



Recognizing: ALA's Committee on Diversity and Inclusion

Project Title: 60 Tips in 75 Minutes on Diversity and Inclusion

ALA's Committee on Diversity and Inclusion is tasked with providing guidance, education and resources supporting ALA's Diversity and Inclusion initiative. Our Committee, comprised of nine members and two ALA liaisons, meets monthly to discuss various initiatives to further ALA's goal.

In early 2014, our Committee decided to create a presentation on why Diversity and Inclusion is important. Our hope was to educate as many members as possible about the importance of Diversity and Inclusion in their law firms and Chapters. From that brain-storming, *Diversity & Inclusion, 60 Tips in 75 Minutes* ("60 Tips") was born. Attached at Exhibit 1 is the complete presentation.

This presentation was created with feedback from all members of our Committee. We accomplished this via monthly Committee conference calls and in-person gatherings. Our goal with the presentation was to provide a better understanding of the dimensions of diversity; to educate members about updating current policies within their firms as it pertains to diversity and inclusion; to teach best practices for hiring; to provide resources on how firms can become more inclusive; and to explain why all of this is so important.

Once our Committee felt that our presentation was ready, we prepared a proposal to present at the 2014 Business of Law and HR Conferences (see attached at Exhibit 2). We saw this as an opportunity to spread our message to members throughout the country. Unfortunately, we were not invited to present at these conferences. While disappointing, our Committee felt that we should still pursue engagements to share our presentation and decided that we would offer to speak at Chapter educational seminars.

In September of 2014, our Committee Chair, Ruth Fry was asked prepare a Diversity presentation for the First State (Delaware) Chapter, because of her extensive involvement with Diversity and Inclusion in her law firm and Chapter. Ruth proposed presenting our *60 Tips* presentation and the chapter booked Ruth for November 19, 2014. The feedback from the First State Chapter was excellent (See Exhibit 3).

Because of the favorable feedback from the First State Chapter about *60 Tips*, our Committee decided that we were ready to take our presentation on the road. An e-mail was prepared and posted on the ALA Chapter President List Serve announcing our willingness to visit chapters (see attached at Exhibit 4). It was decided that the Committee member or members within the closest geographic location to a Chapter would make the presentation. At our November 2, 2014 in-person meeting in Las Vegas, our Committee tweaked the presentation and did a full rehearsal in real-time so all Committee members would feel comfortable at the upcoming Chapter visits.

A full package was prepared including an initial announcement that Chapters could send to members about the session, links to helpful resources, full notes that support each slide within the presentation and also, texts and links for follow-up after each presentation. Copies of this information can be found at Exhibit 5. The Committee prepared a tri-fold brochure entitled "Why Diversity?" and this brochure is distributed to all attendees (see Exhibit 6). Attendees were told that additional copies of this brochure are available upon request for distribution in their firms helping to further spread our message. In addition, our Committee offered an article originally written by Committee member Robert Stevens that could be included in future Chapter Newsletters again advancing our message. Each speaker changes the name on the article for the Chapter they presented to (See Exhibit 7).

As a result of our e-mail to Chapter Presidents, requests came pouring in. Each Chapter understood that there was no fee for the session but they would be asked to provide reasonable travel expenses for



the speaker[s]. With each request, the Committee Chair would send an e-mail asking for a volunteer to present at the requesting Chapter. Our Committee viewed this opportunity as a “win-win” because we were sharing very important information with many members but also, gaining further exposure for our Committee and helping to advance ALA’s initiatives.

As of November 30, 2015, our Committee has presented to 22 ALA chapters. In addition we have 11 additional engagements scheduled in early 2016 and four other Chapters have asked us to present but those dates are not set at this time. A full listing of Chapter speaking engagements can be found at Exhibit 8.

Wanting to spread our message even further, we approached ALA’s Cyber Chapter about offering this session as a monthly Webinar. Knowing many members do not belong to local Chapters or may not be able to attend Chapter meetings, we felt this would offer those members an opportunity to attend. On September 15, 2015, Committee Member Robert Stevens presented to the Cyber Chapter. Once again, feedback after the presentation was very positive and one attendee wrote, “This was the best Webinar I have ever attended.” See additional comments from the Cyber Chapter Webinar at Exhibit 9. We have also secured the recorded webinar and are making it available for those chapters that are unable to fund a chapter visit by a Committee member.

All in all, our Committee is extremely pleased with the success of our *60 Tips* seminar. Other than the investment of time from all of our dedicated Committee members, there were no budgetary costs for this project. Based on the positive feedback received about this session and requests from Chapter leaders for additional Diversity sessions, ALA’s Committee on Diversity and Inclusion is already brainstorming about our next road-show. Feedback and photos received from various chapters can be found at Exhibit 10.

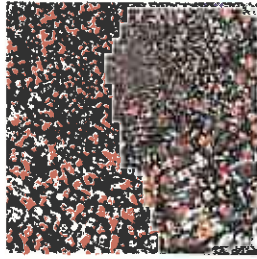
Presenting 60 Tips to several chapters has opened our Committee to a unique pool of potential candidates to join our Committee in the future. Therefore, as we travel around the country, we are watching for and recruiting potential committee members and potential diverse future leaders for ALA. The Committee Chair and Co-Chair have proactively reached out to enthusiastic members about joining the Committee and several of which have applied for this round of nominations. As part of our responsibility to advance diversity in our membership and leadership in particular, Committee members nominated several diverse candidates for various leadership role openings in ALA during the nomination process. Also, during the due-diligence process for the four Committee openings this year, the Committee Chair and Vice- Chair openly promoted the “60 Tips” presentation to Chapter Leaders interviewed in the process and secured additional Chapter interest in the presentation.

Thank you for your consideration for this Idea Award Submission.

Respectfully submitted,

Shari Tivy
Chair
Committee on Diversity and Inclusion

EXHIBIT 1



"We become not a melting pot but a beautiful mosaic. Different people, different beliefs, different yearnings, different hopes, different dreams." Jimmy Carter



ALA's Committee on Diversity and Inclusion
presents

Diversity and Inclusion: 60 Tips in 75 Minutes

with Shari Tivy
Bowman and Brooke LLP

ALA Association of Legal Administrators

Today's Roadmap

This is what we will cover today:

- Define Diversity
- Give the many Dimensions of Diversity
- Define Inclusion
- Discuss Why It Matters
- Define Success & Obstacles to Inclusion
- Policies & Procedures
- Recruiting & Retention
- Measurement
- How to Make it Work



1

Define Diversity

Diversity speaks to the differences within all of us

- age
- race
- gender
- socioeconomic status
- thinking styles
- geographic location
- sexual orientation
- and all components which make us who we are



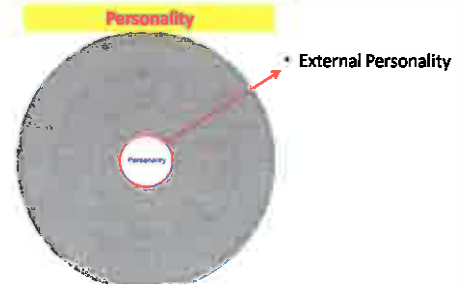
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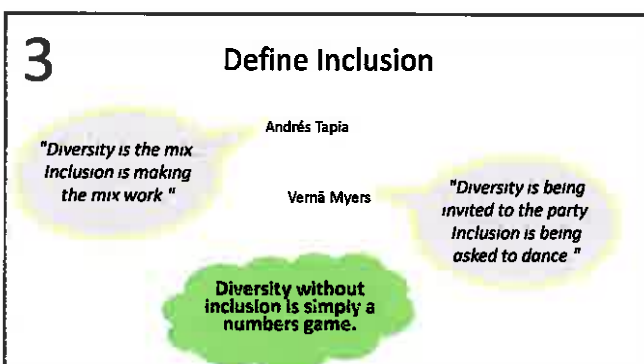
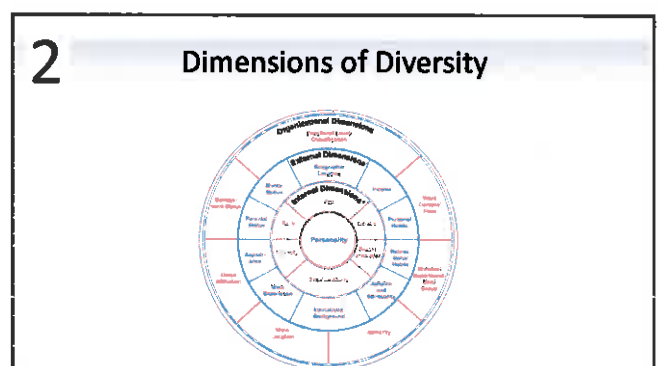
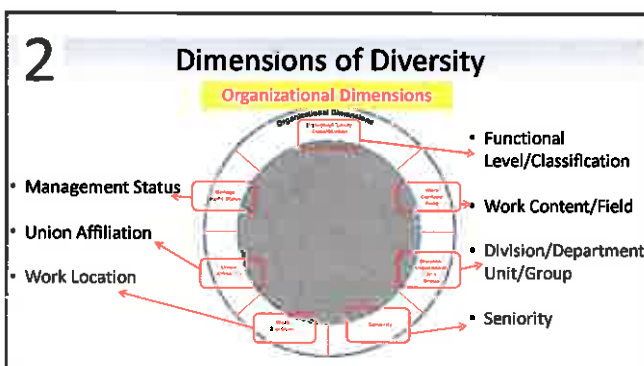
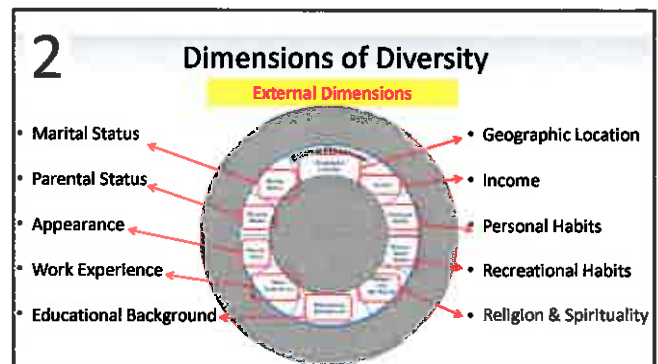
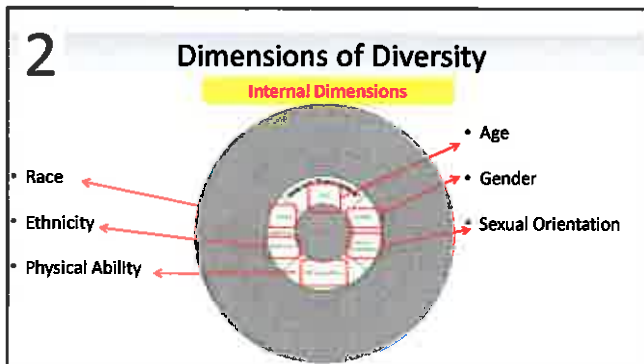
Dimensions of Diversity



2

Dimensions of Diversity





4

Why Does it Matter?

Why Diversity?

- McKinsey & Co. reports that companies with diverse leadership are 35% more likely to outperform their peers.
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For every 1% rise in the rate of gender diversity and ethnic diversity in a workforce, there is a 2% and 9% rise in sales revenue, respectively.

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5

Define Success

How will you know you are ready to bring Diversity and Inclusion to your firm?

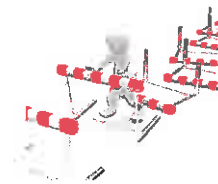


- Does your leadership welcome diverse opinions?
- Is your environment open to new perspectives?
- Even if you have the 'numbers,' do you have the inclusion?
- Are you prepared for the long and continuous journey?
- **REMEMBER: While it might take a village, it only takes one to start making a difference.**

If you can't feed a hundred people, then feed just one.

Mother Teresa

Obstacles to Inclusion



6

Your Unconscious Bias



To uncover your own bias, take the Harvard Implicit Association Tests

www.implicit.harvard.edu/implicit

Educate yourself:

"Blink" by Malcolm Gladwell or Vernā Myers' "Moving Diversity Forward" and "What if I Say the Wrong Thing?"



7

Watch for Your Water



Like water is for fish, realize **your environment is your normal**. Recognize and appreciate that everyone else's 'normal' may be very different than yours.

8

Alter Your Description Bias

What are your preconceived notions of others?



8

Alter Your Description Bias

What is your image of a surgeon?



8

Alter Your Description Bias

or this?



8

Alter Your Description Bias

Does your day care worker look like this?



8

Alter Your Description Bias

or this?



8

Alter Your Description Bias

Did your last commercial airline pilot look like this?



8

Alter Your Description Bias

or this?



9

Micro-Inequities

Subtle, often subconscious signals may reveal a bias or demonstrate the difference between inclusion or exclusion.

