

# Recruiting and Retaining Millennial Lawyers of Color



## 2017 NALP Annual Education Conference

Courtney Dredde Carter, Diversity & Inclusion Manager, Jenner & Block LLP

Alexis Robertson, Legal Recruiting Director, Plante Moran

Michelle Silverthorn, Diversity & Education Director, IL Supreme Court Commission on Professionalism



This is Marcus.



Marcus is ranked in the top 10% of his class. He is an editor on law review and President of BLSA. He has considered running for public office.

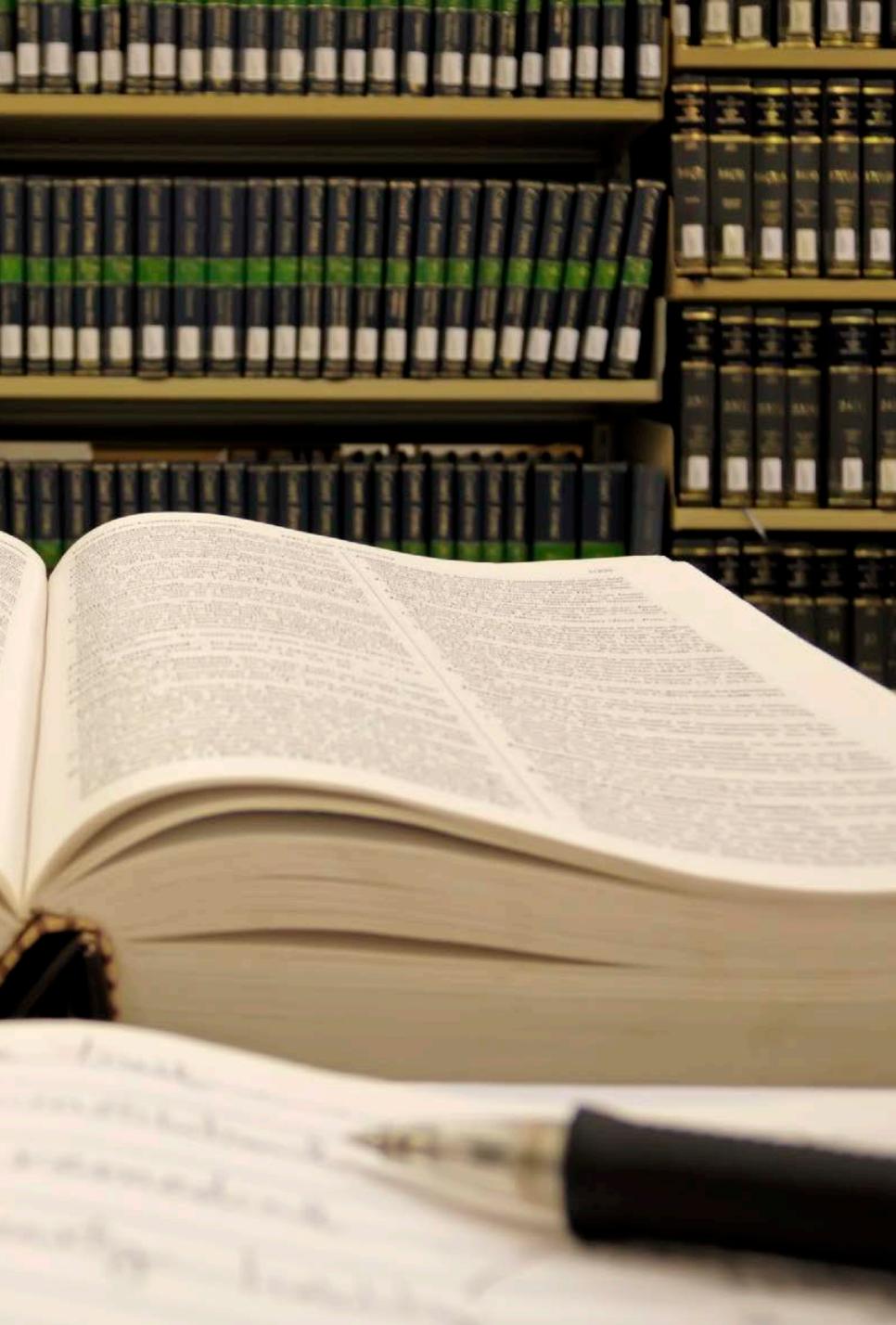


Marcus attends a top 50 public law school in Illinois. Though near Chicago, large law firms do not recruit at his school.

