



Inclusion Blueprint 2020-2021 Strategic Planning Guide

An Inclusion Roadmap For
Practice Groups

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Inclusion Blueprint Guide for Practice Groups

Diversity Lab and **CHIPs** are providing law firms with the **Inclusion Blueprint Strategic Planning Guide** as a north star for assessing their practice group's current inclusion efforts and determining what additional actions they should employ in 2021 and beyond to ensure that all of their lawyers — including those from historically underrepresented groups — have fair and equal access to quality work, influential partners and clients, and other critical career-enhancing opportunities.

In addition to measuring inclusion at the practice group level, this Guide provides average and above-average diversity benchmarks to allow practice group leaders to assess their current and progressive representation of women lawyers, underrepresented racial and ethnic lawyers, LGBTQ+ lawyers, and lawyers with disabilities.

For questions, please reach out to Erin Hichman, Director of Data Management at Diversity Lab, at erin@diversitylab.com.

Why Measure Inclusion? *Inclusion begets diversity. The more inclusive the firm and the practice group are, the more likely that diverse teams of lawyers will thrive and succeed long-term.*

Contents

Practice Group Guide

Section I:

How to Use this Guide

p 4

Section II:

Tracking Diversity Representation

p 5

Section III:

Assessing Current Representation of Historically Underrepresented Lawyers

p 6

Section IV:

Measuring Representation Progress of Historically Underrepresented Lawyers

p 7

Section V:

Tracking & Measuring Inclusion Activities

p 8-10

Section VI:

Increasing Inclusion in the Practice Group Through the “Do Something Hard” Challenge

p 11

Section I:

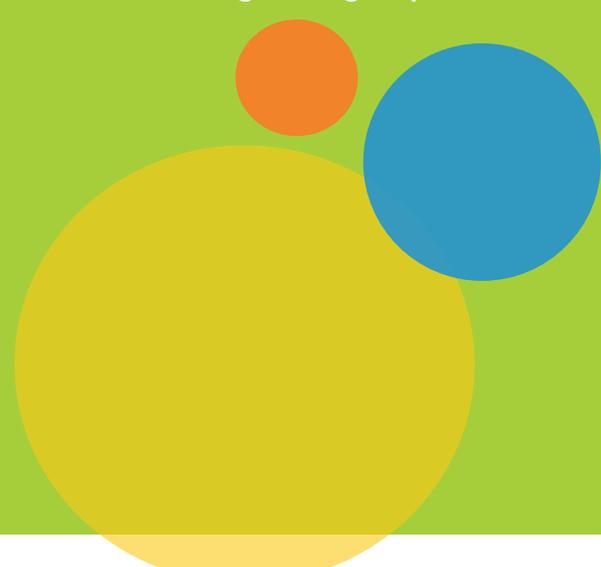
How to Use this Guide

This Guide includes average and above-average diversity representation benchmarks and a comprehensive list of inclusion activities that practice group leaders can adopt to measure and improve inclusion within their practice group.

Leveraging this Guide, practice group leaders can clearly identify what their practice group is already doing to ensure inclusivity (“2020: In Progress”), and what their practice group can do additionally in 2021 and beyond (“2021: Strategic Plan”) to enhance its efforts to be more inclusive so that all lawyers have fair and equal access to career advancement. Leaders can also assess where their group stands in comparison to the diversity representation benchmarks and measure their year-over-year progress.

As a starting point for tracking and measuring diversity and inclusion, this Guide asks leaders to focus on four historically underrepresented groups in law at the leadership levels – specifically, women lawyers, underrepresented racial/ethnic lawyers (“URE”), LGBTQ+ lawyers, and lawyers with disabilities.

As part of the firm’s tracking, it is also important to disaggregate these groups and take an in-depth look at inclusion and equity within each group and among the individuals. For instance, are Black women getting the same opportunities as white women? Are Latinx men and women getting equal access to work and sponsorship?



Section II:

Tracking Diversity Representation in the Practice Group

Does your firm or practice group have a mechanism, system, and/or person that tracks the representation of the various lawyer populations in your practice group – including the four historically underrepresented groups* – for analysis and oversight by the Practice Group Leader?

2020:
In Progress

2021:
Strategic Plan

Current associate population

Current partner population (non-equity and equity)

Lateral associate and partner hiring

Associate and partner attrition

Promotions to non-equity (if applicable) *and* equity partner

Top partner compensation earners



**Women lawyers, underrepresented racial/ethnic lawyers ("URE"), LGBTQ+ lawyers, and lawyers with disabilities*

Section III:

Assessing Current Representation of Historically Underrepresented Lawyers in the Practice Group

Does your practice group currently meet the percentage representation thresholds for the various populations of underrepresented lawyers at the practice group level?

	Women Lawyers	URE Lawyers	LGBTQ+ Lawyers	Lawyers with Disabilities
Average 2018 MCCA Equity Partner Averages	At least 24%	At least 10%	At least 2%	At least 0.44%
Above Average Inclusion Blueprint Thresholds	At least 30%	At least 15%	At least 5%	At least 5%
Associate population				
Equity partnership				
Non-equity partnership (if applicable)				
Most recent class promoted to equity partnership				
Most recent class promoted to non-equity partnership (if applicable)				
Top partner compensation earners				
Lateral partner hiring over the last 12 months				

Fill in each box with one checkmark ✓ for average and two checkmarks ✓✓ for above average.