"You've really accomplished a lot for a woman."

"Your English is so good; how long have you been in the country?"

"You don't seem gay."

"I attended my first gay wedding."



10

How Do You See the World?

We all have preconceived notions of how and what we see in the world! If we don't have an appreciation and manage our unconscious sense of the world, then....



TED

Watch Read Attend Participate About

How to overcome our biases? Walk boldly toward them



Policies and Procedures



11

Discrimination

Ensure your handbook, intranet pages and employment policies are up to date to include new laws in your state or province. These can change frequently, so have resources to keep you informed.



12

Flex Scheduling

- Alternative Scheduling
- Staggered Start Times
- Accommodation for Disabilities
- Accommodation for Medical Situations
- Accommodation for Caretaking



13

Event Inclusiveness



- Non-gender specific language when sending out invitations
- Alternate language: "plus one" or "guest"
- Avoiding event dates which are in conflict with religious observances



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Holidays



What Holidays does your Firm/Legal Department honor and celebrate?

Christian? Islamic? Jewish?

Would you consider swapping holidays?
"Accommodation Mindset"

ALA Website:
alanet.org/diversity/Planning_Inclusive_Events.pdf

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Telecommuting



"We were hoping that you could work from work today."

15

Telecommuting

- Technology has created a whole new work world
- Generationally, Millennials want increased flexibility to accommodate a balanced lifestyle
- Reality Check: timekeepers already telecommute
- What about non-exempt employees telecommuting?
Have good policies about reporting overtime and capturing billable time where appropriate



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Domestic Partner Benefits

- Do you allow domestic partner benefits for both same and opposite gender domestic partners even though same sex marriage is legal?
- Watch your language throughout your policy manual (spouse, significant other, partner)
- Know your own state/province legislation; may be a required benefit



17

'Grossing Up' Benefits

- Understand your own state/province laws
- Mitigate institutional discrimination
- Do you provide this benefit since same gender marriages are allowed in your jurisdiction?



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Self-Identification LGBT



- Provide opportunity for voluntary self-identification of sexual identity
- Guarantee privacy if not 'out'
- Request for domestic partner benefits *does not* necessarily mean the person wants to be out

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Employee Assistance Programs



Make sure your EAP has resources and support systems for the changing workplace

Regularly remind employees of the EAP

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Rooms

- Do you have a room for:
prayer?
quiet and rest?
lactating?
reflection?
- Can they be one in the same?
- Check your state laws to be sure to comply!



21

Transgender

- An individual whose gender identity differs from what is typically associated with the biological sex at birth.



- Transgender persons may or may not desire to alter their bodies hormonally and/or surgically.
- May also use the term transsexual or genderqueer.
- It is an adjective not a noun. "Max is a transgender person, not a transgender."
- "Gender Preference is who you go to bed with ... Gender Identity is who you go to bed as." Bruce Jenner

21

Transgender

- Educate and familiarize yourself with issues surrounding transgender transition
- Consider gender neutral/family rest room facilities
- Check your dress code policy to eliminate gender bias (do you have a separate policy for men and women?)
- Excellent resources at www.alanet.org/diversity for gender transition guidelines



Suggested reading: "Getting to Ellen" by Ellen Krug



22

Accessibility

Renovating or Moving?

- ✓ Check your state/province laws for requirements; architects should be knowledgeable
- ✓ Build new space or renovate keeping in mind accessibility for all
- ✓ Ensure doorknobs, light switches and elevator buttons accessible to wheelchair bound staff or visitors
- ✓ Create flexible work station heights to accommodate disabilities and wellness



23

Not all Disabilities are Visible

One in five Americans is disabled. Most in ways that cannot be perceived just by looking at them.



Recruiting, Selection, and Retention

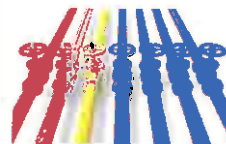


Recruiting: Attracting the Best



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Establish a Diversity Pipeline



Under supportive and committed firm leadership, identify where you will find your next generation of diversity.

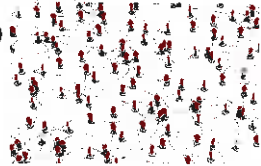
- Where is your pipeline?
- What law schools and organizations are creating your pool of talent?
- What diverse recruiters can you use for your legal team?

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Post Widely

Post openings to organizations which have diverse constituencies:

- Bar associations for diverse groups (NAPABA, NBA, HBA)
- Diversity focused organizations (MCCA, IILP)
- Law Schools with diverse candidates



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Target Diverse Candidates

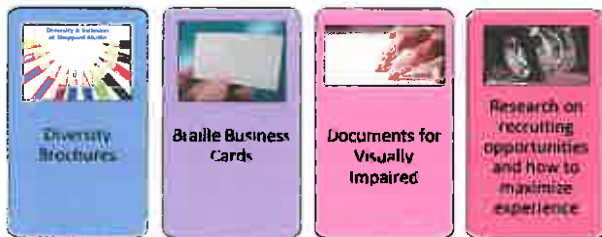
- Watch for opportunities to attend career fairs which promote diverse candidates:
 - Vault/MCCA Diversity Career Fair
 - Law School Diverse Student Organizations
 - Local Consortiums for Recruiting Diverse Candidates (TC DIP)



- Use recruiters who specifically recruit diverse candidates

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Equip Your Recruiters



28

Institute the Rooney Rule

Rooney Rule: NFL teams are required to interview under-represented candidates for head coaching and senior football operations jobs. Does not provide preference but ensures exposure to the opportunities.

*Demand a slate of diverse candidates
from your recruiters!*



Dan Rooney, owner of the Pittsburgh Steelers and chair of NFL's diversity committee

29

Recruit Disabled

Include in all advertising:

"Persons with disabilities are encouraged to apply."



30

Recruit Heroes



Align existing job functions with military skill sets and create best fit opportunity for high quality talent.

HIRE HEROES USA
www.hireheroesusa.org

Selecting the Best Candidate



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Hire the BEST Candidate



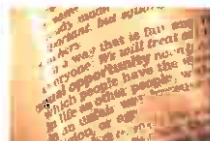
- Never hire a candidate for diversity's sake.
- Do not hire a candidate who does not fit your culture, values and performance expectations.
- "Diversity is not an excuse to hire diverse vs. best." Vernā Myers

Use Top Ten Hiring and Interviewing Tips from Vernā Myers' website

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When All Things are Equal

When two candidates are 'equal' in all categories and one is from a disadvantaged group (race, disability, gender, social status, etc), select the candidate from the disadvantaged group.



They have already had to work harder to get to 'equal'.

Retention: Keeping the Best



33

Employee Resource Groups (ERG)



- Also referred to as Affinity or Ally Groups, creates opportunity for diverse parties and allies to gather to share experiences reflective of their commonalities.
- Exclusive to some degree but the value of the support system is immeasurable.

34

Mentoring Programs



Core Objective: Attract, motivate and retain profitable talent while increasing productivity. Primarily fosters professional growth.

34 Mentoring Programs

Mentors:

- Know the lay of the land in your firm
- Help mentee learn to navigate the corporate ladder
- Help mentee understand the unwritten rules
- Provide a map for the uncharted corridors to power
- Reveal "the business behind the business."



Most importantly, by assisting mentee with this essential assessment, they prepare him/her to attract sponsors.

35 Sponsors

Sponsors deliver. They create visibility to leaders within the company — and to top people outside as well. They connect to career opportunities and provide air cover when trouble is encountered. When it comes to opening doors, they don't stop with one promotion; they'll see you to the threshold of power.



35 Sponsors

A sponsor is much more than a mentor. Unlike a mentor, who is usually a senior colleague, a sponsor functions as:

- an advocate,
- a supporter,
- a defender,
- and opens doors.



A sponsor is generally someone in power or leadership within the firm.

36 Meaningful Work

Create teams promoting diversity

Create teams that are representative of the client

Remember: diverse teams produce the best, most creative results



Resources



37 ALA Diversity Resources

Available at www.alanet.org/diversity :



- * Tip Sheets
- * Speaker List
- * ALA Diversity and Inclusion Scorecards
- * Must Read Reports
- * Podcasts
- * Recommended Publications and Books
- * ...and More

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ALA Diversity Toolkit

Need help starting your D&I initiatives?

Use our ToolKit to kick start your program

www.alanet.org/diversity/Diversity_Toolkit.pdf



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ALA Mentoring Guide

For more help, tap the resources provided in the ALA Mentoring Guide

www.alanet.org/diversity/mentoringguide.aspx



40

Performance Reviews

Make diversity a part of the job by incorporating it into the performance review.

"Does this employee treat others with respect and foster inclusion?"

Consider incorporating an Inclusion Checklist to grow understanding and foster acceptance.



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Diversity and Inclusion Training

ALA's Diversity webpage includes a speaker/trainer list including these on the forefront of change:



Andrés Tapia



Vernā Myers



Tim Wise

Dr. Arin Reeves

Mauricio Velásquez

Chris DeSantis



Purchase programmed training on Diversity and Inclusion e.g.
www.navexglobal.com

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Leading Your Efforts

Depending upon the size and scope of your program, you may need a full time professional to manage your program.



43

Outreach & Connections in Community



Tell your Firm's story

Volunteer in your community



Join diversity groups not only for the exposure but also as a resource for firm efforts (guest speakers, workshops) at low or no cost.

44 Support Organizations Representing Diversity



- Minority and Specialty Bar Associations
- Minority Corporate Counsel Association (MCCA)
- Encourage and provide financial support for minority bar membership to promote and encourage attorney involvement.
- Give attorneys billable hour credit for participating in minority bar membership events.
- Check for local consortiums promoting diversity.

45 Seek Diverse Experiences

Attend a lunch or
dinner sponsored by a
minority bar
organization.

Attend a networking
event focused on
diversity
initiatives.

Seek out a law
firm with a
diversity
committee.

Attend a diversity
and inclusion
conference.

Attend an event
where you are the
minority.

46 Dignity and Respect

• www.dignityandrespect.org/practicetips.org

• Sweat the Small Stuff

Dignity + Respect

- It's often the small things, such as being kind, courteous and generous, that make a difference.

47 Benchmarking Surveys

Take advantage of others' successes by learning what they have done via surveys



PWC
ALM
Vault/MCCA

NALP
HRC - CEI
SHRM

How to Make it Work



48 Set the Example



49

Internal Communications

- Do you have a Diversity and Inclusion policy, mission statement or purpose statement?
- If you do, is your firm able to articulate what it is?
- Is it prominently displayed?
- Do you emphasize efforts toward Diversity & Inclusion?
- Do you ensure Diversity and Inclusion is a core value of the Firm?

50

External Communications

- Participate in surveys; your Firm's name will be prominent
- Report success stories
- Make your diversity and inclusion efforts prominent on your Firm's webpage
- Share your efforts with your clients
- Create a Diversity and Inclusion brochure for your Firm
- Apply for awards and recognition
- Ensure your recruiting resources know your successes



51

Internal Assessments



- Ask for assessment of how the firm is doing toward achieving its diversity efforts
- Decide how you will measure success
- Survey people from all areas of your firm

52

Make it Consistent and Relevant



53

Make it Interesting

Bring diversity to your firm in many different ways:

- speakers
- lunches
- theme events
- education
- reading lists
- recommended films



GET CREATIVE

54

Reward Good Behavior



- Credit Timekeepers with hours spent on diversity and inclusion, pro bono and mentoring
- Include diversity and inclusion on performance reviews
- Publicly and privately recognize kindnesses and inclusion

55 Use Resources & Tools for Success

ALA's Diversity and Inclusion Scorecard – Roadmap to Change



55 Use Resources & Tools for Success



ALA DIVERSITY & INCLUSION SCORECARD

A ROADMAP TO CHANGE FOR ALA CHAPTER LEADERS

Updated October 2014

Your participation is essential to success.