LINCOLN-HERNDON LAW



Marcus clerked for a state judge his first summer, and worked for a local law firm his second summer.



Marcus attended evening classes for his first year, and still runs a part-time business. His first year grades were average but his second year grades were much better.



Marcus is the first person in his family to graduate college. He does not have any close friends or family who are lawyers.



Marcus has researched law firms extensively and has his eye on one in particular: Walker Cross LLP.



This is Jim.



Jim is the Managing Partner for Walker Cross LLP, a large international law firm based in Chicago.



Walker Cross hires approximately 30% Millennial associates of color, but within five years, almost all of them have left the firm, frequently for competitors.



Several major clients have complained to their Walker attorneys that they need more diverse senior associates on their teams.



Jim has also read the research on diverse teams and recognizes the values of retaining diverse associates. But he and his fellow partners are frustrated that they keep leaving.



Walker Cross has put on multiple programs on managing, mentoring and sponsoring Millennials, as well as a series of diversity trainings with well-regarded consultants. However, the problem remains.

I have work to do

I have work to do

I have work to do

I have 

Congratulations! You are the new Diversity Manager at Walker Cross. You've been told that retaining Millennials of color is Priority One. Are you ready to start?



understanding MILLENNIAL  
lawyers of color

# Four Generations In The Workplace

1. Traditionalists (1926-1945)
2. Baby Boomers (1946-1964)
3. Generation X'ers (1965-1979)
4. Millennials (1980-2000)

# caveat

**noun** [kav-ee-aht, -at, kah-vee-, key-]

a warning or caution.

# defining GENERATIONS

artificial boundaries

key societal events

shared experiences

# complicating FACTORS

race

ethnicity

income level

geography

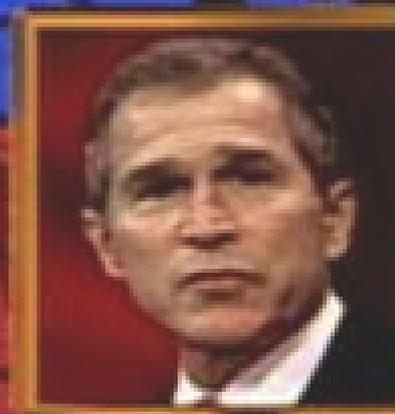




# ELECTION 2000



266



271







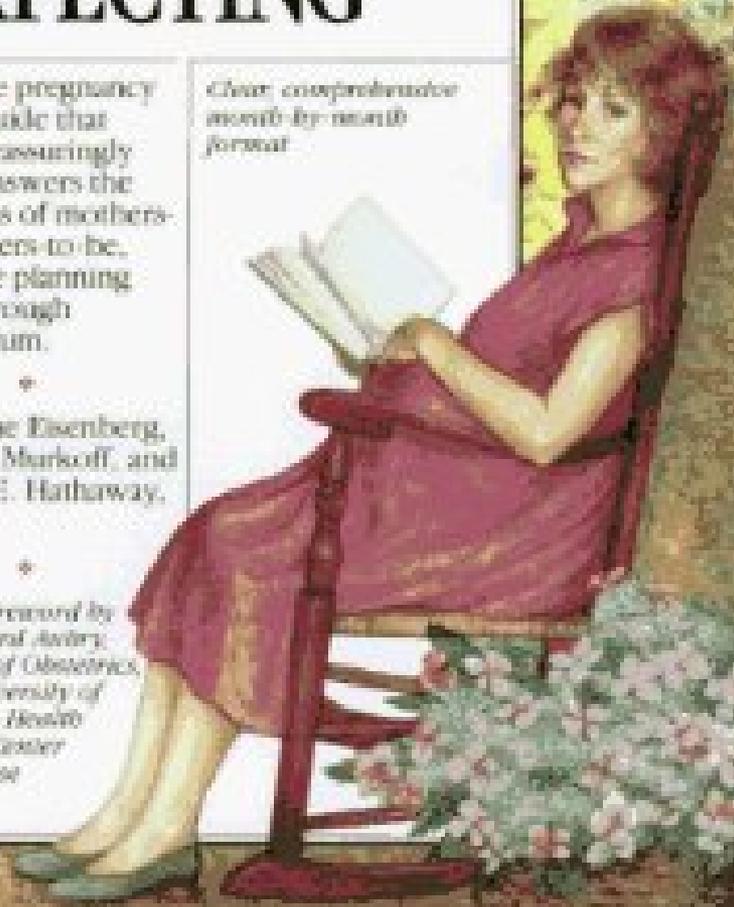
# WHAT TO EXPECT WHEN YOU'RE EXPECTING

**T**he pregnancy guide that reassuringly answers the concerns of mothers-and fathers-to-be, from the planning stage through postpartum.

