and freeing her from other responsibilities

---

Pressure from affinity groups; national surveys like HRC CEI

---

Involving firm leaders in assessing the progress and prospects of every minority and LGBT lawyer in the firm.

---

Having a professional dedicated to moving the agenda, and work streams, forward and keeping members grounded in the overall strategic plan

---

We have 2 members of the Firm's Executive Committee serve on the Diversity Committee. One is the designated Liasion to the Diversity Committee.

---

Having the diversity professional drive its mission every day on a full-time basis.

---

---

Purposeful inclusion of diverse candidates in call back pool

---

Have one agenda item include a member to address the group on a specific topic (affinity group event, recruiting initiative, etc.) Opens communication much easier and speaker feels much more engaged in the meeting.

---

Started Newsletter this year

---

Annual diversity retreat

---

The attorneys taking ownership of the various projects.

---

Reporting to advisory bd.

---

A targeted mission.

---

The subcommittees are a powerful mechanism to execute committee initiatives and report up to the larger firmwide committee for further action, reporting, recommendations or assistance.

---

Programs that enhance the culture of inclusion.

---

Although the managing partner is not a member of the Diversity Committee, the director of diversity reports to him. Through this relationship, the firm's diversity initiatives are easily implemented.

---

Designating a full time Diversity Director.

---

Assigning different committee (and subcommittee members) to report back at every meeting to engage all committee members in a continuing diversity dialogue

---

Extending responsibility for diversity in our firm to all attorneys, not just those on the committee.

---

Shared best parctices and regular meetings with the commitee chairs.

---

## Diversity Committee Information Survey

What has been the biggest challenge to the effectiveness of your Diversity Committee (e.g., what most frustrates you about your Diversity Committee)?

Answer Options	Response Count
	59
<i>answered question</i>	<b>59</b>
<i>skipped question</i>	<b>13</b>

### Response Date

Getting all Committee members fully engaged as proactive participants.

---

Getting full participation during the meetings. We generally have 100% attendance, but some people say nothing.

---

Keeping momentum and making sure every member is committed to do their part.

---

Getting committee members to share new and innovative suggestions for diversity initiatives has been the biggest challenge to the effectiveness of the committee.

---

Lack of knowledge of other locations' diversity opportunities.

---

Lack of support, participation or recognition from our managing partner, office heads, practice area heads, key partners.

---

Our committee is global; but talent management and diversity matters in particular are "space based." So the Committee has to be mindful of the differences presented by geography and office culture and be equipped to think globally but act locally (and definitely not the other way around).

---

Varying level of commitment of different local offices

---

Getting everyone involved

---

Recruiting is not included in the Diversity Committee. This is a source of frustration because I really have no idea what the Diversity Committee does.

---

Advocating on behalf of all attorneys

---

Our lack of diverse attorneys

---

Unevenness in buy-in from one firm leader to another.

---

Attorneys not buying in to importance of diversity in the firm. Not against it, but not working towards it.

---

Inconsistent engagement. Only a handful of members are truly engaged. For most part, in order for anything to get accomplished even amongst the most active working groups, requires constant babysitting.

---

Its composition makes it hard to make things happen. As such, its "main" purpose is to provide "buy in" and "support" for the work the Chief Diversity Officer and other administrators are performing.

---

Not meeting often enough and not seemingly caring about the lack of diverse associates being retained, and more important, promoted.

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---

Some people do not take as much ownership as others, and some of the minority attorneys are not as comfortable always expressing their views in a group situation.

---

Keeping members of the committee active, engaged and focused.

---

Working cohesively across offices.

---

Possibly getting buy in from those not already interested in Diversity. The committee is made up of people who are already committed to Diversity.

---

Struggle with strategic direction.

---

Succession planning for leadership positions.

---

The Diversity Committee has the formal ability to make recommendations, but ultimate decision-making authority remains with our Management Committee. Our Management Committee is extremely supportive, but it impacts the morale of the Diversity Committee to know they do not have ultimate say in the recommendations.

---

Indecision.

---

A lot of talk about particular issues without clear cut plans of action to address them.

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Attendance/participation in committee activities.

---

Getting management to understand the need for more formal structures, defined roles for subcommittees.

---

The same issues are present year after year, specifically retention problems.

---

Lack of results

---

Committee Member Ownership of Goals

---

Size of the committee is too large; members have disparate "agendas".

---

Reticence to actually do anything. They like to come up with ideas but have someone else implement them.

---

Our biggest challenge is the size of our committee. There are approximately 70 committee members.

---

Lack of consistency in the work and schedule of members due to the demands of practice

---

Keeping everybody engaged and moving the ball forward.

---

Our committee is very diverse itself - with many different approaches, ideas, etc. presented. Some get frustrated we don't move fast enough while others get frustrated we aren't taking more time/thought ... getting consensus while having everyone happy with the outcome of that process can be a challenge.

---

Occasional meritocracy push back.

---

The committee relies on the Director to conduct and run all meetings and rarely raises any issues outside of what the Director has on the agenda

---

Lack of volunteers for working groups

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Not following thru on committee ideas - true commitment.

---

Limited involvement of top management.

---

Too many opinions.

---

Lack of engagement.

---

---

Lack of strong leadership by the chair.

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Failure of committee and subcommittee members to take ownership of their roles and rely on diversity professional to be the initiative. Very few do all the work and provide the support.

---

Retention.

---

Getting some of the affinity group chairs to be proactive.

---

Lack of follow through of a few members.

---

Outside the committee, our diversity programs are not highly publicized nor recognized by everyone at the firm.

---

The time it takes to complete various projects.

---

Busy schedules often impact progress.

---