55 Use Resources & Tools for Success

4.	The chapter includes diversity-related matters on the agendas at management/leadership meetings, meetings where managing partners/law firm leaders are present, and board retreats.	ALA Puget Sound Chapter PSALA 2014 Board Retreat Agenda PSALA June 2014 Board Agenda	
5.	The chapter develops, communicates and implements a strategic management plan that incorporates diversity- and inclusion-related elements.	ALA Maryland Chapter ALA MD Chapter Diversity Statement	
6.	The chapter has a goal to include diverse members in its leadership and ensures that chapter members are welcoming and inclusive of all members throughout the chapter.	ALA Maryland Chapter ALA MD Chapter Diversity Statement	
7.	Chapter leadership members are encouraged to participate in the discussion.	Outstanding Publications	

55 Use Resources & Tools for Success



ALA DIVERSITY & INCLUSION SCORECARD FOR LAW OFFICE ADMINISTRATORS

A ROADMAP TO CHANGE

Last updated August 2014



55 Use Resources & Tools for Success

Best Practice (Task/Responsibility)	Examples Where Available	Firm Score Year/Date
1. The firm has appointed a dedicated individual, group or several individuals, depending on firm size, to manage their diversity and inclusion efforts.	Shane Toward Diversity	
2. Senior member of professional staff is actively involved in firm diversity and inclusion strategy and initiatives.		
3. Leadership takes an active role in communicating to the organization about the commitment to diversity, the diversity strategy, and diversity initiatives.	http://www.locksmith.com/media/press/2124.pdf	

56 Create Partnerships

- IILP – Institute for Inclusion in the Legal Profession
- NALP – National Association for Law Placement
- MCCA – Minority Corporate Counsel Association
- CLI – Center for Legal Inclusiveness
- LCLD – Leadership Counsel on Legal Diversity



57

Use ABA Resources

- ABA Center for Racial and Ethnic Diversity



- The Commission on Women in the Profession

- ABA Commission on Disability Rights



58

Stay Sane



Stay Sane



Be Patient



Celebrate Small Victories

59

Remember

"It is a marathon with no finish line"

~Hannibal Johnson



60

Do Not Hesitate to Seek Help

First Call for Help =

ALA's Committee on Diversity and Inclusion

diversity@alanet.org



Today's Roadmap

This is where we started today:

- Define Diversity
- Give the many Dimensions of Diversity
- Define Inclusion
- Discuss Why It Matters
- Define Success & Obstacles to Inclusion
- Policies & Procedures
- Recruiting & Retention
- Resources
- How to Make It Work





EXHIBIT 2

<p>Diversity & Inclusion Leadership</p> <p>Core Competency: HR – Human Resources or CM – Communication & Organizational Management</p> <p>Learning Spectrum: Best Practice A look towards the future Overview Deep Dive</p> <p>Learning Technique: Moderately Interactive</p> <p>Target Audience: All</p> <p>Format: Structured Discussion</p> <p>Duration: 75 Minutes</p> <p>NOTE: The ALA Comm. on Diversity & Inclusion proposal has the same material presented at each Fall Conference, but with different presenters from the Committee.</p>	<p>Session Title: Understanding Diversity & Inclusion in 2014 by knowing the Past and Preparing for the Future</p> <p>Session Description:</p> <p>We have heard for years that Diversity & Inclusion is a business imperative and should be a core strategic focus for all of us as leaders in the legal community. Okay, what does this really mean in 2014 and beyond? At this session, participants will receive a historical overview of Diversity & Inclusion, easily applied tips and resources, and a hands-on introduction to The Association of Legal Administrators' Diversity & Inclusion Scorecard – Roadmap to Change for Law Office Administrators.</p> <p>Content:</p> <ul style="list-style-type: none"> • Provide an overview of the breadth of what constitutes Diversity & Inclusion in 2014 and how the legal community must start to recognize that the world <u>has</u> changed. • Provide basic definitions of terms and present major schools of thought within the legal community about diversity and inclusion. • Discuss what was previously called the “new normal” in the legal community is now just the “normal.” • A thorough overview of the ALA Diversity & Inclusion Scorecard – Roadmap to Change for Law Office Administrators, the reason for its development, and the plethora of resources now available through the ALA and its Committee on Diversity & Inclusion. • Several key areas from the Law Office Administrator Scorecard will be used to demonstrate exactly how it can be used to develop initial strategies or to enhance existing strategies. <p>Learning Objective:</p> <ul style="list-style-type: none"> • Provide each attendee with the basics of Diversity & Inclusion with the goal of helping each participant see how it has changed from the early days of Affirmative Action and meeting statistical quotas. • Help each attendee see that all of us are part of change and that change starts with those who think it is important. While buy-in from key firm and legal department leadership is important for long-term change, in the beginning buy-in can be incremental.
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- Each participant will be able to leave the session with concrete ideas of how they can become a Diversity & Inclusion Change Agent in their respective firms or legal department

NOTE: Each of the speakers below is a member of the Association of Legal Administrators' Committee on Diversity & Inclusion. Our proposal is that the same session with content and material will be presented at each Fall Conference, but with different speakers from the Committee.

Suggested Speakers for each conference:

- Portland – Robert Stevens
- Chicago – Shari Tivy
- Fort Worth – Ruth Fry & Robert Stevens
- Philadelphia – Sarah Clark & Jenniffer Brown

Speakers & Biographies:

Robert G. Stevens, MA, CLM, SPHR
Chair, ALA Committee on Diversity & Inclusion (Past Chair as of 2014 Annual Conference)
Chief Operating Officer
Bennett Bigelow & Leedom, P.S.
601 Union Street, Suite 1500
Seattle, WA 98101
206-689-2254 (Direct Dial)
206-618-6702 (Cell)
rstevens@bbblaw.com

Robert is the COO of Bennett Bigelow & Leedom, P.S. In Seattle. Over the last 21 years, he has held numerous leadership positions in the ALA. Robert is the Immediate Past Chair of the ALA Committee on Diversity & Inclusion, Past President of the Puget Sound Chapter, and now the Chapter's Diversity & Inclusion Officer. Robert's commitment to the cause of Diversity and Inclusion goes back to the when he was on the staff of a Member of Congress, during his time as the Director of HR for Catholic Community Services S.W. in Washington State, and as part of his graduate school studies. The culmination of Robert's Master's Degree was a thesis titled: "The Body of Christ, The Body of Diversity."

<p>Ruth V. Fry Vice-chair, ALA Committee on Diversity & Inclusion (Chair as of 2014 Annual Conference) Office Manager Saul Ewing LLP 500 E. Pratt Street, Suite 900 Baltimore, MD 21202 410-332-8876 (Direct Dial) 410-303-1408 (Cell) rfry@saul.com</p> <p>Ruth is Office Manager for the Baltimore office of Saul Ewing LLP. Instrumental in furthering the firm's diversity initiative, as well as diversity in Baltimore's legal community, Fry is one of the driving forces behind the firm's popular annual Diversity Retreat. She has served as Diversity Chair of the Maryland Chapter of ALA since 2009 and is an active member of ALA's Diversity & Inclusion Committee. In 2012, Fry was named Region 2 ALA Volunteer of the Year Award. In 2013, she was named to The Daily Record's list of "Top 100 Women in Maryland".</p>	<p>Shari Tivy Committee Member, ALA Committee on Diversity & Inclusion (Vice-chair as of 2014 Annual Conference) Director of Human Resources Bowman and Brooke LLP 150 South Fifth Street, Suite 3000 Minneapolis, MN 55402 612-672-3211 (Office) 612-799-1815 (Cell) Shari.tivy@bowmanandbrooke.com</p> <p>Shari is Director of Human Resources at Bowman and Brooke and serves on her firm's Diversity Committee often spearheading the firm's initiatives. Her work with ALA Minnesota's (ALAMN) Diversity and Inclusion Committee and ALA's Committee on Diversity and Inclusion provides valuable resources contributing to the success of her firm's programs. She has twice served as ALAMN's President and been active on nearly every committee in the Chapter. A recipient of ALA's Outstanding Association Volunteer Award in 2013, she has served ALA in numerous committee assignments. She will serve as incoming Vice Chair of the ALA Committee on Diversity and Inclusion.</p>
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Sarah Clark, CLM
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Sarah is the Director of Administration of the national law firm of McElroy, Deutsch, Mulvaney & Carpenter LLP. Sarah oversees the administration of 10 offices in her 310-attorney firm. With more than 20 years of experience in the legal industry, she specializes in all aspects of human resources and general office administration for her firm. She also oversees most firm wide contracts and works closely with management in the branch offices on numerous projects. Sarah has served in many ALA Leadership positions at the local, Regional, and National level. She is presently a member of the ALA Committee on Diversity & Inclusion.

Jennifer A. Brown
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Jennifer is the Firm Administrator at Weiner, Millo, Morgan & Bonanno, LLC in New York. She joined ALANYC 14 years ago and has since served on numerous committees. While serving as Vice President-at-Large in 2012-2013, she was also co-chair of the Symposium committee and chair of the Small Firm Section. She is now a Vice President and the first Chair of the newly formed Diversity and Inclusion Committee. Under Jennifer's guidance, the committee has made unprecedented progress towards their goal of bringing diversity awareness to the chapter. She has brought many new and unique programs and ideas to the chapter.

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EXHIBIT 3

Feedback, First State Chapter

"Thank you for coming to Wilmington today. Your presentation was very well received! The rating is 3.78 which make it one of the highest rated programs this year."

Catherine James, Education Chair of The First State Chapter

"Good content, enthusiastic speaker."

"I took more back from this presentation than any others this year. Very appropriate for my time and where we are at our own firm."

"Great session, informative"

EXHIBIT 4

Letter to Chapter Presidents via email sent on President's Listserv

Hello Chapter Leader,

On behalf of the ALA Committee on Diversity and Inclusion I would like to offer our services to your Chapter. Our Committee is tasked with providing guidance, education and resources supporting ALA's Diversity Initiative. This includes helping Chapters and members understand Diversity and Inclusion, collect and distribute resources advancing Diversity and Inclusion, and assist Chapters with their diversity initiatives.

There are several ways in which we might assist your Chapter and members in these efforts.

- Start a Chapter Committee on Diversity and Inclusion which can be fairly easy with the assistance of our "Best Practices for Chapters" article, written by our Chair, Ruth Fry. You can find this reference at this link: <http://www.alanet.org/chapters/mo/jtf/#continueFromEmail1>
- Institute use of the "ALA Diversity and Inclusion Scorecard – Roadmap to Change for ALA Chapters." No, this isn't a measuring stick but rather a guide on the many ways in which your Chapter might promote and advance diversity in the legal community starting with your own membership. Even the Chapters with long standing Diversity and Inclusion Committees are finding great suggestions and examples from this resource. You can find the Scorecard for Chapters at this link: <http://www.alanet.org/diversity/Scorecard-Chapters.pdf>
- If your Chapter does use the Scorecard please let the Committee know. We would like you to proudly display your **We Participate** seal on your Chapter website located on the cover of the Scorecard.
- ALA's resource-rich website pages for Diversity and Inclusion are a treasure trove of learning and guidance. Click here <http://www.alanet.org/diversity/default.aspx> to find articles, recommended books, a speaker list, tip sheets for each month's particular diversity highlight, and many more excellent resources to expand your knowledge and promote Diversity and Inclusion in your Chapter.
- Call on one of our committee members to visit your Chapter and present "60 Tips in 75 Minutes", a rapid fire presentation to spark interest and enthusiasm with easy-to-implement methods promoting Diversity and Inclusion.

If you are already well on your way to implementing Diversity and Inclusion strategies in your Chapter, congratulations! And if you are using the Chapter Scorecard, please let

us know. We have several Chapters already on board using the Scorecard but we would like hear from all of you who have started to use it to advance your initiative. Let me know and we'll make sure you have the **We Participate** seal for use on your Chapter website.

Don't hesitate to call on our Committee for any assistance. We're here to help.

Regards,

Shari Tivy

Vice Chair, ALA Committee on Diversity and Inclusion.

EXHIBIT 5

Sarah Clark

From: Shari Tivy via Diversity & Inclusion Committee Discussions <dc@commlist.alanet.org>
Sent: Thursday, July 02, 2015 3:27 PM
To: dc@commlist.alanet.org
Subject: [DC] - 60 Tips Package

Note: Due to the attachment size(s), links to download the attachment(s) for this email have been provided at the bottom.

Hello Committee on Diversity and Inclusion!

As promised, I have pulled together all of the information, material and suggestions supporting our **60 Tips in 75 Minutes** presentation which we reviewed and critiqued in Nashville. Thanks for all your input in that process; we've made great enhancements! Preserve this email with the attachments. (It will also remain available on the communities string.) You'll have everything all in one place; only the PPT itself is separately posted on our community file library due to size.

Pre-Presentation Materials to provide to Chapter:

1. *60 Tips Description, Outline and Learning Objectives*
2. *60 Tips Sample Meeting Announcement* Update with your info in highlighted inserts.
3. In your email sending the attachments, include an invitation to the attendees to visit the Harvard Implicit Association Tests, <https://implicit.harvard.edu/implicit/takeatest.html> and to visit our ALA webpage, <http://www.alanet.org/diversity/> in advance of the meeting.
4. Also include the information about CLM credit: *This presentation will count towards 75 minutes of HR credit for CLM Recertification or towards the additional hours needed by Functional Specialists applying for the exam, as long as HR is not your area of specialty.*

Presentation Materials:

1. *60 Tips PPT* Be sure to update second slide with your personal info.
[this is on our community forum file library/too large to post with this email]
2. *60 Tips Narrative Notes* These are some suggested talking points for the slides. Personalize for your own comfort. Be sure to incorporate personal stories along the way. Add them, with your personalization, as 'notes' to your copy of the PPT if you would like.
3. Handouts:
 - ~'Why' Brochure (you have copies from Teena)
 - ~Both Chapter and Law Firm Scorecards <http://www.alanet.org/diversity/Scorecard-Chapters.pdf> and <http://www.alanet.org/diversity/ALA-DiversityScorecardforLawfirms.pdf>
 - ~Reference Handout
 - ~Handout of the PPT (3 slides per page/copy in color/double-sided)

Post Presentation Materials to provide to Chapter:

1. Thank you email to Chapter leader(s)

2. Attach *Post Presentation Article* for their newsletter or website (Major thanks to Robert for producing and then allowing all of us to use it!)

