

ADVANCING DIVERSITY, EQUITY & INCLUSION

Be an Ally.

- Show interest. Be curious. Ask questions. Listen and learn.
- Understand the difference between your intention and the impact of your behaviors.
- Get comfortable feeling uncomfortable.
- Follow the Platinum Rule.
- Allyship is a process. Don't be afraid to apologize, learn from your mistakes, and evolve.

Hiring.

- Combat unconscious bias
 - Ask candidates to tell you something that you wouldn't know from their resume (surprise can disrupt unconscious biases).
 - Challenge yourself to find one thing in common with each candidate.
 - Take notes on a blank sheet of paper, rather than the candidate's resume (seeing words/phrases can trigger unconscious biases).
 - Actively question your own biases (e.g., would I think the same thing about X if X was from a different group?).
 - In virtual settings, consider that not everyone has access to quiet spaces. Be understanding of unforeseen disruptions.
- Provide equal opportunities
 - Reassess whether language used in job descriptions to encourage and attract a diverse group of candidates (including underrepresented candidates).
 - Focus on specific accomplishments instead of relying on "gut" feelings.
 - Ask candidates the same questions so you are soliciting equal information from those you do and do not immediately "connect with."
 - Be mindful of referrals. A homogenous workforce can lead to homogenous referrals.
- Facilitate better performance
 - Ask open-ended and specific questions about accomplishments and experience (this will help candidates who are less confident or soft-spoken).

Retention.

- Cultivating a culture of inclusion
 - Build a sense of community for all.
 - Make it easier for employees to balance work and personal obligations.
- Building engagement and accountability
 - Institute diversity, equity and inclusion (DEI) training at all levels of the organization, including for leadership and others charged with making hiring, compensation, and promotion decisions.
 - Incorporate contributions on DEI in formal evaluation processes.
 - Recognize standout contributors to DEI efforts.
 - Consider a racial and/or gender equity audit.

Promotion.

- Staffing
 - Make a list of everyone you could staff on a new project and review it before making staffing decisions.

- Regularly assess whether all of your supervisees are getting equitable substantive opportunities (who haven't you worked with recently?).
- Ask supervisees if they'd like to take on an opportunity or if there are particular skills they'd like to develop.
- Evaluations and Feedback
 - Give *regular* feedback to *everyone* (both positive and constructive).
 - Before giving constructive feedback, consider if your feedback would be the same if your favorite supervisee behaved the same way.
 - Consider whether you would say the same thing about someone from a different group.
 - Consider giving constructive feedback in an informal setting – may be easier to give and receive feedback.
 - If you think a supervisee lacks ambition or confidence, is soft spoken or tentative, has low energy, or does not quite “fit” within the team, consider the impacts of unconscious bias and covering.
- Mentoring, Sponsorship and Development
 - Institute formal mentoring programs for underrepresented lawyers to combat feelings of social isolation.
 - Focus on the equal distribution of sponsorship capital.
 - Implement tailored professional development programs for underrepresented lawyers, covering technical, leadership, and client relationship skills.

Build Inclusion Every Day.

- Create Genuine Connections
 - Learn your colleagues' names and how to pronounce them.
 - Learn your colleagues' gender pronouns and use them.
 - Use cultural celebrations to learn.
 - Amplify others by sharing their success stories.
 - Share your story with colleagues.
 - Learn something new about your team members and embrace differences.
 - Create connections through your varied interests to combat cliques.
 - If you notice that a team member seems isolated, not as connected, or less engaged, reach out.
- Lead Inclusive Teams and Meetings
 - Avoid multitasking during one-on-one meetings.
 - Promote discussion during meetings.
 - Make sure all team members are equally included in team meetings.
 - Actively manage team discussions where colleagues are regularly interrupted by others.
 - Ask questions throughout.
 - Prepare agendas for meetings.
 - Avoid slang and define acronyms.
 - Ensure that the same person isn't serving as “note taker” for all meetings or taking on all other “housekeeping” tasks.
- Respect Your Colleagues' Time
 - Set “anchor days” or “core hours” for your teams.
 - Be transparent about deadlines (especially if they are flexible).
 - Be clear about the urgency of projects, particularly when working “after hours.”
 - Be mindful of cultural holidays, time zones, and vacations when scheduling team meetings.