

# WIP Diversity Survey, Part 1

*By Elisabeth S. Shuster, co-chair,  
WIP Diversity Committee*

On June 13, the Pennsylvania Bar Association Commission on Women in the Profession (WIP) sent out a diversity survey to all WIP members and each female member of the PBA for whom we had a verifiable email address – a total of 5,500 people. Although the original response deadline for the survey was June 30, the survey has remained open in order to maximize the responses. It will continue to remain open for two weeks after the publication of this article, until Friday, Aug. 24, in hopes that after reading this article, those of you who have not yet responded will decide to take the survey. As of July 18, there were 1,195 hits on the survey and 685 replies, a response/participation ratio of approximately 12.5 percent.

The WIP Diversity Committee defines diversity “to include, but not be limited to, race, ethnicity, religion, national origin, sexual orientation, gender identity or expression, disability, age, marital status, geography (city, small towns, rural), and work environment (large, small and mid-size firms, sole practitioners, government lawyers, in-house counsel, judiciary, part time, full time).”

The mission of the WIP Diversity Committee is “to explore ways to encourage women of all backgrounds to join and be active in the WIP and the PBA and to meet their unique needs in the profession. ... to create a culture within the WIP and the PBA that effectively values diversity and fosters inclusion ... and to promote the full and equal participation of women of all backgrounds in the WIP, the PBA, the legal profession and the justice system in general.” The Diversity Committee decided that the best way to begin to fulfill its mission was through a diversity survey.

The survey asks participants to provide demographic information about themselves and solicits input about the extent to which female attorneys face challenges to full participation and success in the PBA or legal profession based on their “diversity” as broadly defined in the mission statement noted above. This survey will provide an important baseline of information to the WIP and the Diversity Committee for developing strategies and

programs to address the needs of the WIP membership and assist in improving the diversity of the Pennsylvania Bar Association, specifically, and the legal profession, more broadly.

We are still dealing with the raw data and hope that more people will respond. Therefore, I do not want to state in this article how people responded to questions concerning their perceptions of equality, opportunity, etc., for advancement in the PBA and in the legal profession in general. However, a preliminary review of the responses to date reveals that many respondents think that we can and should do more to: (1) improve WIP’s outreach and women lawyers’ awareness of WIP’s existence, goals and the ways that it benefits women lawyers; (2) enhance the diversity of the PBA and the bar, in general; (3) improve opportunities for participation in WIP, the PBA and the bar, in general, by women from various regions of the state, especially the rural areas, those from solo or small practices, and by women with caregiver responsibilities; and (4) provide substantive strategies for overcoming barriers to success in the legal profession based on race, gender and sexual orientation.

The survey provided those who responded by June 30 with the opportunity to enter their names into a drawing to win full registration at this year’s Women in the Profession Fall Retreat on Nov. 2-3, including Friday night accommodations at The Hotel Hershey. The anonymity of the survey responses of the participants was protected. CONGRATULATIONS to Nina Margusity Yentzer, a practicing family lawyer from Chester County, who gave us permission to announce her as the winner of the drawing. Nina will definitely be in the mood to enjoy the theme of the retreat – “Satisfaction – What It Is and How to Get It.”

As I said at the beginning of this article, we will keep the survey open for two more weeks, until Friday, Aug. 24. The survey should take no more than 10 minutes to complete. Please, for your own sake, and for the sake of all of the women practicing law in Pennsylvania, click on the following link and take this survey. If you previously viewed the survey, but did not fill it out, you can go back and complete the survey. The survey link is <http://www.pabar.org/polls/wip/wipdiversitysurvey.asp>.

# WIP Diversity Survey, Part 2

By Elisabeth S. Shuster, co-chair,  
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For those of you who might not have had the opportunity to read about the WIP Diversity Survey in Part 1, which appeared in the Summer 2012 issue of *Voices & Views*, here is a brief background. The Pennsylvania Bar Association (PBA) Commission on Women in the Profession (WIP) defines “diversity” “to include, but not be limited to, race, ethnicity, religion, national origin, sexual orientation, gender identity or expression, disability, age, marital status, geography (city, small towns, rural), and work environment (large, small and mid-size firms, sole practitioners, government lawyers, in-house counsel, judiciary, part time, full time).” The mission of the WIP Diversity Committee is “to explore ways to encourage women of all backgrounds to join and be active in the WIP and the PBA and to meet their unique needs in the profession. ... to create a culture within the WIP and the PBA that effectively values diversity and fosters inclusion ... and to promote the full and equal participation of women of all backgrounds in the WIP, the PBA, the legal profession and the justice system in general.” The Diversity Committee decided that the best way to begin to fulfill its mission was through a diversity survey. On June 11, 2012, WIP sent out electronically a Diversity Survey to all of the members of WIP and all of the female members of the PBA – a total of 5,500 people.