3. Attach electronic version of Reference handout for distribution to attendees

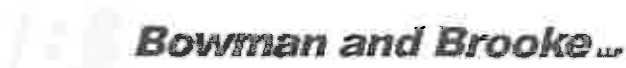
Next up: Marina presents at Silicon Valley Chapter July 16 and Robert presents in Portland Oregon July 17. Go get 'em!

Thank you to everyone on this committee for making this presentation so dynamic and rich! We have done very good work of building on the original and maximizing the use of our many resources. Our team rocks!

Shari Tivy

Director of Human Resources

Direct: 1.612.672.3211 | Email: Shari.Tivy@bowmanandbrooke.com



150 South Fifth Street, Suite 3000 | Minneapolis, MN 55402

Note: This electronic mail is intended to be received and read only by certain individuals. It may contain information that is attorney-client privileged or protected from disclosure by law. If it has been misdirected, or if you suspect you have received this in error, please notify me by replying and then delete both the message and reply. Thank you.

Attachment Links: [image001.jpg \(8 k\)](#) [ALA 60 Tips Description, Outline and Learning Objectives.docx \(124 k\)](#) [60 Tips - Sample Chapter Meeting Announcement.doc \(27 k\)](#) [60 Tips - Narrative Notes for PPT.doc \(140 k\)](#) [60 Tips References Handout.pdf \(60 k\)](#) [Post Presentation Article for Chapter.docx \(19 k\)](#)

Site Links: [View post online](#) [View mailing list online](#) [Start new thread via email](#) [Unsubscribe from this mailing list](#) [Manage your subscription](#)

This email has been sent to: sclark@mdmc-law.com

Use of this email content is governed by the terms of service at:
<http://community.alanet.org/p/cm/ld/fid=2>



Diversity & Inclusion

Association of Legal Administrators

**ALA Committee on Diversity and Inclusion
presents
*Diversity & Inclusion: 60 Tips in 75 Minutes***

Description

Why is diversity important, and how can we do a better job bringing diversity and inclusion to our lives and the workplace? Businesses must pursue diverse talent and achieve real inclusion if they want to be successful beyond today, and into tomorrow. This 81-slide PowerPoint presentation in a visually pleasing, graphically rich format explores the subjects of diversity and inclusion. Beginning with a fundamental understanding of diversity and its many dimensions, participants will achieve greater comprehension of the types and layers of diversity, beyond those as defined by the EEOC. Once the concept of diversity is explored, how do we go on to create real inclusion? How can we create policies and procedures that support our definition of success? What strategies can we employ, and where can we get help if we need it?

Presentation Outline:

1. Define Diversity
2. Dimensions of Diversity
3. Define Inclusion
4. Why Does It Matter?
5. Define Success
6. Obstacles to Inclusion
7. Policies and Procedures
8. Recruiting and Retention
9. Resources
10. How to Make It Work

Learning Objectives

1. Define diversity and its many dimensions. Define inclusion. Participants will be able to explain how they are different and why both are essential for a successful program.
2. Participants will be able to identify some of the top-level reasons diversity and inclusion are important to the success of businesses today.
3. Identify pitfalls and barriers to diversity and inclusion. Participants will become familiar with biases we all have, how to foster awareness of these unconscious beliefs and counteract them.
4. Participants will be able to identify workplace and recruitment/retention considerations related to differences including religion, age, disabilities, gender issues, sexuality, gender identification, military status and more.
5. Participants will be able to define the differences between a sponsor and a mentor.
6. Participants will be able to identify strategies to help diverse people succeed in the workplace.
7. Participants will be able to identify resources to support your diversity and inclusion efforts.

Diversity & Inclusion 60 Tips in 75 Minutes Presentation Notes

(Opening Slide Displayed)

Hello and thanks for coming today.

[Introduce yourself if not already done by the host.]

The ALA Diversity and Inclusion Committee is comprised of 9 ALA members with support from ALA Staff liaison and a Board member liaison.

The goal of ALA's Committee on Diversity and Inclusion is to increase diversity and inclusion initiatives in the Association, the legal management community and in all legal service organizations. To that end, our committee has several initiatives in place and several in various stages of completion. Most of our work is available at the ALA website under the drop down tab 'Resources' > 'Diversity Initiatives.' I'll mention nearly all of them during the presentation so you'll get familiar with what we have available for you.

Introduction slide:

We'll need to move through this fairly quickly to get all 60 tips done in 75 minutes but please feel free to stop me if you have questions, need clarification on a topic or even if you are not familiar with any acronyms that come up. Let's get started.

Today's Roadmap

(sets up what will be covered in the presentation)

Slide Notes by Tip #

1. Define Diversity.

Many feel diversity speaks only to race and gender. Diversity's definition has broadened to include not only differences from "protected" classes but embraces everything about us which makes us different.

2. Dimensions of diversity

There are many layers to what makes us diverse. Since you probably can't read this let's take it in sections.

-Starting with Personality – who we are as individuals, how we operate, communicate, react and engage

-Internal dimensions - Cannot change these characteristics. Most are visible but some are not.

-External dimensions – Then there are various socioeconomic impacting categories. These characteristics can change.

-Organizational dimensions – And then the categories of our work or organizational dimensions. How do I fit in at work or social gatherings?

3. Define Inclusion –

Andres Tapia (Top'-e-a) leader in diversity education and understanding defines Inclusion as making the mix work. He spoke at the 2013 ALA Annual Conference in National Harbor. Verna (Ver-Nay) Myers – also a leading consultant in law firm diversity efforts, and spoke at the 2015 ALA Annual Conference in Nashville, providing a presentation and then a workshop with our committee assistance.

4. Why Does it Matter?

And because it is right and smart

(2nd #4 slide)

Our committee has developed what we call the "Why" Brochure which is included in your handouts today. This provides business reasons and resources backing the statistics for improving diversity efforts. This would be good to share with your leadership and Diversity committees.

Studies show that decisions made by a diverse set of participants drive increased productivity and profits. A 2014 Gallop study of over 80 business units found that gender-diverse business units increased profits by at least 14% over those dominated by one gender. Why does that happen? Think of when you are preparing for a meeting with people not sharing your opinions or experiences. You prepare more thoroughly than when you know a suggestion will breeze through. Homogenous work groups are agreeable, but do they challenge themselves and come up with creative solutions? Evidently not. Diversity is good for business.

5. Define Success

(2nd slide – Mother Teresa quote)

What are some obstacles to inclusion?

6. Your Unconscious Bias

We all have them; it's not good or bad. You can't be human without them. They are developed by years of influence. It doesn't make you a bad person. Accept you have them and be alert to experiences which make them surface.

(tell personal story of your unconscious bias)

7. Watch for your water.

It is easy to forget what YOUR normal is.

8. Alter your description bias.

We all have a vision in our minds eye of what to expect based on our past experiences. I am going to name something, an occupation. Simply freeze in your mind the image you see. Ready? Draw to your mind's eye A DOCTOR. Now freeze that image.

Show slide, This or This?

Now a day care worker. Freeze that image

Show slide, This or This?

How about when you are about to get on a plane?

What do you assume your pilot will look like?

Show slide. This or This? What are your unconscious biases?

9. Micro-inequities.

How you phrase a statement may reveal your bias without you even realizing it.
Was the wedding really a happy one, or was it a wedding for a gay couple?

10. How do you see the world?

2nd slide – show video Also, Verna Myers book "What If I Say the Wrong Thing" is a marvelous handbook for those times you unintentionally say the wrong thing.

3rd slide – NOT A VIDEO – but direct audience to watch Verna Myers' TedTalk encouraging us to 'walk toward' our bias...very impactful presentation after the Ferguson case.

Policies and procedures

11. Discrimination.

Attend Employment Law Updates offered locally or at our conferences. Your firm may want to have an Employment Lawyer review your handbook periodically to ensure compliance with any laws or statutes. Some firms have an employer lawyer identified to assist with documentation and any potential employment issues including EEOC claims.

12. Offer flex scheduling

Consider that someone living with an invisible illness or taking care of someone with a disability may need more time in the morning or may need to accommodate alternate care arrangements impacting their schedule. Make room for accommodation.

For example: Consider permitting the employee who has Parkinson's disease to work a staggered shift, or come in later than 9:00. It may be difficult for someone with this disease to get to work by 9, because it takes them longer to get ready. Something to think about.

13. Event inclusiveness.

See link at ALA Diversity web – Planning inclusive events.
Non-gender specific language.

14. Holidays

You might want to visit the ALA Diversity webpage for some excellent podcasts on Religious Diversity at Work. The trainers provide some interesting perspectives and offer ideas for alternate arrangements.

To avoid missteps in this area, create a calendar of combined religious events.

Try this link, Planning Inclusive Events , from the ALA website to help you avoid mistakes when planning your social gatherings.

15. Telecommuting

Consider allowing non-exempt employees remote access. Be clear on time reporting for payroll. Create a release form asking non-exempt ee's to acknowledge their duty to report their **authorized** time working out of the office. Offer B&B's remote working agreement.

16. Domestic Partner Benefits

With the game-changing Supreme Court Decision on June 26 allowing any 2 people to marry across the nation this may be less of an issue. However, it is still a consideration for those who already had this benefit, or if your organization wants to consider provided domestic partner benefits regardless of the marriage laws.

When establishing domestic partner benefits you will need to determine the criteria by which they qualify for the benefit. Documented co-habitation (rental agreement or mortgage)? Shared bank accounts? Beneficiaries of life insurances and/or retirement plans? Time requirements? Also be sure to be clear if this is domestic partner for only same gender relationships or if is expanded to cover same and opposite gender relationships.

17. Grossing Up Benefits.

Payment for domestic partner benefits is not with pre-tax dollars. Therefore, domestic partner benefits cost more to the recipient than for married couples. Your firm can decide whether to 'gross up' or cover the difference between the pre-tax dollar cost and post-tax dollar cost.

18. Self-Identification LGBT

Be very careful about your knowledge regarding someone's sexual orientation. Just because you are privy to someone's sexual orientation does not mean the party is giving you permission to discuss this beyond your employment relationship. They may not be 'out'. And think of it this way: Do you talk about heterosexual relationships? If not, then why would a homosexual relationships need discussion.

19. Employee Assistance Programs

Resources for transgender persons, domestic partners, religious differences etc.

20. Rooms

Some states have laws with tight specifics on accommodations. Be sure you are aware of these (and your architect should know) so you can pass inspection. Picture above was a law firm's simple answer to providing a lactation room without remodeling.

21. Transgender –

(first slide – no comments – this is set-up to accommodation in next slide)

(second slide)

For the rest room perhaps have a single bathroom with ability to lock. On the ALA website there is a sample gender transition guideline. Very helpful. Author Ellen Krug used to be a married male litigation lawyer who transitioned to female. Her easy-to-read story is compelling, witty, warm and relatable

22. Accessibility

Whether required by law or not – consider accommodation in advance when renovating or moving.

23. Not all disabilities are visible

Have you ever wondered why that perfectly 'normal' looking person can park in the handicapped parking spot? How can you possibly know why they need the permit? You can't.

Relate Universal Studios experience; challenge attendees to consider riding in a wheelchair in their office for an hour.

Recruiting and Retention

Recruiting

24. Establish a Diversity Pipeline

25. Post Widely

NAPABA – National Asian Pacific American Bar Assn.
NBA – National Bar Association (African American Attorneys)
HBA – Hispanic Bar Association
MCCA Minority Corporate Counsel Association
IILP- Institute for Inclusion in the Legal Profession

26. Target Diverse Candidates

TCDIP – Twin Cities Diversity in Practice. It is a consortium of corporations and law firms in the Minneapolis area focused on recruiting law students of color to the community to practice law.

27. Equip Your Recruiters

28. Institute the Rooney Rule

You're not done until your pool of candidates is diverse.

29. Recruit Disabled

30. Recruit Heroes

Selecting the Best Candidate

31. Hire the BEST Candidate

Utilize Verna' Myers website: Top Ten Hiring and Interviewing Tips.