*Clear, comprehensive month-by-month format*

By Arlene Eisenberg, Heidi E. Markoff, and Sandee E. Hathaway, B.S.N.

*With a foreword by Dr. Richard Awley, Director of Obstetrics, State University of New York Health Sciences Center at Syracuse*



have work to do I have work to do  
have work to do I have work to do  
have work to do I have work to do  
have work to do I have



# millennial WORKERS

start from the top

loyalty

life balance

technological changes

# TIME

## THE ME ME ME GENERATION

Millennials are lazy, entitled narcissists  
who still live with their parents

Why they'll save us all

BY JOEL STEIN



# millennial ATTORNEYS

youngest

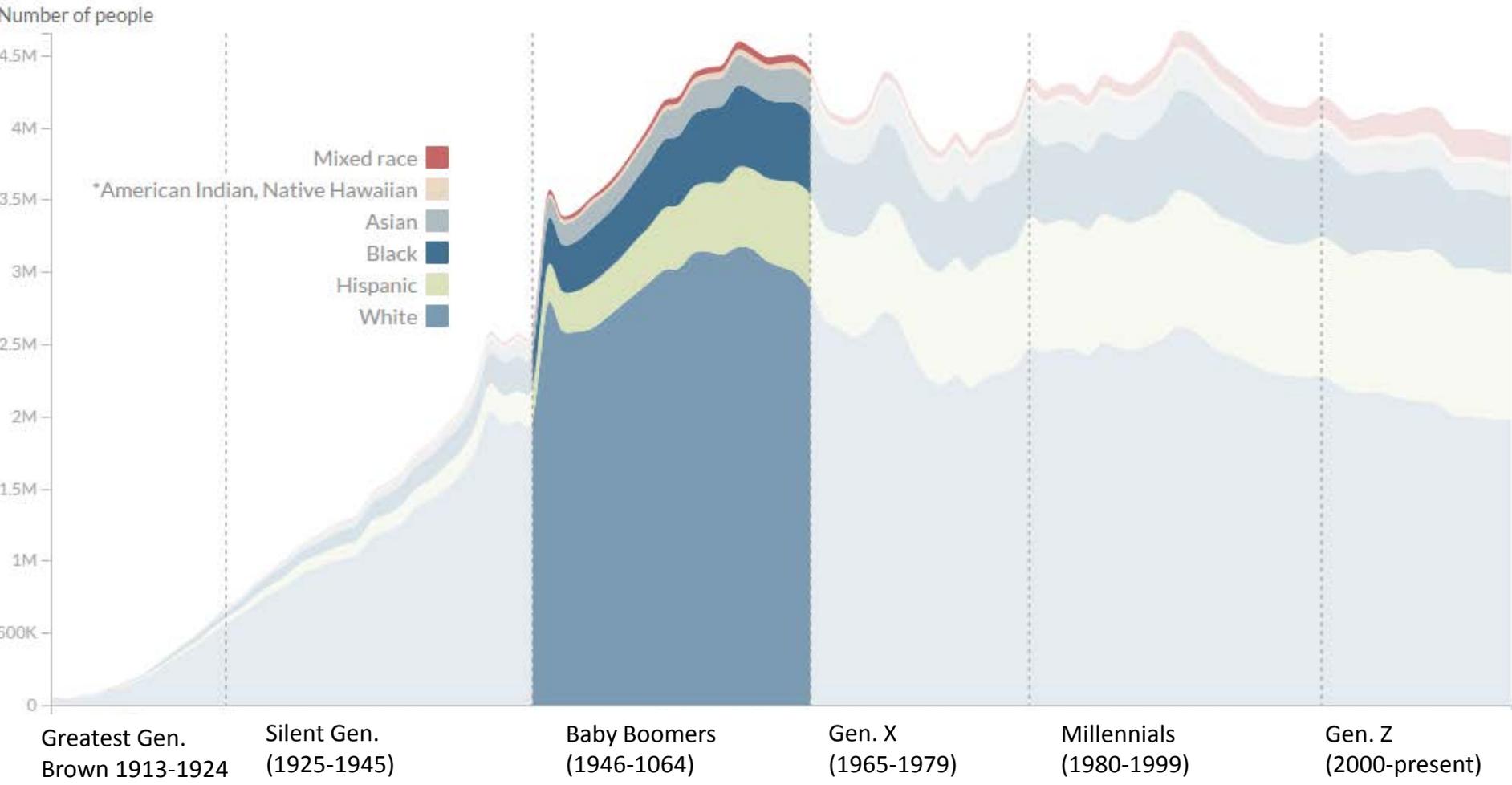
flex hours

high-level involvement

different perks



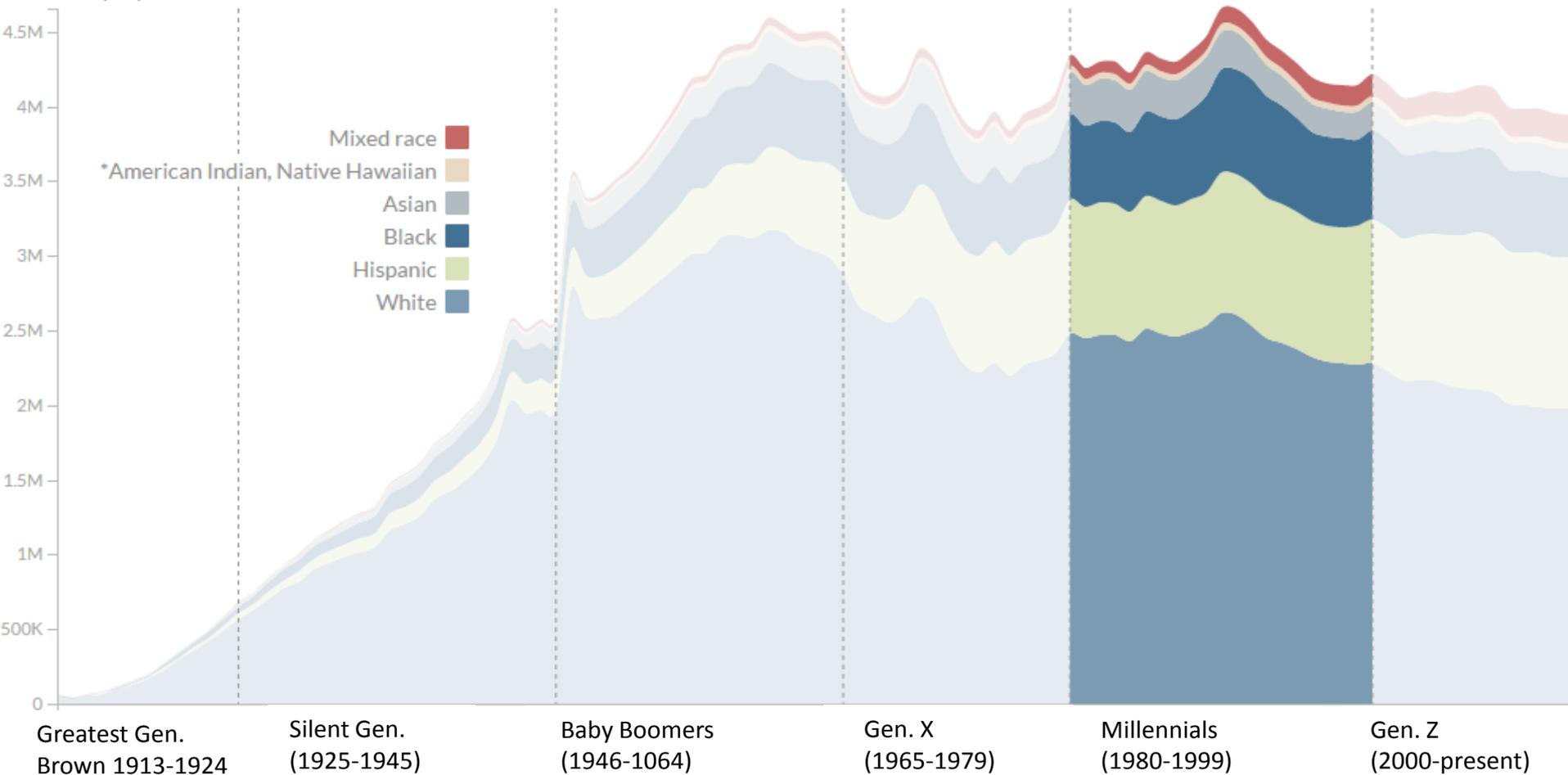
There are 76 million baby boomers, and 72% of them are white. [Next →](#)