If your group meets neither benchmark for a particular population, leave blank.

Is the practice group leader, or other individual that leads the practice group, an underrepresented lawyer?

Yes No

Section IV:

Measuring Representation Progress of Historically Underrepresented Lawyers in the Practice Group

Has the percentage representation of the four historically underrepresented groups of lawyers in your practice group increased over the past year in the following positions?

	Women Lawyers	URE Lawyers	LGBTQ+ Lawyers	Lawyers with Disabilities
Associate population				
Equity partnership				
Non-equity partnership (if applicable)				
Most recent class promoted to equity partnership				
Most recent class promoted to non-equity partnership (if applicable)				
Top partner compensation earners				
Lateral partner hiring				

Fill in each box with a checkmark ✓ if the percentage representation of that population has increased since this time last year.

If no progress has been made, leave blank.

Section V:

Tracking & Measuring Inclusion Activities in the Practice Group

Is your firm or practice group tracking the inclusion of all lawyer populations – specifically women lawyers, underrepresented racial and ethnic lawyers, LGBTQ+ lawyers, and lawyers with disabilities – for the activities below? And is your firm or practice group taking action to ensure equal access across these various demographics?

Tracking			Ensure Equal Access	
2020: In Progress	2021: Strategic Plan		2020: In Progress	2021: Strategic Plan
<input type="radio"/>	<input type="radio"/>	Client matter team diversity	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	Client pitch opportunities	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	Consistent and direct interaction with clients via written correspondence, phone or video, or in-person meetings	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	Work allocation and billable hours for associates	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	Non-billable activities (e.g., firm hours, office housework) for partners and associates	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	Work experiences for associates (e.g., first chair trial experience, taking depositions, managing deal closings, drafting licenses)	<input type="radio"/>	<input type="radio"/>

Tracking & Measuring Inclusion Activities in the Practice Group *(continued)*

Tracking			Ensure Equal Access	
2020: In Progress	2021: Strategic Plan		2020: In Progress	2021: Strategic Plan
<input type="checkbox"/>	<input type="checkbox"/>	Succession planning of work and client relationships for partners nearing retirement or semi-retirement	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	All business generation factors that impact base and/or bonus compensation (e.g., origination credit, matter expansion credit, or other client development elements) for partners and counsel	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	Sponsorship relationships/activities	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	Nominations for various industry awards and honors (e.g., Chambers)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	Business development funds (e.g., client dinners, events)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	Feedback for associates	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	Leave (e.g., maternity, paternity, gender neutral, elder care)	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	Part-time, flextime, telecommuting, or other agile work options	<input type="checkbox"/>	<input type="checkbox"/>

Tracking & Measuring Inclusion Activities in the Practice Group (*continued*)

Tracking			Ensure Equal Access	
2020: In Progress	2021: Strategic Plan		2020: In Progress	2021: Strategic Plan
<input type="radio"/>	<input type="radio"/>	Recruiting and hiring outcomes	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	Retention/attrition	<input type="radio"/>	<input type="radio"/>

Does the practice group track **inclusion activities** to ensure that lawyers who identify in more than one underrepresented category (often termed **intersectionality**) are provided with equal access to opportunities (e.g., do Black female lawyers get the same access to opportunities as white female lawyers; do LGBTQ+ female lawyers get the same access to opportunities as heterosexual, cisgender female lawyers)?

Does the practice group include diversity and inclusion activities as a **routine agenda topic** in practice group meetings?

Section VI:

“Do Something Hard” Challenge to Increase Inclusion in the Practice Group

Following George Floyd’s murder in 2020, many law firms issued statements confirming their commitment to racial equality and ensuring that all individuals are treated fairly in the workplace and beyond. Real change requires actions that are meaningful and sustained long-term. The following actions, when put in place by practice group leaders and supported by all partners, signal that they are serious about and committed to making their own group’s systems more equitable. **“Do Something Hard” challenges practice groups to take meaningful actions and measure the outcomes.**

2020:
In Progress

2021:
Strategic Plan



Ensure Equal Credit & Access to Client Leadership Roles: For at least 50% of new matters, cases, or relationships, the practice group leader will ensure that at least one diverse partner serves in a lead role and receives equal “credit” that meaningfully affects their compensation for originating or expanding the work or relationship.



Develop & Sustain Diverse Teams: The partners in the practice group will staff each new matter, case, or relationship with a team that consists of at least 50% diverse lawyers (associates and/or partners) who have direct access to and regular interactions with clients.



Ally Action Pledge: The majority of the partners in the practice group sign and agree to the “Ally Action Pledge,” which asks them to advocate for and champion at least one diverse associate or junior partner by:

- Actively managing their workload to ensure they receive career-enhancing and skills-building work that will help them advance;
- Introducing them to at least 3 partners who will help expand their client relationships and/or work opportunities; *and*
- Introducing them to at least 3 client contacts who will support their efforts to gain career-enhancing work and/or business generation and credit.