By the close of the survey on Aug. 11, 2012, there were 1,203 hits on the survey and 686 responses – a response rate of just over 57 percent of those who opened the survey and 12.5 percent of those who received the survey. It was both beneficial and enlightening for us that over 71 percent of those who responded were not WIP members.

The survey’s responses gave us significant food for thought in at least six areas:

1. The perception of diversity or lack of it, in WIP and the PBA, in general.
2. Perceptions about and awareness of WIP by the general female PBA membership.
3. The responders’ perceptions of the WIP’s success in dealing with issues of diversity and what those issues are.
4. The responders’ perceptions of the general legal community’s success in dealing with issues of diversity and what those issues are.
5. The responders are not a homogeneous group and many of the answers and issues presented are diametrically opposed to one another.
6. There are a lot of problems that need to be addressed and no consensus on how to address them.

While the survey was not scientifically-based or controlled, the WIP Executive Committee, having done a survey, thinks that it is incumbent upon it to act. Therefore, the issues raised by the survey will be explored at the WIP Midyear Meetings, WIP Annual Conference, PBA Annual Meeting in May and by WIP leadership.

## GENERAL MAKEUP OF THE RESPONDERS

One of the first points to consider in a diversity survey is the makeup of the responders. Six hundred eighty-four, or 99.71 percent of the responders, were female (two were males, 0.29 percent). The self-identified racial/ethnic breakdown<sup>1</sup> was:

- White (not Hispanic or Latino) – 90.82 percent;
- Black or African-American – 3.79 percent;
- Hispanic or Latino – 1.60 percent;
- Native Hawaiian or Other Pacific Islander - 0.00 percent;
- Asian – 2.48 percent;
- American Indian/Native American or Alaskan Native – 0.00 percent;
- Two or more races – 1.17 percent;
- Declined to identify – 0.15 percent.

If the proportion of Caucasian woman who responded to the survey is representative of the female membership in the PBA, creating a more diverse association is certainly worth exploring.

When responders were asked to identify their sexual orientation, only 11, 1.60 percent, declined to do so. The vast majority of responders, almost 95.5 percent, identified themselves as “heterosexual.” To put this response into perspective, one can refer to a study by The Williams Institute of the UCLA School of Law which asked, “How many people are lesbian, gay, bisexual and transgender?” and showed that almost nine million American adults – close to 4 percent of the American adult population — identify as gay, lesbian, bisexual or transgender, and broke down those numbers. The study, released on April 7, 2011, examined five American and an additional four international population surveys. The number that is commonly used, 10 percent of the population being lesbian, gay, bisexual or transgender, is from a passage in a 1948 Alfred Kinsey book. Kinsey never made a population-based estimate of the size of the LGBT community. This would put the survey’s response in line with the findings of the Williams Institute’s study.

Asked about disability, 649, 94.61 percent, stated that they do not have a disability. However, when asked in a separate question, “If you do have a disability, please specify the disability below,” 658, or 96.06 percent, checked the box that read “I do not have a disability.” Either there was confusion as to what was meant, or people who have a disability did not think that it affected their work and therefore checked this box.

The age breakdown of responders was:

- Under 25 – 4, 0.58 percent;
- 25-35 – 241, 35.13 percent;
- 36-45 – 143, 20.85 percent;
- 46-55 – 148, 21.57 percent;
- 56-65 – 124, 18.08 percent;
- Over 65 – 26, 3.79 percent.

Over a third of the responders were in the 25-35 age group, generally an age when women are starting to establish both their careers and their families. There is significant drop

off after that, with the next two categories slightly over 20 percent. These numbers may explain the different responses to questions about the issues on which WIP should focus its efforts.

The responses to the questions asking for identification of marital status and familial status as caregiver also help explain the divergent issues and concerns facing women attorneys and the often contradictory responses as to what the focus of WIP should be and the issues with which it should concern itself. The responses to marital status identification were: Single, never married – 171, 24.93 percent; Married, Domestic Partnership, or Civil Union – 449, 65.45 percent; Divorced, Separated or Widowed – 66, 9.62 percent. The responses to identifying familial status as a caregiver were: No caregiver responsibilities – 374, 54.52 percent; Primary caregiver responsibility for child(ren), parent(s) and/or spouse – 243, 35.42 percent; Caregiver responsibilities, but not primary caregiver, 69, 10.06 percent. With over a third of the responders having primary caregiver responsibility and another 10 percent having at least some caregiver responsibility, the reason for many comments concerning the need for flexibility in work hours, and reasonable work hours, the need for the profession to recognize the time constraints many women face, the impact of these responsibilities on the ability to attend conferences, etc., is clear. On the other hand, the fact that over 50 percent of the responders do not have caregiver responsibilities may account for the many responses which oppose WIP's focus on these types of issues and recommendations.

