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Track Your Efforts, Show Your Worth: Developing a Framework for Measuring D&I Initiatives

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When You Leave Today, You Will be Able to...

1. Understand some of the many characteristics of “diversity” you can track through your recruitment and/or career development efforts
2. Enhance your ability to convey to your peers and supervisors the need to be purposeful in measuring and tracking diversity in order to continue advancing your efforts
3. Identify the tools to integrate diversity tracking into your talent management or career development efforts

What are some Trackable Diversity Characteristics?

- Race
- Ethnicity
- Gender/Gender ID
- Gender Expression
- Disability
- Sexual Orientation
- Religion
- Socioeconomic background
- Age
- Language
- Military Service

Why Should We Track Our Efforts?

- To show progress/ROI
- To keep the faith/maintain momentum
- To check and adjust your efforts as necessary
- To target your allocations of time and money
- To encourage those doing the work as well as those for whom you are doing the work

How to integrate Diversity tracking: the Data

Understand the possible characteristics of diversity

- What defines a diverse candidate/student?
 - For schools, ABA from 509 and ABA 113
 - Different perspectives, religions, gender identities, backgrounds
- What are metrics Law Firms can use to track diversity?
 - Incoming lawyer metrics on diversity characteristics
 - Relationships and retention
- What can Law Schools use to track diversity?
 - Participation to Matriculation (Success Rate)
 - # of Events on campus/advertised

Law Schools

Defining Success for Law Schools

- Focus should be on long-term, full-time legal employment
 - Matriculation rates from 2L summer positions to Post-Graduate Employment
- Keep the following in mind when tracking Diversity Initiatives
 - Regional Differences between your school and other schools
 - The size of your law school
 - The size of the metropolitan area your school is in
 - Percentage of your graduates employed in-state vs. out of state

Law Firms

Law Firm Metrics

- What gets measured gets done
 - The converse is true as well
- What gets measured gets managed
- If you can't measure it, you can't grow it
- What is a firm's diversity goal and how do we define success?

Lawyers Like Data

- Data helps us understand
 - What the problems are
 - How to address and prioritize resources
 - Measure outcomes/results
 - Set realistic goals
- If you have data, you have facts. If you don't have data, you have an opinion

Communicating Diversity Goals to Senior Leadership

- The best metrics, like the best communication, are clear and simple
 - If you showed your diversity metric to a business leader with no knowledge of diversity and inclusion, would your message be readily apparent?
 - Are the metrics in your dashboard/scorecard tied to stated business goals?
 - Are the metrics showing progress year-over-year and are you using external benchmarking to understand the competitive value of that program?

Demonstrating Progress

- Question: what metrics produce the most relevancy?
 - How well do the metrics you collect match you internal development, talent, and client plans?
 - Are the talent management demographics reflective of the challenges in your law firm
 - Excellence in recruiting
 - Excellence in retention
 - Publicly reported numbers*

Accountability

- For those in your firms who are not partners:
 - Is diversity linked to evaluations?
 - Compensation (bonuses)?
 - Promotion?
 - Practice management opportunities?
 - Client management responsibilities?
 - Winning/keeping business?

A Deeper Dive: What is Being Measured?

- Pipeline Programs
- Representation Measures
- Retention Measures
 - Staffing
 - Mentorship
 - Performance
 - Compensation, including bonus
 - Engagement surveys
- Promotion Measures
 - Sponsorship
- Attrition Measures
- Diversity Spend
 - Supplier Program

Potential Gamechanger: ABA Resolution 113

The Model Diversity Survey moves the Profession closer to the ideal we all share – a legal profession that reflects the full panorama of the public it serves

The American Bar Association has designed a Model Diversity Survey to assist law firms and clients in analyzing the role of minorities, women, LGBT, and disabled lawyers in law firms and on client matters. As firms and clients track information over time, the Model Diversity Survey can become a vehicle for benchmarking the diversity of lawyers providing legal services as well as regular discussions between clients and their outside counsel on the topic of diversity.

Urges all providers of legal services, including law firms and corporations, to expand and create opportunities at all levels of responsibility for diverse attorneys and urges clients to assist in the facilitation of opportunities for diverse attorneys, and to direct a greater percentage of the legal services they purchase, both currently and in the future, to diverse attorneys.

Resources

- DiversityInc.
- Edward Hubbard, Ph.D, Measuring Diversity Results
- MCCA Burgundy Book Metrics for Success: Measurement in Diversity Initiatives
- PLI Diversity Conference
- Scott A. Westfahl, You Get What You Measure
- Diversity & Flexibility Alliance

Tools for Tracking

- Excel Sheet w/Metrics
- Tools for uploading to your CRM
 - viRecruit upload, PeopleSoft upload, Taleo upload, Redwood Analytics
 - Annual/BiAnnual reviews
 - Special questions on ABA Graduate Survey
 - Built things internally
- Vault Diversity Database
 - Determine your rate compared to peers

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