







CMCP Minority Associate Retention Project:
The Case of the Missing Black Associates


February 13, 2019



Charles Houston
Bar Association



1




**M.A.R.P.
Objectives**

Gather Quantitative and Qualitative Data

- Conduct Surveys
- Organize Community Forums

Generate Analysis and Ideas for Solutions

Drive Change



2

Agenda

1. **Objectives for Program**
2. **Review of Research on Attorneys of Color in Firms**
3. **Solutions Breakout Groups:**
 - Law Firm Partnership Track – Eugene Clark-Herrera
 - Law Firm Diversity Committees, ERGs and Committed Individuals – Eric Casher
 - Internal Challenges for Black Associates – Megan Lawson
 - Bar Groups and Diversity Organizations – Robert White
 - Legal Departments Involvement – Bari Williams
4. **Debrief and Discussion**
5. **Reception**



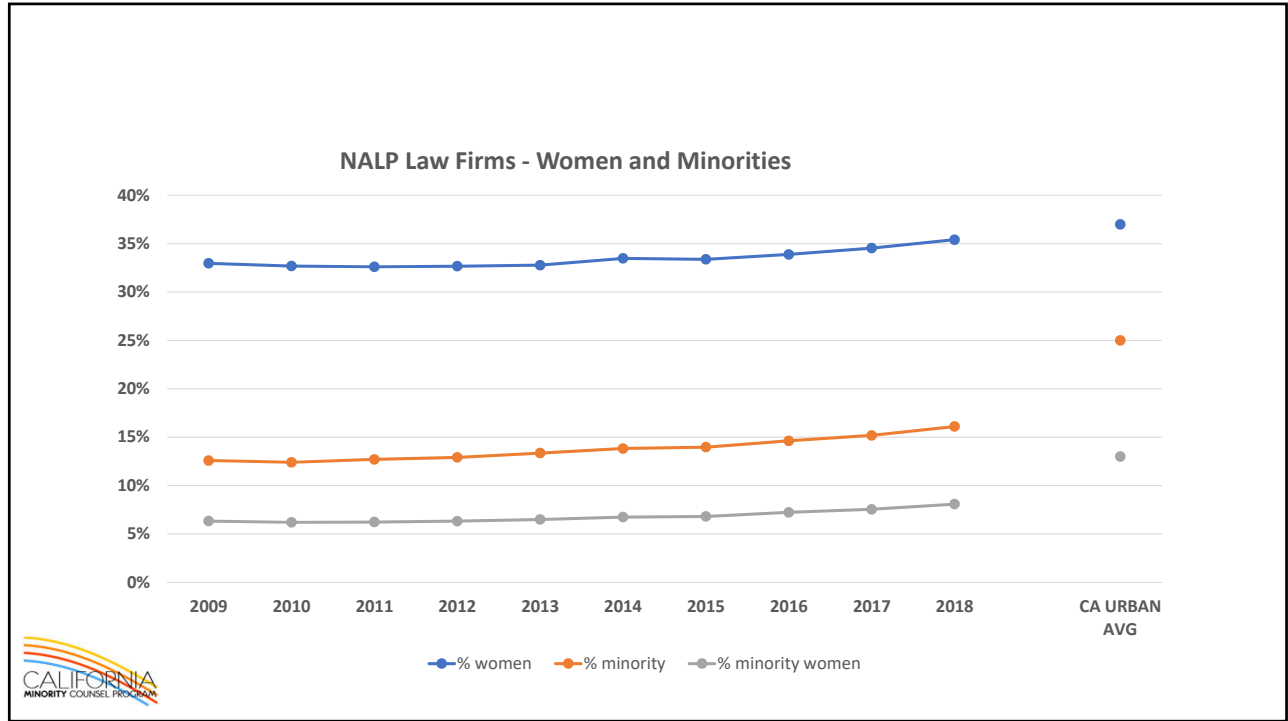
3

Research on Law Firm Diversity and Associate Retention

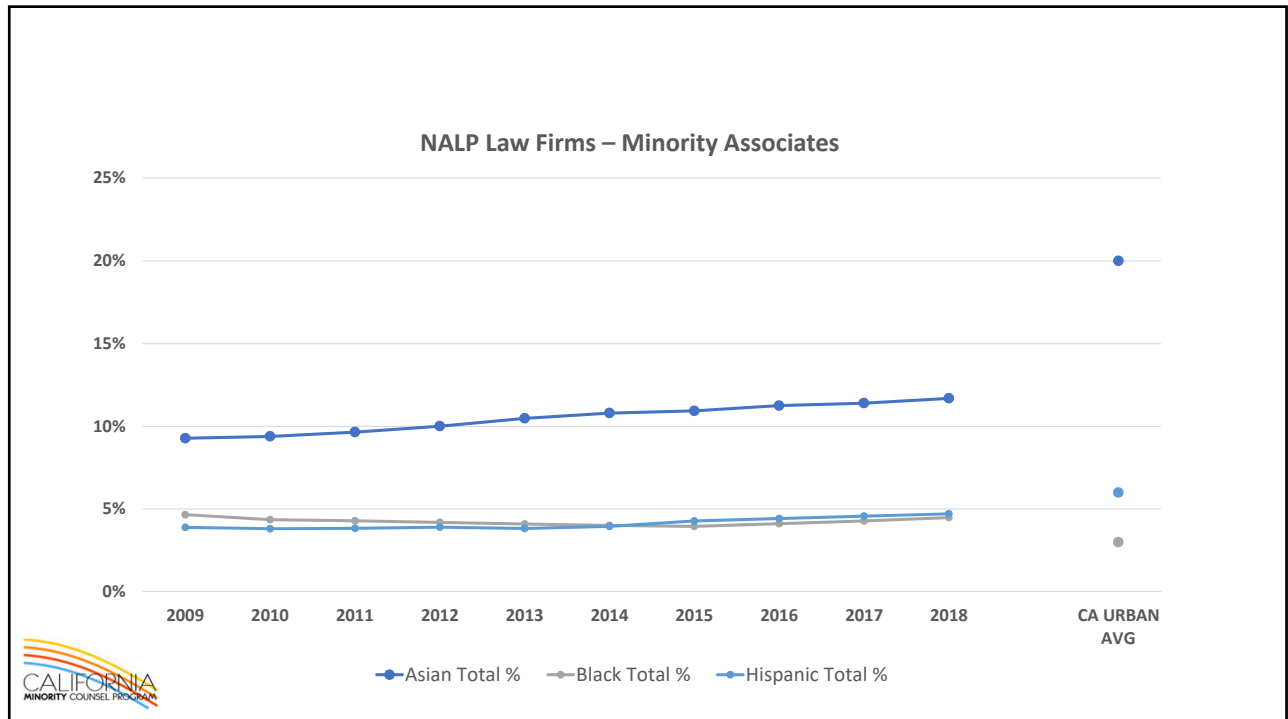
- The Portrait Study of Asian Americans in the
- NALP
- Legal Sector Literature
- CMCP Survey of Black Associates
- CA State Bar
- American Bar Association
- Minority Corporate Counsel Association/Val