32. When All Things are Equal

Noted author and activist Tim Wise spoke at the 2013 ALA Annual Conference and shared this secret with us. Diverse candidates have already had to overcome obstacles to achieve the opportunity

Retention: Keeping the Best

33. Employee Resource Groups (ERG)

Consider establishing an ERG (or Affinity or Ally Group) if you haven't already. Some in your firm may find affinity groups exclusive instead of inclusive but seize the opportunity to point to the value of the affinity group for those who are not a member of the larger group. Those of us in the

majority have difficulty understand what it means to be under-represented and we often do we recognize the privilege we've been party to.

34. Mentoring Programs 2nd slide

35. Sponsors

The newer trend in lawyer development is providing sponsors for career development. An excellent book on sponsoring is "Forget a Mentor, Get a Sponsor, The New Way to Fast-Track Your Career" by Sylvia Ann Hewlett.

(2nd slide)

Most importantly: Sponsors from the same affinity group may be effective but the affinity commonality isn't the glue. Sponsors support and put you forward to the rest of leadership because they have influence.

36. Meaningful work

Members of your firms, just like any of us, want meaningful and satisfying work. Do not use diverse members to be the 'front' of diversity for sake of a client pitch and then not be assigned the work. The clients want those diverse team members to stay on the team, not just be window dressing.

Resources

37. ALA Diversity Resources

ALA's Committee on Diversity and Inclusion, that's me and eight other members, are dedicated to bringing you resources for your everyday needs.

38. ALA Diversity Toolkit

Currently under construction/refreshing

Coming soon – Start up D&I Initiatives 101

39. ALA's Mentoring Guide

40. Performance Reviews

An inclusion checklist is simply a list of ways in for firm members to engage in inclusive behavior. It can provide a list of activities to expand one's exposure to and support of diversity. For

example, the list may include suggestions such as 'attend an event sponsored by a diverse community'. Or 'attend a CLE on diversity in the legal profession.'

41. Diversity and Inclusion Training

Hire a professional trainer or training package.

NavexGlobal is just one of many companies which provides training on a variety of topics including workplace harassment and discrimination and also on diversity and inclusion.

42. Leading Your Efforts

Primarily in the larger firms, Directors of Diversity and Inclusion or Diversity Officers often work hand in hand with marketing and business development. Generally speaking, for firms under 250 attorneys you need to rely on your Diversity and Inclusion Committee with assists from HR or other staff persons assigned to shepherd the initiatives along.

43. Outreach & Connections in Community

Any variety of charitable opportunities are available in your community. Get your firm to sponsor an event and allow participants to volunteer during working hours.

44. Support Organizations Representing Diversity

This could be actual participation with these organizations or in the form of financial sponsorships for their programs. Should include attendance from leadership

45. Seek Diverse Experiences

46. Dignity and Respect

This organization provides a calendar of tips for expanding diversity efforts.

47. Benchmarking Surveys

Even if you don't think your results will look good, you can get some excellent ideas for how to enhance your efforts just by the questions and benchmarks they use.

PWC – Price Waterhouse Coopers

NALP – National Assn for Law Placement

ALM – Association of Legal Media

HRCI – HR Certification Institute

Vault/MCCA – Vault Career Intelligence/Minority Corporate Counsel

SHRM – Society of HR Manager

How to Make it Work

Like a box of crayons, we all have to work together but there are many 'colors' working together.

48. Set the example – (read cartoon)

You have to be the leader. You have to be the 'politically correct' cop. You have to hold others accountable.

49. Internal Communications

Your firm's leaders and recruiters should know this mission statement or purpose statement for sure, and some firms ensure everyone can recite the statement.

50. External Communications

51. Internal Assessments Engagement surveys

52. Make it Consistent and Relevant

53. Make it Interesting

Use ALA's monthly tip sheets for publication in your firm's intranet or in communication spotlights. Find local speakers. Serve themed lunches of other cultures, use every opportunity to educate on diversity and inclusion.

54. Reward Good Behavior

55. Use Resources & Tools for Success

ALA's Committee on Diversity and Inclusion has created a Scorecard, really a checklist, of ways to incorporate Diversity and Inclusion for both your firm and for your Chapter. These are available on the website and are included in your handouts. We are hopeful these scorecards will help instill a spirit of accountability while providing the much needed educational components to begin to guide Chapters and Law Firms along the path to create successful diversity and inclusion programs.

There is also a scorecard for Administrators/Law firms. Both are available on ALA's website

2nd slide – shows cover of Chapter Scorecard. We have identified 33 best practices for Chapters and placed them into seven categories: Chapter Leadership, Chapter Culture, Chapter Policies, Professional Development, Community Involvement, and Supplier Diversity

The scorecard contains hyperlinks to sample policies, reports and links to speakers who can assist your Chapter with sensitivity training and other diverse training topics.

3rd slide – shows samples of chapter scorecard suggestions

4th slide – shows cover of Law Firm Scorecard. Likewise, we have created a Scorecard for Law Firms. We have identified 54 best practices for Law Firms and placed them into seven categories: Firm Leadership, Firm Culture, Firm Policies and Workplace Inclusion, Professional Development, Organizational Diversity and Inclusion Competency, Community Involvement and Supplier Diversity. Again, the Scorecard provides hyperlinks to sample policies, reports, etc.

5th slide -- shows samples of Law Firm Scorecard suggestions

56. Create Partnerships

57. Use ABA Resources

58. Stay Sane

This is a slow process. We are retraining peoples' behaviors and beliefs. But keep the process moving, sometimes you may be the only one continuing the push.

59. Remember

60. Seek Help

Please visit our web pages. And make good use of the many resources we have already provided. Also, ALAMN's website has several excellent resources.

Roadmap of presentation and what we've covered

Committee Slide

Tap in to your colleagues. ALA's Committee on Diversity and Inclusion is here to help. (If the Chapter has a local D&I committee recognize them and the chair. AND they are always looking for more members to add to their team. We can't have too many working on this effort.)

Be the Change You Want to See in the World

Thanks for your time and attention. Best of luck with your work in this area.

Grossing up benefits – explanation

Federal and state tax law treats employer-provided benefits for domestic partners (including same sex marriages) as additional imputed income, resulting in a higher tax burden for gay and lesbian couples than a heterosexual married couple would have. A number of employers have begun to adopt policies to offset this tax treatment by “grossing up” the impacted employee’s salary to offset the tax on that imputed income. Simply put, these policies are designed to put people with same-sex partners or spouses on equal footing with heterosexual married couples when it comes to employer-provided health benefits.

At the end of each calendar year, the Firm will make a payment equal to the estimated federal and state income tax due on the imputed income associated with the Firm’s contribution toward health insurance for associates, special counsel and other employees who elected to cover their same sex partners on the Firm’s health insurance plan. You must remain with the Firm through the end of each year to receive this annual stipend

The below chart of the United States shows which states currently (as of 11/23/14) recognize same sex marriage.



State laws regarding same-sex partnerships in the United States*

- Same-sex marriage allowed¹
- ▨ Domestic partnerships or civil unions granting privileges similar to marriage for same-sex domestic partners²
- ▨ Limited/enumerated privileges granted by state
- ▨ Same-sex marriage performed elsewhere recognized
- No prohibition or recognition of same-sex marriage or unions in territory law
- ▨ Judicial ruling against a same-sex marriage ban stayed pending appeal³
- ▨ Statute bans same-sex marriage
- ▨ Constitution and statute ban same-sex marriage
- ▨ Constitution and statute ban same-sex marriage *and* some or all other same-sex unions

References

Policies

Sample EEO and Anti-Discrimination Statement (CA corporate)

<http://bit.ly/SampleADPEEOStatements>

Religion at Work Podcast (includes PTO better practices for religious inclusion)

<http://bit.ly/PTOPoliciesPodcast>

A Legal Administrator's Guide to Launching an Effective Telework Policy

<http://www.alanet.org/publications/issue/mar12/LM-March2012-HRfeature.pdf>

Benefits

FAQ about Domestic Partner Benefits (from the Human Rights Campaign)

<http://www.hrc.org/resources/entry/frequently-asked-questions-about-domestic-partner-benefits>

Domestic Partner Benefits: Cost and Utilization (from the Human Rights Campaign)

<http://www.hrc.org/resources/entry/domestic-partner-benefits-cost-and-utilization>

Domestic Partner Benefits: Grossing Up to Offset Imputed Income Tax (from the Human Rights Campaign)

<http://www.hrc.org/resources/entry/domestic-partner-benefits-grossing-up-to-offset-imputed-income-tax>

Transgender-Inclusive Benefits: Communicating Availability (from the Human Rights Campaign)

<http://www.hrc.org/resources/entry/transgender-inclusive-benefits-communicating-availability-of-the-benefit>

Employee Support

CompPsych, the World's Largest provider of Employee Assistance Programs

<http://www.compsych.com/>

Why Law Firm Affinity Groups are a Powerful Resource

<http://www.lawjobs.com/newsandviews/LawArticleFriendly.jsp?id=1202425460077&slreturn=1>

Promoting Diversity and Making Waves: Implementing ERGs that Drive Organizational Change

Presentation by Todd A. Solomon, Partner, and Brian J. Tiemann, McDermott Will & Emery

<http://outandequal.org/documents/Promoting%20Diversity%20and%20Making%20Waves.pdf>

The Minority Bar Coalition (via the Bar Association of San Francisco)

<http://www.sfbabar.org/mbc/index.aspx>

Minority Legal Associations (via the American Bar Association)

http://www.americanbar.org/groups/diversity/resources/minority_legal_associations.html

The ALA Guide to Cross-Functional Mentoring

<http://www.alanet.org/diversity/mentoring/>

Hiring

Braille Business Cards from Access-USA

<http://www.access-usa.com/>

Hire Heroes USA

<http://www.hireheroesusa.org/>

Four Key Planning Steps to Hiring Veterans (via SHRM)

http://www.shrm.org/Publications/HRNews/Pages/0611ac_vets.aspx

Diversity Training

Vernā Myers Consulting Group

<http://www.vernamyersconsulting.com/default.aspx>

“Blink” by Malcolm Gladwell

<http://www.gladwell.com/blink/>

Just for Fun – The Malcolm Gladwell Book Generator

<http://www.malcolmgladwellbookgenerator.com/>

The Inclusion Paradox

<http://inclusionparadox.com/>

The Dignity and Respect Campaign (via UPMC)

<http://dignityandrespect.org/>

Making Diversity Training Work in the Law Firm

<http://www.vernamyersconsulting.com/Articles/Verna%20Myers%20-%20Making%20Diversity%20and%20Inclusion%20Awareness%20Training%20Work%20in%20the%20Law%20Firm.pdf>

Video Credit

Modern Family, Season 1, Episode 18 “Starry Night”

Available for purchase on iTunes

Planning Inclusive Events

Five tips for planning the perfect year-end party (via ALA Diversity)

http://www.alanet.org/diversity/Planning_Inclusive_Events.pdf

Diversity Resources from ALA

ALA Diversity Home

<http://www.alanet.org/diversity>

ALA Diversity Toolkit

<http://www.alanet.org/diversity/diversitytoolkit.aspx>

ALA Guide to Cross-Functional Mentoring

<http://www.alanet.org/diversity/mentoring/default.aspx>

ALA Podcasts

<http://www.alanet.org/diversity/podcasts.aspx>

ALA Committee on Diversity and Inclusion

<http://www.alanet.org/about/diversityComm.aspx>

Diversity “Tip Sheets”

<http://www.alanet.org/diversity/articles.aspx#tips>

ALA Diversity and Inclusion Scorecard – Roadmap to Change for Law Office Administrators

<http://www.alanet.org/diversity/ALA-DiversityScorecardforLawfirms.pdf>

ALA Diversity and Inclusion Scorecard – Roadmap to Change for ALA Chapter Leaders

<http://www.alanet.org/diversity/Scorecard-Chapters.pdf>

Legal Diversity Organizations

The Institute for Inclusion in the Legal Profession

<http://theiilp.com/>

The Center for Legal Inclusiveness

<http://www.legalinclusiveness.org/>

The Leadership Council on Legal Diversity (for GCs and Managing Partners)

<http://www.lclldnet.org/>

ABA Center on Racial and Ethnic Diversity

<http://www.americanbar.org/groups/diversity.html>

ABA Commission on Disability Rights

<http://www.americanbar.org/groups/disabilityrights.html>

ABA Commission on Women in the Profession

<http://www.americanbar.org/groups/women.html>

Making a Personal Diversity Development Plan

Diversity Executive Magazine - Subscribe for free

<http://www.diversity-executive.com/subscribe-now>

Check Your Biases

<http://movingdiversityforward.com/wordpress/wpcontent/uploads/2011/12/VernaMyersStory.pdf>

The Harvard Implicit Association Test

<https://implicit.harvard.edu/implicit/demo/>

Learning the Dance of Inclusion (ABA Newsletter and Vernā Myers)

http://movingdiversityforward.com/wordpress/wp-content/uploads/2011/08/ABAnewsletterwith-book-exerptDV_SUM_11.pdf