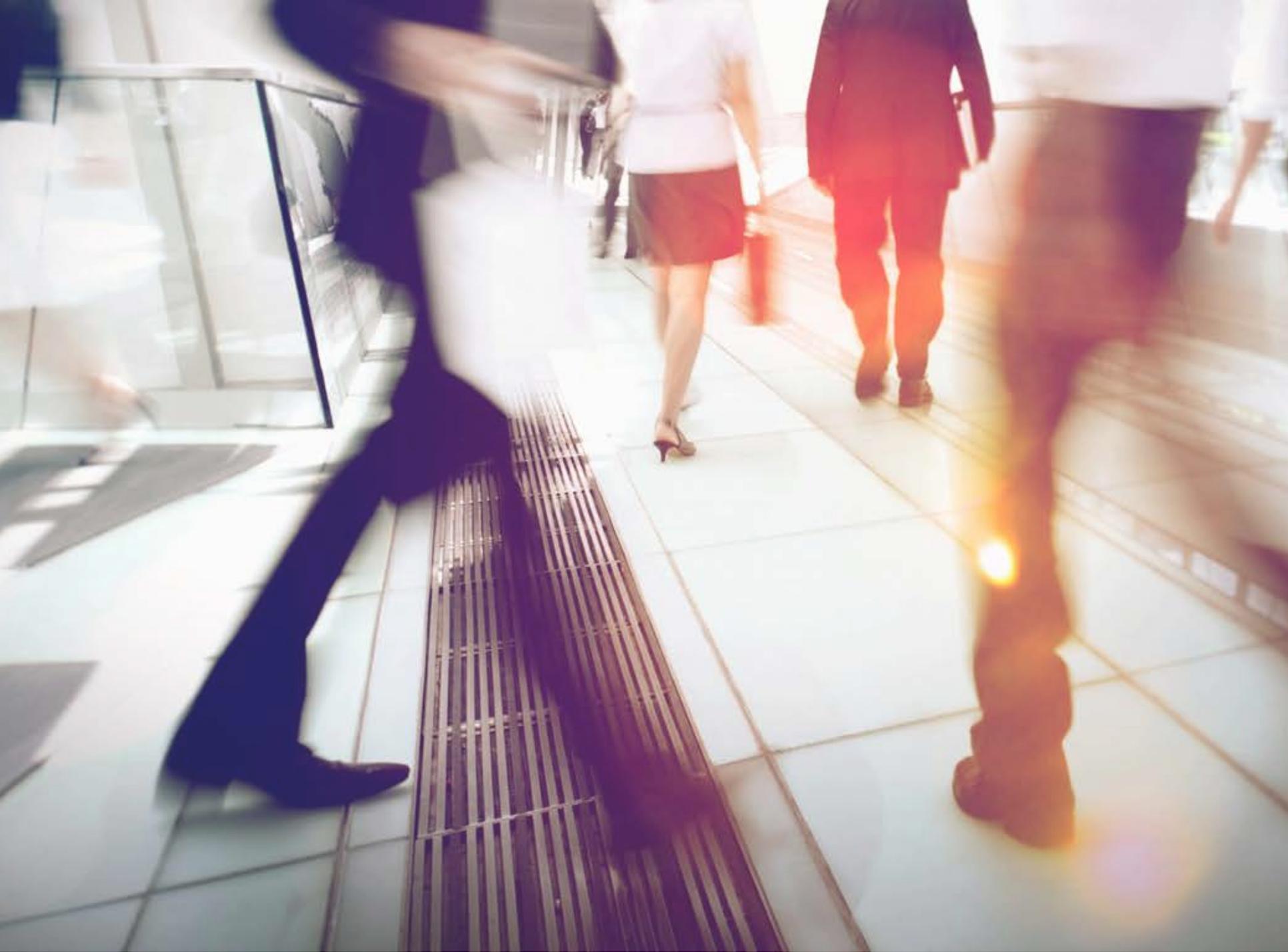


Data from CNN

The millennials are an even larger group with 87 million, but much more diverse — only 56% are white. [Next →](#)