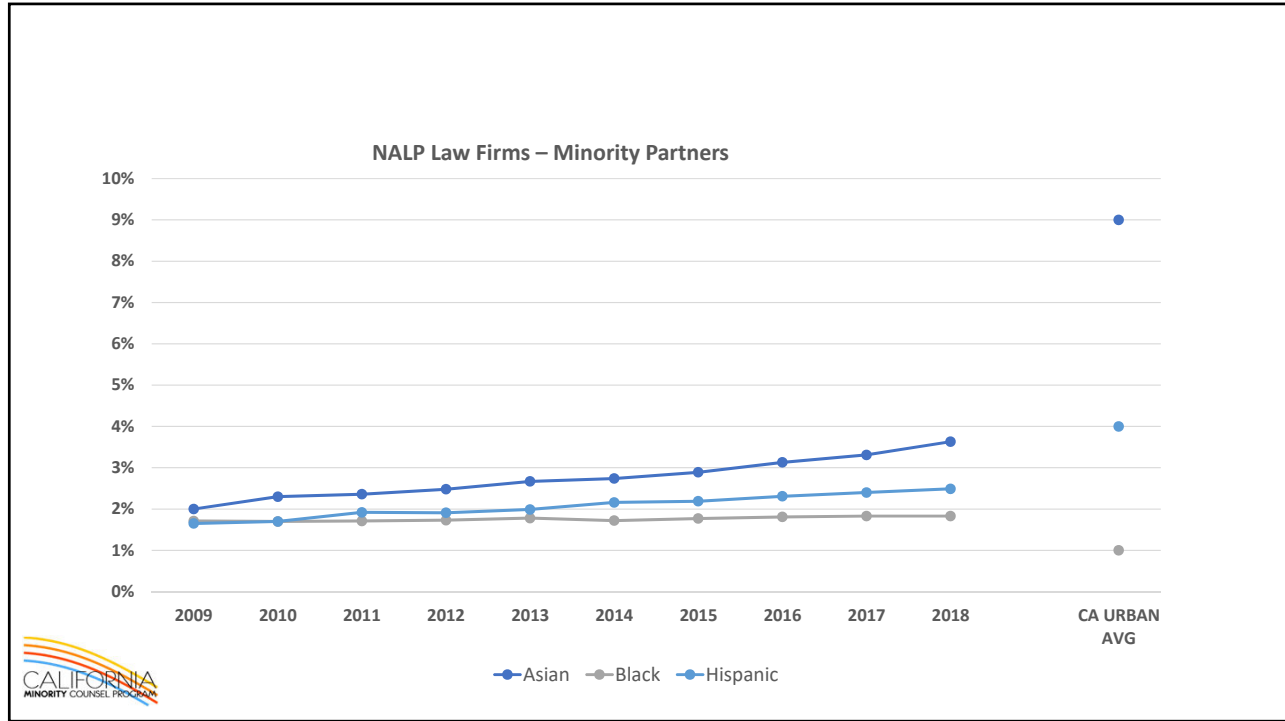
4



5



6



7

ASSOCIATE TO PARTNER RATIOS BY RACE, 2015

RACE/ETHNICITY	RATIO OF ASSOCIATES TO PARTNERS
ASIAN	3.65
BLACK	2.36
HISPANIC	1.88
WHITE	1.01

Source: Law360 Minority Report- in Portrait Study of Asian Americans in the Law

8

DEMOGRAPHICS OF LAW FIRM ATTORNEYS, 2014

RACE/ ETHNICITY	EXECUTIVE MGMT. COMMITTEE	PARTNER REVIEW COMMITTEE	ASSOCIATE REVIEW COMMITTEE	HIRING COMMITTEE	DIVERSITY COMMITTEE	ALL LAWYERS
ASIAN	1.76%	2.22%	4.37%	6.83%	13.15%	6.69%
AFRICAN AMERICAN/ BLACK	2.34%	1.90%	3.05%	4.69%	11.75%	3.05%
HISPANIC/ LATINO	2.30%	2.54%	2.49%	3.69%	8.56%	3.41%

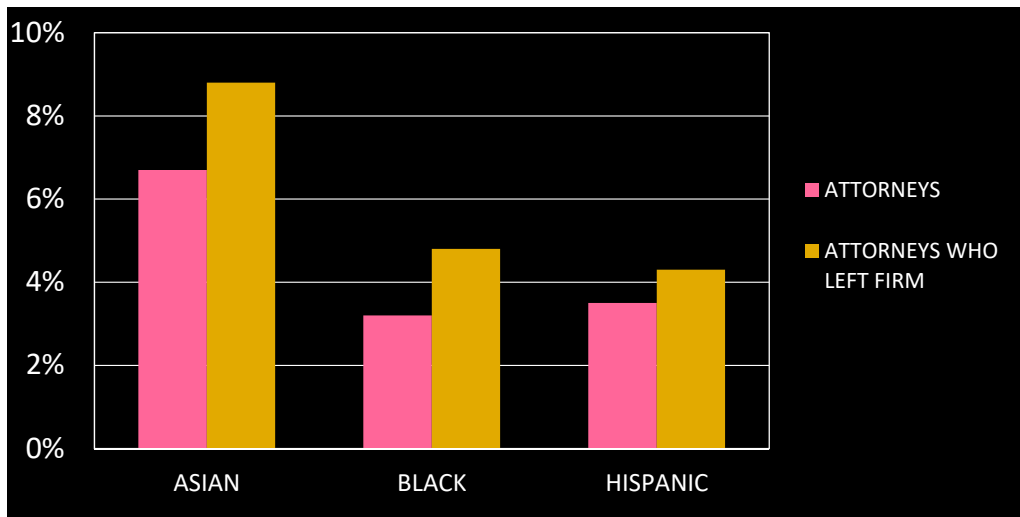
1 = Extremely Dissatisfied, 5 = Extremely Satisfied