Benchmarking Surveys

PWC Cultural Awareness and Inclusion Survey (CAIS)

http://www.pwc.com/en_US/us/law-firms/surveys/assets/2011/2011-cais-brochure.pdf

Human Rights Campaign's Corporate Equality Index (CEI)

<http://www.hrc.org/resources/entry/corporate-equality-index-2011>

ALM Diversity Scorecard

http://www.almlegalintelligence.com/r5/showkiosk.asp?listing_id=3461010%20

Diversity Professionals – Role and Job Descriptions

Examining the Role of the Law Firm Diversity Profession (MCCA)

<http://www.alanet.org/diversity/MCCAExaminingLawFirmDiversityProfessionalsReport.pdf>

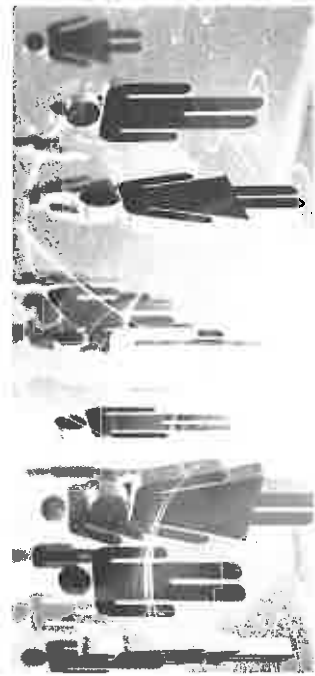
Sample Job Description - Diversity Coordinator

<http://www.prba.net/images/FE/chain267siteType8/site227/client/diversitycoordinator.pdf>

Sample Job Description – Diversity & Inclusion Manager

<http://bit.ly/DiversityManager>

EXHIBIT 6



***"Diversity is being invited to the party.
Inclusion is being asked to dance."***

– Verna Myers

Inclusion = Success

- Organizations are struggling with recruitment and retention; closely examine the inclusion aspect of the work environment to improve measurements.
- The best way for a firm to convince women and other diverse attorneys that they can succeed is to have a leadership structure that features attorneys like them. When young diverse lawyers look up, they want to see successful women, black, Latino, Asian and LGBT leaders. They want to know that there's an opportunity for them, too, to reach that level.⁴
- Giving diverse attorneys a platform to lead – supported and funded by the firm – may identify and propel a new generation of leaders that reflects demographically what law firm management should be.⁴
- In most law firms, professional development and diversity and inclusion are separate initiatives. Instead of having committees for both, invite a group of lawyers and professionals from both areas to join an advisory group to share perspective and thoughts – and then ask participants to set a living example for others. While subtle, the minor change can be a powerful way to shift the focus to behavioral outcomes.¹⁰

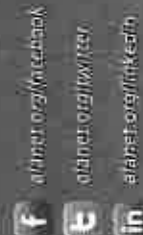


***The Association of Legal
Administrators is the nonprofit
trade organization representing
professionals in legal management.***

ALA is the undisputed leader serving the business of law, and the people managing those businesses. ALA focuses on delivering cutting edge management and leadership events, tools and services for the global legal community. ALA is where the business of law gets personal, offering powerful opportunities for knowledge and networking that link productivity with profitability.

Led by its Committee on Diversity and Inclusion, ALA is committed to this initiative within the organization, its membership and the legal profession as a whole – including but not limited to differences of race, personality, geography, ethnicity, culture, national origin, color, gender, sexual orientation, gender identity, age, ability, political or religious affiliation, and socioeconomic or military status.

A full library of free, dynamic resources can be found at alanet.org/diversity. The ***Diversity & Inclusion Scorecard for Law Office Administrators*** provides best practices, examples and offers a tool to measure your current efforts. Utilize the Scorecard to earn the "We Participate" seal for your website, along with recognition validating your firm's achievement. Contact the Committee on Diversity and Inclusion at diversity@alanet.org.



Association of Legal Administrators
8710 W. Bryn Mawr Avenue, Ste 1105
Chicago, IL 60631-3552
617.567.1152 (in)
617.567.1122 (toll-free)
alanet.org

***Why
DIVERSITY?***
***The Business Case for
Diversity and Inclusion***

**Diversity
& Inclusion**
Association of Legal Administrators

What Is Diversity?

Diversity is about recognizing, respecting and valuing differences based on ethnicity, gender, color, age, race, religion, disability, national origin and sexual orientation. It also includes an infinite range of individual unique characteristics and experiences, such as communication style, career path, life experience, educational background, geographic location, income level, marital status, military experience, parental status and other variables that influence personal perspectives.

These life experiences and points of view make us react and think differently, approach challenges and solve problems differently, make suggestions and decisions differently, and see different opportunities. Diversity, then, is also about diversity of thought. And superior business performance requires tapping into these unique perspectives.¹



Homogeneity may adversely affect behavior.

Perhaps we should not be asking about the business case for diversity, but instead, the case against homogeneity. Evan Apfelbaum, the W. Maurice Young Career Development Professor of Management and an Assistant Professor of Organization Studies at the MIT Sloan School of Management, says, "Emerging research suggests that homogeneity can lead individuals to underestimate the actual complexity of group tasks because they assume that others' behavior is more predictable than it actually is." See more at mitsloanexperts.mit.edu/diversity-in-the-workplace.

Why Diversity?

- Clients are asking firms to provide evidence of their diversity policies and initiatives.² Vendors may require it.
- Among companies with more than \$10 billion in annual revenues, 56% strongly agreed that diversity helps drive innovation.³
- Diversity is an area in which law firms have traditionally not competed well.⁴
- Diversity jolts us into cognitive action in ways that homogeneity simply does not.⁵



For every 1% rise in the rate of gender diversity and ethnic diversity in a workforce, there is a 3% and 9% rise in sales revenue, respectively.⁶

- When teams had one or more members who represented a target end user, the entire team was as much as 158% more likely to understand that target end user and innovate accordingly.⁷
- The importance and value of a more diverse and inclusive legal profession goes well beyond dollars and cents. A diverse and inclusive legal profession is fundamental to social justice.⁸
- Diversity is associated with increased sales revenue, more customers, greater market share and greater relative profits.⁹
- There are five generations in the workforce today – unprecedented in history – and profitable processes demand the ability to effectively manage cross-generationally.

Resources

1. Chubb Insurance Group, Business Case for Diversity: chubb.com/diversity/chubb040901.html
2. Why Diversity Matters: catalyst.org/knowledge/why-diversity-matters
3. Forbes: Fostering Innovation Through A Diverse Workforce: images.forbes.com/forbesoriginals/studyPDFs/Innovation_Through_Diversity.pdf
4. Embrace Diversity as a Business Imperative: newyorklawjournal.com/id=1202716339232/Embrace-Diversity-as-a-Business-Imperative/Article.html?nid=2015011114412
5. Scientific American: www.scientificamerican.com/article/how-diversity-takes-us-matters/
6. American Sociological Association: Study: Workplace Diversity Pays: asa.net/org/press/diversity_pays.cfm
7. The evidence is growing – there really is a business case for diversity: ft.com/intl/cms/04/04/03/Re:JF21-1103/018700144fealed0.html#axzz37XyBH9RD
8. The Institute for Inclusion in the Legal Profession and the Association of Legal Administrators: theilp.com/resources/Documents/ILPB/BusinessCaseforDiversity.pdf
9. Does Diversity Pay? Research Study: stor.org/discover/10.2307/2776058?uid=3739736&uid=21348&uid=3809619&uid=28&uid=768&uid=3809619&uid=3739256&uid=608&uid=2110887/2173921
10. Motivating Lawyers to Move from Activity to Impact: americanbar.org/content/newsletter/publications/law_practice_today/10melt/archives/may13/motivating-lawyers-to-move-from-activity-to-impact.html

EXHIBIT 7

A Change is Gonna Come

By: Robert G. Stevens, MA, CLM, SPHR



***"... It's been a long time coming,
but I know a change is gonna come,
oh yes it will." Sam Cooke (1931-1964)***

As leaders of legal workplaces and organizations, who want to be successful, we cannot ignore that change is here. For some of us the change has been here for years and for others it is truly on the way. It is no longer a nice proposition to say that "yes, we probably should make a results driven commitment to diversity and inclusion, but we really don't see a need or that we are not ready." Sam Cooke sang about change coming in the future. Well, the future is now and change has arrived. That is why it's critical to have a solid understanding of Diversity in the 21st Century and Inclusion in the year 2015 and beyond.

The world in which we live and the leadership responsibilities each of us have in legal administration is in a time of change. This is why the ALA is working to make sure everyone understands why diversity is important and how each of us can do a better job bringing diversity and inclusion to our lives and to the workplace. The statistic that by the year 2032 Caucasians will be a minority race – and some predict there will not be a clear racial majority – in the United States should propel all of us to understand why businesses of all types must pursue diverse talent and achieve real inclusion. Success beyond today and into tomorrow demands it.

Who better to encourage change in our respective law firms and legal departments than members of the ALA? For each of us to play this critical role, we must know the many dimensions of diversity beyond what we learned twenty years ago and understand why Andrés Tapia coined the phrase "Diversity is the mix and Inclusion is making the mix work," and Vernā Myers has developed the notion that "Diversity is being asked to the dance and Inclusion is being asked to dance." It is not enough, or a guarantee of success, to only reach the goal of diversity as defined by the EEOC. While that is part of the equation, Inclusion is the key to long-term success.

The ALA's Committee on Diversity & Inclusion is here to help each of you. We have developed tools and resources from a Tool Kit, Mentoring Guide, Tip Sheets, Speaker Lists, Podcasts, to Scorecards. The two Scorecards (one's full title: ALA's Scorecard on Diversity & Inclusion – A Roadmap to Change for ALA Chapters and Law Office Administrators) provide true step-by-step roadmaps with resources of how to be a "change agent" and leader in Diversity & Inclusion. We are here as your partners in making sure that our Chapters and member Firms and Legal Departments thrive into the future. Go to www.alanet.org/diversity/ and the above-listed resources (and more) are there at your fingertips.

It was my pleasure to present to the New Orleans' Chapter of the Association of Legal Administrators. I found everyone to be engaged and welcoming of the ALA's Mission on Diversity & Inclusion in the legal community and the activities of its Committee on Diversity & Inclusion. The leadership challenges faced by each of us are real and not easily met, but together we can meet those challenges! In the words of Mahatma Gandhi, "Be the change you want to see in the World." The ALA is here to assist.

Robert G. Stevens, MA, CLM, SPHR
Chief Operating Officer
Bennett Bigelow & Leedom, P.S.
Seattle, WA
ALA Committee on Diversity & Inclusion
– Immediate Past Chair



Diversity & Inclusion

Association of Legal Administrators

A Change is Gonna Come

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Diversity & Inclusion

Association of Legal Administrators

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It was our pleasure to present to the Nutmeg Chapter of the Association of Legal Administrators. We found everyone to be engaged and welcoming of the ALA's Mission on Diversity & Inclusion in the legal community and the activities of its Committee on Diversity & Inclusion. The leadership challenges faced by each of us are real and not easily met, but together we can meet those challenges! In the words of Mahatma Gandhi, "Be the change you want to see in the World." The ALA is here to assist.

