

# Diversity Plan



## Goal/Action Steps

1. **We will employ effective methods of recruitment of diverse persons.**
  - a. Participate in local bar association minority clerk programs.
  - b. Create a competitive scholarship program for law students of color.
  - c. Send letters in advance of on-campus interviewing to the minority student bar associations informing them of our commitment to diversity and our desire to interview members of those associations for summer associate and/or associate positions in any of our offices.
  - d. Consider diversity when recruiting and hiring support staff.
  - e. Apply hiring criteria for all professional and support staff positions that recognize and acknowledge the candidate's talents and abilities, work and leadership experience, and other qualities that indicate a likelihood of success at the Firm and in the profession.
  - f. Actively recruit from law schools with a substantial minority population.
  - g. Utilize contacts with law school placement administrators, faculty members, present or former associates, and other contacts at law schools.
  - h. Participate in mock interview programs at law schools with a substantial minority population.
  - i. Include senior and mid-level lawyers of color in the Firm's recruitment efforts.
  - j. Include in social events offered to summer associates activities that convey a commitment to diversity.
  - k. Review and improve our mentor program for summer associates to facilitate the ability of a diverse group of summer associates to maximize their potential.
  - l. Emphasize diversity in meeting the Firm's lateral hiring needs.
  - m. Update the Firm's website to emphasize the Firm's commitment to hiring lawyers of color, highlight the accomplishments of the Firm's lawyers of color, and actively solicit the resumes of law students and attorneys of color.

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- n. Establish a winter clerkship position for a second or third year law student of color (for no more than 15 hours per week).
- o. Work with local bar associations and chambers of commerce to market the cities in which the Firm has a presence to law students and lawyers of color across the country.
- p. Communicate the Firm's commitment to diversity by publicizing the Firm's lawyers of color and diversity initiatives in recruiting and marketing materials.

## **2. We will promote full and inclusive participation by our attorneys and support staff in our service to clients.**

- a. Provide diversity training to all members of Firm management and broadly to the remainder of the Firm to build awareness and increase sensitivity and understanding of diversity issues within the Firm.
- b. Evaluate each Office's and Department's inclusion of lawyers of color in challenging matters and whether such lawyers are taking leading roles in the matters. If necessary, work with Department Managers/ Partners In Charge to correct any problems in getting challenging work to lawyers of color, increasing visibility of lawyers of color in working on such matters, and developing relationships with senior practitioners who are in a position to assign work on such matters.
- c. Require mentors, as part of their responsibilities, to facilitate the assignment of challenging work to the lawyers they are mentoring.
- d. Encourage majority lawyers to get actively involved in retaining lawyers of color by including such lawyers in social, as well as professional, events.
- e. Ensure that support staff from diverse ethnic and cultural backgrounds have the ability to contribute to, and participate in, serving clients and in other Firm activities.
- f. Solicit from attorneys and support staff additional suggestions for promoting diversity in the Firm.

## **3. We will support the success and advancement of members of diverse groups within our Firm.**

- a. Review and improve our mentor program for associates to facilitate the ability of a diverse group of associates to maximize their potential and their advancement within the Firm. The Firm's mentoring program should include:

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- assisting all newly hired associates in learning the Firm's culture, history, practices, and procedures;
  - introducing each newly hired associate to senior partners in his or her practice area and develop opportunities for the newly hired attorney to form relationships with such senior partners and with clients;
  - including all newly hired associates in programs that enhance their understanding of business concepts, business development, client relations, and client satisfaction;
  - ensuring that all associates have opportunities to perform significant work assignments; and adopting mechanisms to monitor progress and compliance with these commitments.
- b. Initiate a program for new lateral attorneys to educate them on the culture of the Firm, introduce them to members of the Firm, and facilitate their incorporation into the Firm.
  - c. Initiate a mentor training program to educate mentors.
  - d. Educate mentees on what they should expect and how to get the most out of the mentoring relationship.
  - e. Ensure that associates receive prompt and appropriate performance feedback.
  - f. Facilitate participation by lawyers of diverse backgrounds in Firm-sponsored panels for both in-house and client seminars as well as client presentations.
  - g. Create and support the PWMA Minority Lawyers Network to:
    - improve performance feedback, associate development, mentoring, and retention,
    - provide feedback on the Firm's diversity initiatives,
    - help to set priorities for the Firm's diversity initiatives,
    - assist in business development activities,
    - surface issues before they become problems,
    - encourage minority associates and partners to integrate new minority lawyers into civic, cultural, professional, political, and social activities in the community, and
    - introduce each new minority lawyer and his or her spouse to professionals (*e.g.* accountants, bankers, barbers, beauticians, clergy, contractors, dentists, educators, entrepreneurs, financial advisors, physicians, etc.), including minority professionals, to ensure that the lawyer's personal needs are met and ensure establishment of a foundation for client development.

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- h. Sponsor opportunities for the spouses of new attorneys to educate them on the culture of the Firm, introduce them to members of the “Firm family,” and make them feel welcome as part of the “Firm family.”
  - i. Facilitate participation of lawyers of color in state and local bar association activities.
- 4. We will include members of diverse groups within our Firm in leadership training and leadership opportunities.**
- a. Encourage members of diverse groups within our Firm to participate in leadership training and take advantage of leadership opportunities.
  - b. Encourage and sponsor associates from diverse groups to participate in professional association networking and leadership training programs.
- 5. We will participate in bar association and community activities that advance diversity in our Firm, in the legal profession, and in the communities in which we live and work.**
- a. Encourage active participation by members of the Firm and support community service activities that promote diversity awareness and initiatives.
  - b. Sponsor and encourage participation in the National Bar Association and other minority bar associations and activities.
  - c. Sponsor at least one lawyer of color in the American Bar Association’s Minority Counsel Program and Conference of Minority Partners in Majority Law Firms.
  - d. Publicly communicate our commitment to diversity.
  - e. Encourage Firm attorneys to take on pro bono matters that may have direct benefits for a person of color or a minority community.
  - f. Assess the diversity of our supplier network and develop new supplier relationships that reflect our commitment to diversity.
  - g. Continue the Firm’s support of the Columbus Managing Partners’ Diversity Initiative and similar programs developed in other cities where the Firm has offices.

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6. **We will commit the time and resources necessary to accomplish these objectives.**
  - a. Recognize and reward the contributions of Firm attorneys who further the Firm's diversity goals in an extraordinary, tangible, and meaningful way.
  - b. Maintain the Diversity Committee as a standing committee of the Firm charged with the function of raising awareness and facilitating discussion of the Firm's diversity goals. At least one member of the Diversity Committee should be a member of the Firm's Directing Partners Committee and the Firm's Managing Partner should serve on the Diversity Committee as an ex officio member.
  - c. Ask partners and associates in their compensation self evaluation to assess what they have done to further diversity.
  - d. Require the Firm's Diversity Committee to evaluate this Diversity Plan on an annual basis to:
    - assess what is working, what needs to be changed, added, or supplemented,
    - evaluate results,
    - measure progress,
    - identify obstacles and methods to overcome those obstacles.