Source: Minority Corporate Counsel & Vault Law Firm Diversity Database- in Portrait Study of Asian Americans in the Law

9

ATTRITION RATE IN LAW FIRMS, 2014



Source: Minority Corporate Counsel & Vault Law Firm Diversity Database -- in Portrait Study of Asian Americans in the Law



10

CMCP Survey of Black Associates

- Extending work of the Portrait Study of Asian Americans in the Law.
- How do attorneys of color think and feel about their experience in law firms?
- What are identified gaps and barriers to advancement?



11

CMCP Survey of Black Associates: Key Findings on Early Responses

- Black attorneys rank highest of all racial groups, including Whites, in satisfaction with law as a career
- There is an almost even split between attorneys who feel included in firm culture and that their firms demonstrate their commitment to them in meaningful ways, and those who do not
- The most frequently cited barriers to career advancement are lack of mentorship/sponsorship, lack of leadership training, and lack of opportunity for professional development and business development



12

CMCP Survey of Black Associates: Key Findings on Early Responses

- 40% of associates felt they had a realistic chance of making partner at their firms, 30% were neutral
- 50% of Black associates did not expect to be at their firms three years from now
- 75% of associates reported experience of overt bias in the workplace, and 90% experienced implicit bias at work
- More than 90% of Black associates reported dealing with anxiety and 50% with depression



13

Typical Recommendations

- Starts with leadership
- Data-driven
- Training to address gaps and challenges
- Objective recruitment standards
- Objective advancement standards
- Equitable opportunities to develop skills and networks
- Work-life balance
- Mentoring
- Assessment and accountability



14

Solution Group Exercise



- How has this group and its approaches contributed to diversity, positively or otherwise?
- Discuss recommendations for changes



15

Resources and Further Reading on Law Firm Diversity and Associate Retention

- 2018 NALP Report on Diversity in Firms
- A 4-Step Strategy for Retaining Attorneys of Color, Natalie Runyon, Forum Magazine, October 19, 2018
- BigLaw Doesn't Have a Diversity Problem, Marien Whitley, Law360, March 30, 2018
- Delivering Through Diversity, Vivian Hunt, Sara Prince, Sundiata Dixon-Fyle and Lareina Yee, McKinsey & Company, January 2018
- High-quality mentoring and sponsorship can increase diversity and inclusion, Ida Abbott, Globe Law & Business, October 2018
- The Hurdles Facing BigLaw's Minority Women, Natalie Rodriguez, Law360, June 18, 2018



16

Resources and Further Reading on Law Firm Diversity and Associate Retention

- IILP (Institute for Inclusion in the Legal Profession) Review 2017: The State of Diversity and Inclusion in the Legal Profession
- In Their Own Words: Minority Partners On Reaching the Top, Natalie Rodriguez, Law360, June 18, 2018
- The Law Firm Caste System: Constructing a Bride between Workplace Equity Theory & the Institutional Analyses of Bias in Corporate Law Firms
- Minority Lawyers On Why They Left BigLaw, Sindhu Sundar, Law360, June 17, 2018
- The Portrait Study of Asian Americans in the Law, 2017
- Survey: What Diversity and Inclusion Policies Do Employees Actually Want?, Matthew Krentz, Harvard Business Review, February 5, 2019



17

Acknowledgments

Thanks to the following who contributed to the research and work needed to make this program possible:

Hailyn Chen, Partner, Munger Tolles & Olsen
Jenny Chung Mejia, Legal Aid and Nonprofit Consultant
Meena Patel, Principal, CRL Consulting
Samorn Selim, Founder, Career Unicorns

Thank you!



18