By: Jenniffer A. Brown
Vice Chair, ALA's Committee on Diversity & Inclusion
And, Firm Administrator for Weiner, Millo, Morgan & Bonanno, LLC
220 Fifth Avenue, 10th Floor
New York, NY 10001
jbrown@wmmblawfirm.com

Sarah Clarke, CLM
Member, ALA's Committee on Diversity & Inclusion
And, Director of Administration
McElroy, Deutsch, Mulvaney & Carpenter, LLP
570 Broad Street
Suite 1500
Newark, NJ 07102-4560
sclark@mdmc-law.com

EXHIBIT 8

60 TIPS CHAPTER SPEAKING ENGAGEMENTS

Chapter	Volunteer(s)	Date	Comment
First State	Ruth Fry	November 19 2014	
Minneapolis	Shari Tivy	March 10 2015	
South Florida	Robert, Jennifer	March 20 2015	Not 60 Tips
Dallas	Denise Abston	March 26 2015	
New Orleans	Robert Stevens	April 16 2015	
Sacramento	Marina Field	May 27 2015	
Golden Gate	Marina Field	May 28 2015	
Orange County	Marina Field	July 22 2015	
Philadelphia	Robert Stevens	June 4 2015	
Silicon Valley	Marina Field	July 16 2015	
Portland	Robert Stevens	July 17 2015	
Capital (DC)	Ruth Fry	August 6 2015	
Las Vegas	Marina Field	August 11 2015	
Detroit	Shari Tivy	August 20 2015	
Oklahoma City	Denise Abston	August 20 2015	
New Jersey	Sarah Clark	September 15 2015	
Cyber Chapter	Robert Stevens	September 15 2015	
Nutmeg	Jennifer Brown	September 17 2015	
Austin	Shari Tivy	September 24 2015	
Wisconsin	Mariel Piilola	October 9 2015	Req by Mark Bridgeman
Jacksonville	Shari Tivy	November 12 2015	
Houston	Denise Abston	November 18 2015	
Diversity Council of Florida	Carianne Reggio	January 12 2016	(not ALA chapter)
Suncoast (Tampa)	Carianne Reggio	January 13 2016	
New York City	Jennifer Brown	January 20 2016	
Valley of the Sun (Phoenix)	Marina Field	January 26 2016	
Atlanta	Mariel Piilola	January 26 2016	
South Carolina	Shari Tivy	February 11 2016	
Gateway (St. Louis)	Shari Tivy	February 24 2016	
Raleigh-Durham	Carianne Reggio	March 15 2016	Req b Amy Theys 7/21
South Florida	Jennifer Brown	March 17 2016	
Central Florida	Carianne Reggio	April 27 2016	
Richmond	Cari or Jennifer	September 15 2016	Req by Nancy Pugh
TO BE FINALIZED			
Kentucky	Phil Harmon	March 2016/TBD	
Ft. Worth	Denise Abston	TBD	
Boston	TBD	TBD	
Cincinnati	Phil Harmon	TBD	

EXHIBIT 9

Sarah Clark

From: Marina Field via Diversity & Inclusion Committee Discussions
<dc@commmlist.alanet.org>
Sent: Tuesday, September 15, 2015 4:32 PM
To: dc@commmlist.alanet.org
Subject: [DC] - RE: ALA Cyber Chapter Webinar

Congrats Robert! Nice job.

From: Robert G. Stevens via Diversity & Inclusion Committee Discussions [<mailto:dc@commmlist.alanet.org>]
Sent: Tuesday, September 15, 2015 1:22 PM
To: dc@commmlist.alanet.org
Subject: [DC] - ALA Cyber Chapter Webinar

Hi!

I just finished the ALA Cyber Chapter's webinar. They had 62 participants and ... no one dropped off the webinar early! Our PowerPoint worked well, but it had to be flat other than a few sections that we moved into individual slides. The web broadcast didn't allow for animation. Onward

Thanks
Robert

ROBERT G. STEVENS, MA, CLM, SPHR
Chief Operating Officer

BENNETT BIGELOW & LEEDOM P.S. | BBLAW.COM

601 Union Street, Suite 1500
Seattle, Washington 98101-1363
T 206.622.5511 F 206.622.8986

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This email has been sent to: sclark@mdmc-law.com

Educational Summary/Feedback, Cyber Chapter

Diversity and Inclusion: 60 Tips in 75 Minutes

Cyber Chapter

First Name	Last Name	Email Address	List specific highlights of this session.
Jena	Neisler	jena.neisler@dentons.com	Made you think about your biases
Maria	Matiz	mmatiz@drdt.com	Excellent presentation! Thanks!
Janet	Casiano	icasiano@mintzgroup.com	Many tips beyond what I already knew. With all my work with D&I, there are still more resources and ideas and places where I can improve.
Gloria	Hernandez	geh@flappellatelaw.com	
Donna	Smith	donnapbc@yahoo.com	Great topic
Patricia	Kucharski	pkucharski@fmazlaw.com	
Betsy	Widdop	bwiddop@appersoncrump.com	
Christine	Peterson	cpeterson@wcsr.com	
Kristie	Ratliff	kratliff@nathansommers.com	Provided great information!
Eden	Minucci	eden@foundersfirm.com	He quickly and effectively presented a lot of relevant material. Especially helpful was the discussion of inclusiveness, in addition to diversity.
Kathy	Miller	kathy@mallardlawfirm.com	
Rod	Bruce	rbruce@flabar.org	The presenter's approach and obvious passion about the topic was very evident in his presentation style and knowledge.
Lisa	Snyder	lsnyder@mgmlaw.com	I appreciate all of the resources that were cited and listed.

Jennifer	Rose	rosej@jbltd.com	I appreciated the diversity and inclusion aspects of the talk.
Michael	Huddy	michael@westmorelandvesper.com	Dimensions of Diversity wheel chart & description was an eye opener.
Donna	Johnson	dmjohnson@arnstein.com	Information on resources for diverse candidates is helpful. The thing that I will remember most is the story about two candidates that have identical experience, although one is in someway diverse or disabled - choosing the disabled candidate based upon their drive and determination and struggle to get to a point where they can be considered "equally" qualified.
		-	This was the BEST webinar I've ever attended with the Cyber
Linda	Hsu	lhsu@chiconunes.com	

EXHIBIT 10

Invite, Las Vegas, NV



You're Invited!

**Please join the Association of Legal Administrators
Las Vegas Chapter at its August luncheon!**

12 – 1:30 p.m., Tuesday, August 11

Cili at Bali Hai located at 5160 S. Las Vegas Blvd., Las Vegas, NV 89119



**Speaker: Marina Field, Director of Human
Resources, Kennedy & Souza, APC**

"Diversity and Inclusion: 60 Tips in 75 Minutes"

Marina Fields is the Director of HR for Kennedy & Souza in San Diego, California, and brings over 16 years of experience in the legal management profession. Marina has held many board positions with the San Diego Chapter of ALA, including president in 2011. She is currently serving as the Chapter's Diversity Chair, as well as ALA's National Committee on Diversity and Inclusion.

Luncheon Sponsors: Diamond Associates, Inc. / Eastridge Workforce Solutions



**Please RSVP to Tara Baugh by Friday, August 7, 2015
tbaugh@armstrongteasdale.com / 702.678.5070 ext. 2545**

****Please consider bringing a member of your firm to this informative luncheon.
The cost for guests is \$35.**

Feedback, Portland, OR

From: Denise Doherty [<mailto:ddoherty@cosgravelaw.com>]

Sent: Tuesday, July 21, 2015 8:20 AM

To: Robert G. Stevens

Subject: RE: 60 tips in 75 minutes.....

Robert,

Thank you so much for your presentation. The evaluations were glowing...

"Excellent"

"Really great speaker with easy to employ tips."

"Brought new insights personally and professionally. Looking forward to checking out library and reading books."

"Great!"

All the best,

Denise

Denise E. Doherty – *Executive Director*

Cosgrave Vergeer Kester LLP

500 Pioneer Tower

888 SW Fifth Avenue

Portland, OR 97204

p: 503.323.9000 | e: ddoherty@cosgravelaw.com

d: 503.219.3811 | w: www.cosgravelaw.com

COSGRAVE VERGEER KESTER
Attorneys

Feedback, New Jersey Chapter

Sarah,

Please find the educational summary for your session. You received all the highest marks in (1) presentation being clear and to the point; (2) presenter was effective; and (3) handouts and/or visual aids were relevant and contributing to learning. The two last categories (1) relevant to my work; and (2) gained new insight relevant to my work, is where some people struggled but it appears mostly the smaller firms.

Thank you again.

Doreen

Feedback, Nutmeg Chapter

Thank you ALL!

I apologize for not reaching out to you all sooner – as Susan passed along, my husband and I were in the midst of moving and my life outside the office has been a bit crazed and haphazard because of it. Please accept my thanks for a great workshop experience. I think the presentation was well received and that members and BPs were all able to take away at least one “takeaway” 😊.

Jenniffer and Sarah, a special thank you for making the trek to Connecticut.

Best,

Barbara

Feedback, First State Chapter

"Thank you for coming to Wilmington today. Your presentation was very well received! The rating is 3.78 which make it one of the highest rated programs this year."

Catherine James, Education Chair of The First State Chapter

"Good content, enthusiastic speaker."

"I took more back from this presentation than any others this year. Very appropriate for my time and where we are at our own firm."

"Great session, informative"

Feedback, Capital Chapter is attached

Educational Survey, New Jersey Chapter is attached

Photo, Nutmeg Chapter is attached



Chapter: New Jersey Association of Legal Administrators

Educational Session Title: ALA's Presentation: "Diversity & Inclusion: 60 Tips in 75 Minutes"

Date Conducted: Wednesday, September 16, 2015

Speaker: Sarah Clark, CLM
(Please attach a copy of the publicized description of the session)

Overall Rating: 3.84

of Evaluations Submitted: 19 **# of attendees:** 31

Areas of Knowledge: (Please check one)

- | | |
|--|---|
| <input type="checkbox"/> Communication & Organizational Management | <input type="checkbox"/> Legal Industry/Business Management
(includes marketing and planning techniques) |
| <input type="checkbox"/> Financial Management | <input type="checkbox"/> Operations Management (includes technology) |
| <input checked="" type="checkbox"/> Human Resources Management | |

Comments regarding session, speaker and nature of partnership with other organization, if applicable:

Loved the Diversity of Dimensions Chart - very effective in helping to understand what impacts diversity; Great information on inclusion; fantastic speaker; very enlightening presentation addressing today's issues of transgender and disabilities.

The Chapter partnered with and/or the presenter was affiliated with one of the ALA Strategic Alliance Partners: ☐ Yes ☒ No

If yes, which organization(s)?

- | | |
|--|--|
| <input type="checkbox"/> ABA Law Practice Management Section | <input type="checkbox"/> International Legal Technology Association (ILTA) |
| <input type="checkbox"/> American Association of Law Libraries (AALL) | <input type="checkbox"/> International Paralegal Management Association (IPMA) |
| <input type="checkbox"/> Association of Records Managers and Administrators (ARMA International) | <input type="checkbox"/> Legal Marketing Association (LMA) |
| <input type="checkbox"/> Australian Legal Practice Management Association (ALPMA) | <input type="checkbox"/> Managing Partners' Forum (MPF) |
| <input type="checkbox"/> The British Columbia Legal Management Association (BCLMA) | <input type="checkbox"/> The Association for Legal Career Professionals (NALP) |
| <input type="checkbox"/> Centro de Estudos de Administração de Escritórios de Advocacia (CEAE) | <input type="checkbox"/> The Law Office Management Association (TLOMA) |
| | <input type="checkbox"/> State/Local Bar Association |

Submitted by: _____
(Name) (Title)

PLEASE SUBMIT THIS SUMMARY TO CHAPTERS@ALANET.ORG

Sarah Clark

From: Shari Tivy <Shari.Tivy@bowmanandbrooke.com>
Sent: Wednesday, October 28, 2015 11:32 AM
To: Sarah Clark
Subject: RE: ALA Committee on Diversity and Inclusion Conference Call Reminder - 10/29 at 3 pm CDT
Attachments: 2015 August 20_ ALA Member Meeting.pdf; MyScan.pdf; March 10, 2015 ALAMN Evaluation Form Summary.pdf

Sarah,

I am attaching info from my three presentations.

Minneapolis on March 10 – 3.84 out of 4.0
Detroit on August 20 – 3.87 out of 4.0
Austin on September 24 – 3.84 out of 4.0

Relevant quotes:

Austin: "Rarely do diversity presentations provide such an excellent roadmap for incorporating and instituting D&I best practices."

Minneapolis: "A lot of info; handouts were crucial to retention."

"Broad view of the topic. Helpful to see the whole picture."