Number of people







# black AMERICANS

2015 56.3 million

2060 74.5 million

17.9% of the population

black MILLENNIALS

student debt

parental financial help

inheritance

black MILLENNIALS

living in cities

different neighborhoods

religious engagement

black MILLENNIALS

social media

intersectionality

college-educated relatives

black MILLENNIALS

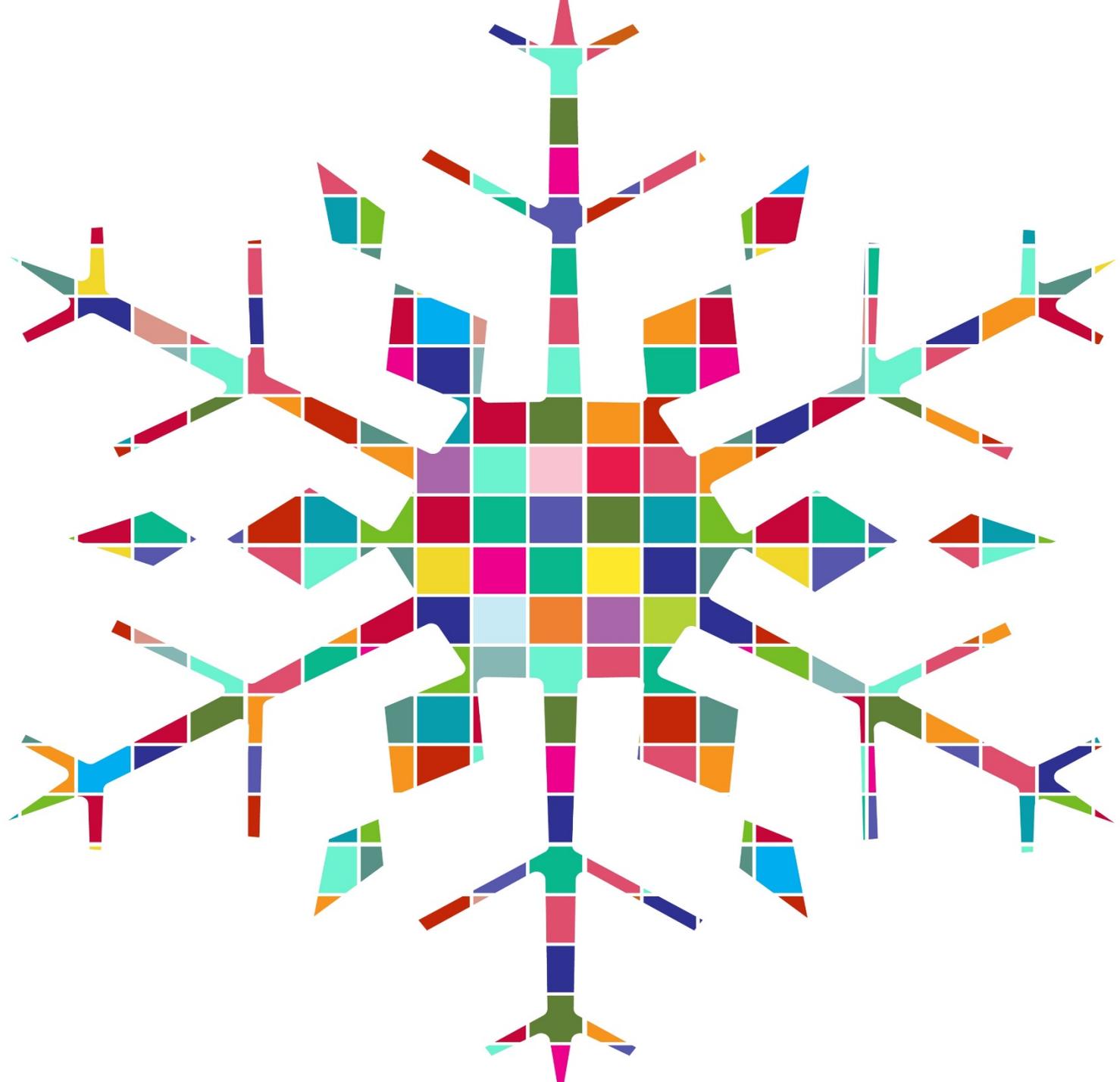
discrimination

implicit bias

recruiting MILLENNIAL  
lawyers of color



Would your firm recruit  
Marcus?



