

**LOS ANGELES COUNTY BAR ASSOCIATION
COMMITTEE ON DIVERSITY IN THE PROFESSION**

**2015 LIST OF BEST DIVERSITY PRACTICES FOR
THE LEGAL PROFESSION WITH RESPECT TO
RECRUITMENT, RETENTION, AND PROMOTION OF ATTORNEYS THAT
ARE MEMBERS OF HISTORICALLY UNDERREPRESENTED GROUPS**

(Adopted by Board of Trustees on November 18, 2015)

A. RECRUITMENT

1. Track the percentage of candidates from historically underrepresented groups that receive offers and develop initiatives to address any issues that may be causing such percentage to be lower than the percentage of all candidates that receive offers.
2. Encourage persons responsible for hiring to evaluate which underrepresented groups the organization has had the most difficulty recruiting and establish outreach programs aimed at growing the pipeline of lawyers from those groups.
3. Develop connections with the leadership of bar associations organized to serve members underrepresented groups and work with these connections to increase the number of lateral candidates from these groups.
4. Work with attorney search firms that are committed to increasing diversity in the legal profession.
5. Increase the number of qualified law schools from which the organization recruits and include diversity among the law student population as one of the criteria for adding a school.
6. Encourage and offer incentives for attorneys to become involved with diversity efforts sponsored by law schools, bar associations, and the community organizations.

B. SPONSORSHIP/MENTORSHIP

1. Establish and monitor a formal mentoring program for all first-year attorneys, and develop strategies for fostering informal mentor/mentee relationships (especially relationships between members of underrepresented groups and members of represented groups).
2. Organize periodic (e.g., monthly, bi-monthly) gatherings for attorneys that are members of underrepresented groups, sponsored by the firm (with a budget), to host events, ranging from happy hours to programs that allow for discussions regarding issues that are important to the members of underrepresented groups.
3. Recognize that sponsorship is a key component of and incorporate it into mentorship programs.

4. Require partners at law firms to consider diversity with establishing a succession plan for their clients.

C. COMPENSATION/EVALUATION

1. Track attorney hours spent on diversity matters and require all attorneys to complete at least forty diversity-related hours each year, in addition to *pro bono* and other professional development requirements.
2. Tie compensation to participation in diversity-related events, such as attending minority bar association events and in-firm affinity group activities.
3. Provide monetary incentives for partners to sponsor the careers of attorneys from underrepresented groups.

D. LAWYER DEVELOPMENT

1. Teach new lawyers about how the organization plans for the future, earns a profit and/or fulfills its strategic objectives.
2. Require equal opportunities for attorneys that are members of underrepresented groups to be included on client pitches and other business development opportunities.
3. Require equal opportunities for attorneys that are members of underrepresented groups to perform significant work for important clients.
4. Encourage and enable attorneys to participate in and attend leadership conferences focused on diversity issues.
5. Develop initiatives to groom qualified attorneys from underrepresented groups for leadership positions, including positions on executive committees.

E. DIVERSITY COMMITTEES AND INITIATIVES

1. Revise firm policies so firm-wide committees and initiatives focus on diversity *and* inclusion.
2. Require firm decision makers to take an active role in the firm's diversity committees and initiatives.
3. Create and empower firm-wide diversity committees with the resources necessary to host events with diverse speakers.
4. Appoint a firm-wide chief diversity officer and local diversity officers in each region/office.
 - a. Equip the chief diversity officer with the resources necessary to calculate statistics that monitor and, if necessary, hold the firm accountable for diversity-related issues.
 - b. Require all new hires to be approved by the chief diversity officer.
 - c. Conduct exit interviews and require a diversity officer to be present.
 - d. Incorporate diversity officers into all firm committees and groups in which diversity may be a relevant issue.

- e. Interface with clients' diversity groups.
 - f. Prepare, update, and provide diversity "toolkits" to educate practice group leaders.
5. Ensure firm policies allow for the easy development of and funding for affinity groups, and require affinity groups to submit business plans and budgets.
 6. Solicit input from and participation by associates on diversity issues.
 7. Provide all attorneys with opportunities for flexible work schedules, including secondment, "on-ramping," and child care services.