Shari Tivy

Bowman and Brooke LLP

Direct: 1.612.672.3211

From: Sarah Clark

Date: March 10, 2015
Title: 60 Tips on Diversity and Inclusion
Speaker: Shari Tivy
Location:
Attendance: 32 including member speaker

	The presentation was clear and to the point	The presenter was effective	The handouts and/or visual aids were relevant and contributed to my learning	The session content was relevant to my work	I gained new insight relevant to my work	The location of the meeting was convenient and effective	List specific highlights of this session
1	4	4	4	4	4	3	
2	4	3	3	3	3	3	
3	4	4	4	4	3	3	Broad view of topic. Helpful to see the whole picture.
4	4	4	4	4	4	4	Tivy was excellent!
5	3	3	3	3	3	3	Good information overall. I would avoid practical commentary (e.g., immigration)
6	3	3	3	3	3	3	
7	4	4	4	4	4	4	Down to earth comments and video about the topic.
8	4	4	4	3	3	3	
9	4	4	4	4	4	4	
10	4	4	4	4	4	4	
11	4	4	4	4	3	3	
12	4	4	4	4	4	4	
13	4	4	4	4	3	4	Great job!
14	4	4	4	4	4	4	Great job Shari!
15	4	4	4	4	4	4	
16	4	4	4	4	4	4	Very nice job!
17	4	4	4	4	4	4	Great job Shari!
18	4	4	4	4	4	4	Excelent Presentation!
19	4	3	3	3	4	3	
20	4	4	4	4	4	3	A lot of info; handouts were crucial to retention.
21	3	4	4	4	3	4	
22	4	4	4	4	4	4	
23	4	4	4	4	4	4	Thank You!
24	4	4	4	4	3	4	
25	4	4	4	4	4	4	
26	4	4	4	4	4	4	Shari did a fantastic job. Such a polished speaker.
27	4	4	4	4	4	4	
28	4	4	4	4	4	4	
29	4	4	4	4	4	4	Great resources
AVG	3.9	3.9	3.9	3.7	3.8	3.7	

Lunch & Learn August 6, 2015: Diversity & Inclusion: 60 Tips in 75 Minutes

Capitol Chapter

Q1

Tweet 5+ Share 8

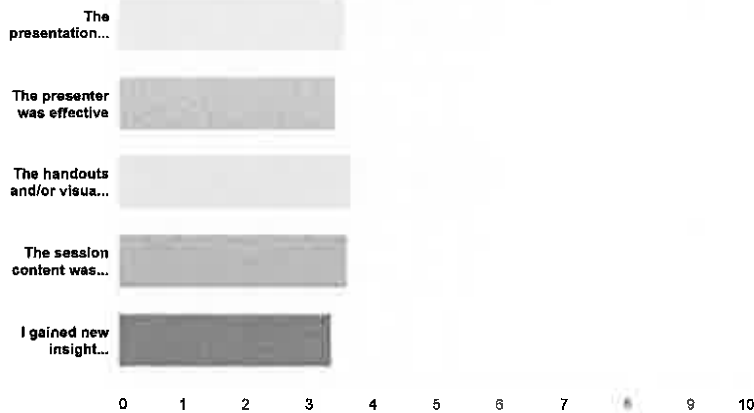
Ruth Fry, Office Manager for the Baltimore office of Saul Ewing LLP

Answered: 19 Skipped: 0

19 responses

8/4/2015 - 8/10/2015

13 views



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Q2

Would you recommend this speaker Ruth Fry?

Answered: 18 Skipped: 1

Yes

Answer Choices	Responses
Yes	100.00% 18
No	0.00% 0
Total	18
Comments (4)	

Q3

The announcement adequately described the session

Answered: 18 Skipped: 1

(no label)

0 1 2 3 4 5 6 7 8 9 10

	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	Weighted Average
(no label)	0.00% 0	0.00% 0	33.33% 6	66.67% 12	10	3.67

Q4

The scheduled time of this event was convenient.

Answered: 19 Skipped: 0

Yes

No

if no...what time would b...

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Answer Choices	Responses
Yes	100.00% 19
Total	19

Answer Choices	Responses
No	0.00% 0
if no...what time would be more desirable?	0.00% 0
Total	19

Q5

The length of each session was appropriate

Answered: 10 Skipped: 0

(no label)

0 1 2 3 4 5 6 7 8 9 10

	Strongly Disagree	Disagree	Agree	Neutral	Total	Weighted Average
(no label)	0.00% 0	0.00% 0	94.74% 9	5.26% 1	10	3.68

Comments (0)

Q6

On line registration was easy and convenient

Answered: 19 Skipped: 0

Yes

No

Additional Comment

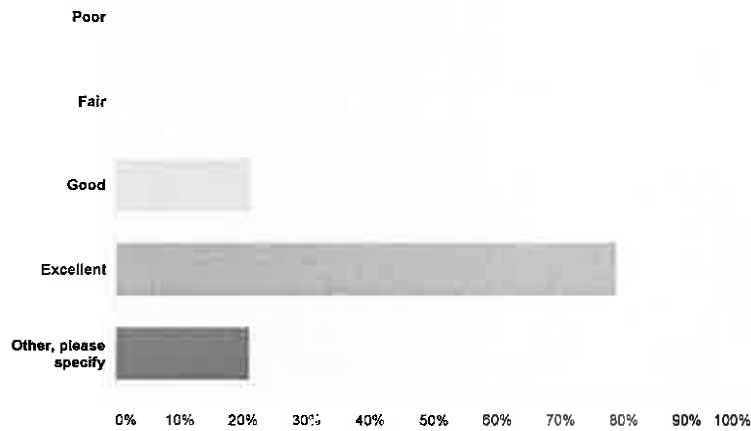
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Answer Choices	Responses
Yes	100.00% 19
No	0.00% 0
Additional Comment	0.00% 0
Total	19

Q7

Please rate the food and beverage for this session

Answered: 19 Skipped: 0

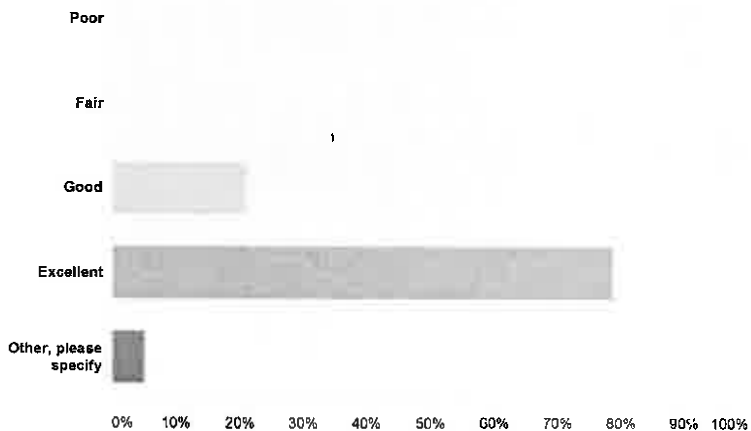


Answer Choices	Responses	
Poor	0.00%	0
Fair	0.00%	0
Good	21.05%	4
Excellent	78.95%	15
Other, please specify	21.05%	4
Total Responses: 19		

Q3

Please rate this meeting facility

Answered: 19 Skipped: 0



Answer Choices	Responses	
Poor	0.00%	0
Fair	0.00%	0
Good	21.05%	4
Excellent	78.95%	15
Total Respondents: 19		

Answer Choices	Responses
Other, please specify	Responses 5.26%
Total Respondents: 10	

Q9

What topics/issues/presenters would you recommend for future presentations?

Answered: 3 Skipped: 1%

Tips and tricks for dealing with bad attitudes in the workplace. Especially when a staff member is "protected" by an attorney or a manager.

8/7/2015 11:00 AM

Specific focus on gender identity and transgender persons and accommodations would be helpful.

8/7/2015 11:03 AM

Managing performance without annual performance appraisals

8/24/2015 5:11 PM

Q10

Please share your comments or suggestions about today's program:

Answered: 4 Skipped: 0%

Thanks for having a healthy lunch!

8/20/2015 3:14 PM

I am now thinking about my unconscious biases.


8/20/2015 4:15 PM

This topic was EXCELLENT!!

8/20/2015 3:44 PM

Loved the topic and flow of the program. Great location and set up.

8/20/2015 3:00 PM

Powered by  **SurveyMonkey**
Click on our sample surveys and create your own now!



Sarah Clark

From: Piilola, Mariel E. <mpiilola@larkinhoffman.com>
Sent: Thursday, October 29, 2015 4:41 PM
To: Sarah Clark; 'Shari Tivy'; 'Teena Austin'; 'Jenniffer Brown'
Subject: FW: WALA ACE Travel Expenses and Speaker Scores/Comments

Here is the feedback on my presentation in Wisconsin on October 9th.

Thanks!

Mariel

From: Aly Lynch [mailto:alylynch44@gmail.com]
Sent: Thursday, October 15, 2015 11:28 AM
To: Piilola, Mariel E.
Subject: WALA ACE Travel Expenses and Speaker Scores/Comments

Hi Mariel,

Thank you so much for speaking at WALA's ACE last week! I enjoyed meeting you and chatting with you as well.

Please email your travel expense receipts and mileage to WALA's Treasurer, Kathy Pline, at kpline@boardmanclark.com. She will send you a check for the reimbursement. I have a note that you originally estimated \$325 in travel expenses, including hotel. The hotel was paid for by WALA, so you don't have to worry about that.

The scores and comments from the speaker evaluations for your session are at the bottom of this email. Any comments with blank spaces meant that I couldn't make out the handwritten words. The categories are scored out of 4 (highest) and those categories were:

Dynamics - The presentation was clear and to the point.

Presenter - The presenter was effective.

Handouts - The handouts and/or visual aids were relevant and contributed to my learning.

Relevance - The session content was relevant to my work.

Insights - I gained new insight relevant to my work.

So your scores were great! I certainly learned a lot from you.

Thank you, again, for coming to ACE! I look forward to seeing you at ALA conferences in the future.

Aly

Speaker	Session	Dynamics	Presenter	Handouts	Relevance	Insights	Highlights/Comments
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	Very informative. Learned a lot I did not know. Very important information!
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	3	3	4	3	
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	Great Job. Mariel has a confident presentation style.

Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	3	2		4	3	Very impersonal, anyone could read the handout as well as she did.
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	Very good information!
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	Inclusion and diversity doesn't need to be complicated.
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	3	3	3	3	3	
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	3	3	3	
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	3	3	3	4	3	
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	Nice presentation.
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	3	3	2.5	2.5	
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	Good topic.
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	
Mariel	Diversity &	4	4	4	4	4	

Piilola	Inclusion: 60 Tips in 75 Minutes						
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	4	4	4	4	Great ideas on very sensitive issue.
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	3	3	3	3	3	
Mariel Piilola	Diversity & Inclusion: 60 Tips in 75 Minutes	4	3	4	4	4	Mariel did a nice job. Some great examples provided. She also provided some extra tips for smaller firms with little money. Just a little low energy for the end of the day.

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Kathryn Vidal
23 Nov 2015

Dear Denise,
Thank you again so very much
for coming to Houston. To present
the "Diversity and Inclusion" tips to
our Chapter. It was lovely to see
you again, and I think the event
will help focus our efforts in this
direction.
Best wishes for the upcoming holidays,
thank you so much, and I hope
to meet up with you again soon! Best,
Kathryn

Sarah Clark

From: Denise Abston <dabston@fentonlaw.com>
Sent: Thursday, November 19, 2015 10:08 AM
To: Teena Austin; Carianne Reggio; Jenniffer Arlene Brown; Mariel Piilola; Marina Field; Phillip Harmon ; Robert Stevens; Sarah Clark; Shari Tivy
Cc: Linda E. Quindt
Subject: RE: ALA Conference Call Reminder: Committee on Diversity and Inclusion - 11/19 at 3 pm CST

Good morning,

I presented the Diversity & Inclusion 75 tips in 60 minutes in Houston yesterday. It was very well attended (over 40 people; 3 business partners – their Titanium and their Platinum). I sat with the D&I Committee and sought to recruit a few more interested members for their committee.

I learned that one office administrator drove 90 minutes to make it to the presentation. It was the first meeting the individual attended this year.

I was quite amazed when I spoke to two office administrators for large law firms and one member who works for a large energy corporation that have separate diversity and inclusion committees at their firms. One particular firm was preparing to assign a full-time person to manage their diversity and inclusion work – policies and procedures, communication to the firm, marketing, involvement in local minority bar associations and their website.

If I am not mistaken, more than one large firm have used Verna Myers to speak to their firms. One of the firms sent her to all of their offices.

Great questions and many requests for further information, and of course, a few wanted a copy of the power point presentation. Their reasoning was to have it available to deliver to members in their firm. Kathryn Vidal was going to send out the various links that were mentioned in the power point to the chapter. I also mentioned to her that our D&I Committee was meeting at different ethnic restaurants each month. She thought that was a good idea.

Looks like there will be plenty of work in the future! Go Team!

Respectfully,

DENISE J. ABSTON
Office Administrator and Legal Assistant to Albert L. Tait, Jr. and J. McAlester
FENTON FENTON SMITH RENEAU & MOON
211 N. Robinson, Ste. 800N
Oklahoma City, OK 73102
405.235.4671
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APRIL 2015 EDUCATIONAL LUNCHEON

Le Meridian Hotel

"Diversity and Inclusion: 60 Tips in 75 Minutes"



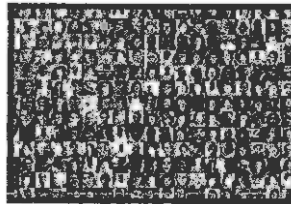
Shannon Hanken, Chapter President and speaker, Robert Stevens, ALA Committee on Diversity and Seattle Chapter Member



Shannon Hanken, Chapter President, Royal Court of Mardi Gras Sponsor, Bryan Jenkins and Colin Shea of Gillsbar and Business Partner Chair, Carrie Dunn and Speaker, Robert Stevens, ALA Committee on Diversity



Shannon Hanken, Chapter President



"We become not a melting pot but a beautiful mosaic. Different people, different beliefs, different yearnings, different hopes, different dreams."

Jimmy Carter



Shannon Hanken, Chapter President and John Thompson, General Manager, of the Le Meridian Hotel



New Orleans Chapter Members and Speaker Robert Stevens



"Diversity is the mix. Inclusion is making the mix work," Andrés Tapia

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