# INSANITY:

Doing the same thing over and over again and expecting different results.

*-Albert Einstein*

recruiting MILLENNIAL lawyers of color

# The Pipeline Problem



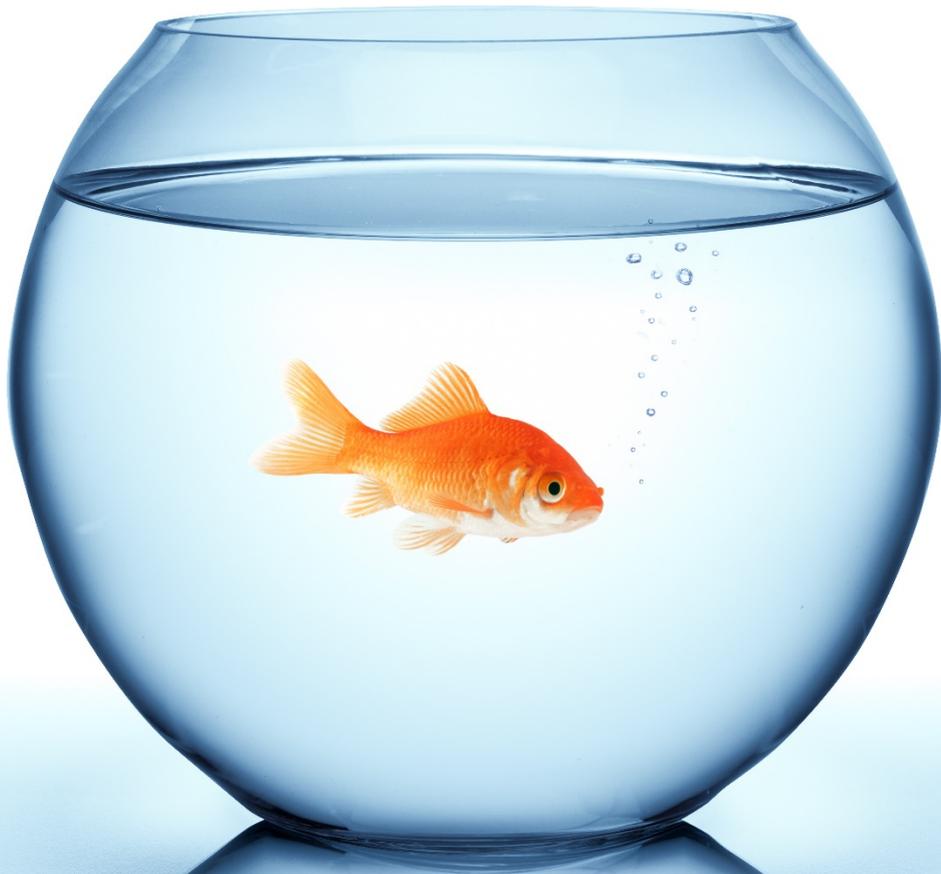
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GPA Cut-offs

Feeder Schools

A +







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Lateral Hiring

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Creativity/Flexibility

Expand Candidate Pool

Opportunistic Hiring







Marcus is now a fifth-year associate at Walker Cross.



Marcus is concerned that there is not a path to partnership for him at Walker Cross.

As the Diversity Manager, how would you help retain Marcus?



As Jim, the Managing Partner, you know that keeping Marcus is critical. You think that he's doing well and should be in line for partnership in the next few years.



Put yourself into Jim's shoes. What should Jim be doing to ensure that Marcus crosses the line into partnership?

retaining MILLENNIAL  
lawyers of color

retaining MILLENNIAL lawyers of color

successfully recruited  
diverse millennial attorneys

how to keep and advance  
them in your law firm

retaining MILLENNIAL lawyers of color

programmatic changes

inclusion and cultural  
competence issues

advancing MILLENNIAL lawyers of color

what are things you can do in  
your institution to help recruit,  
retain and advance millennial  
lawyers of color?