In addition to marital status and caregiver responsibilities, another aspect that sets responders apart is geographical location. Some commented that WIP focuses on the large metropolitan areas and, more specifically, Philadelphia, Pittsburgh and sometimes Harrisburg and leaves out the rest of the state, particularly the rural areas. These comments make the reply to the question asking responders to select the best description of the geographic region where they practice particularly important. The responses broke down as:

- Urban area/ Metropolitan City (population > 200,000) – 364, 53.14 percent;
- Suburban Town (geographic region with population density of < 200,000 that is within a 30-mile radius of an urban area/metropolitan city) – 236, 34.45 percent;
- Rural County (geographic region with population density of < 50,000 that is not adjacent to an urban area/metropolitan city), 85, 12.41 percent.

When responders were asked whether they thought they had equal opportunity to participate in the PBA regardless of geographic region, the results were:

- Strongly agree – 48, 7.0 percent;
- Agree – 205, 29.88 percent;
- No Opinion – 241, 35.13 percent;
- Disagree – 156, 22.74 percent;
- Strongly Disagree – 36, 5.26 percent.

Another concern that appeared in many of the comments in the survey is that there is a disproportionate focus on the issues and interests of lawyers in large firms and less focus on the small and solo practitioner. We asked responders to

describe their current employer. Tellingly, less than 7 percent are in large firms, less than 10 percent are in government, but almost 46 percent are in small firms or solo practice. The specific breakdown was:

- Judiciary – 64, 9.33 percent;
- Government/Public entity – 63, 9.18 percent;
- Not-for-Profit Organization – 49, 7.14 percent;
- Private Company – 58, 8.45 percent;
- Large Law Firm (> 250 lawyers) 46, 6.71 percent;
- Medium-sized Law Firm (50-250 lawyers) – 64, 9.33 percent;
- Small Law Firm (< 50 lawyers) – 208, 30.32 percent;
- Solo Practice – 106, 15.45 percent;
- Not employed as a lawyer or in the legal profession – 28, 4.08 percent.

There was also the comment that other types of employment, such as educator, were omitted from the list. The size of the practice, small and solo, also ties in with the comments about the cost to the responder of attending programs.

In responding to the question of whether the responder is a member of WIP, 489, 71.39 percent, responded “No.” Many reasons were given:

- I am active in other PBA sections/committees and do not have the time – 98, 14.29 percent;
- WIP programs do not relate to my practice and/or professional interests – 64, 9.33 percent;
- The location of WIP programs is not convenient for me – 73, 10.64 percent;
- I belong to my local bar association's women's committee/section – 65, 9.48 percent;
- Cost – 113, 16.47 percent.

Since there is no cost to PBA members to join WIP, we have to examine the concept of cost. Based on comments in other parts of the survey, some of these responses may refer to the expense of traveling to the venue where meetings are held and other incidental costs, such as time away from a solo or small practice, which would mean losing business to attend the meeting or seminar and the cost of childcare.

It is also important to note that when asked in Question 18 of the survey for “Other” reasons for not joining WIP, a review of the responses shows: 27 did not know of WIP's existence; 10 said that they knew very little, if anything about WIP; six said that they were not sure whether or not they are members; six said that they would like to join WIP; four said that they had not been provided information on how to join WIP/were never invited (one of whom had specifically stated she was previously unaware of WIP's existence); two were interested in WIP's work but had not taken the time to look into WIP; and two said they had never thought about it. WIP is committed to increasing PBA members' awareness of its existence and activities and to publicizing itself to the members of the PBA through its subcommittees.

Several other reasons were provided in the responses as to why responders did not join WIP. The most common response (44) was a lack of time, because of the demands of practice, personal life or a combination of the two. Nineteen persons gave responses that they had specific reasons for not joining WIP: Five – Separation by Gender Not Helpful or Necessary Now; Five – women-only groups were thought

to be no longer necessary with the number of women in law, divisive, and/or the responder saw herself as an attorney, not a woman attorney, it is unhelpful to dwell on inequities; Three – WIP does not focus on issues relevant to her practice; Two – did not see any benefit in joining WIP; Four – gave specific, more individual/personal reasons. There was a tie for the next most common response, 10 each, for newly admitted to the Pennsylvania bar or new to the PBA, and not currently practicing in Pennsylvania.

### BARRIERS TO SUCCESS IN THE PBA AND THE LEGAL PROFESSION

Part II of the survey was a series of questions concerning the responder’s perception of barriers to success in the PBA and in the legal profession. In every category, the PBA is viewed in a generally favorable light and much better than the legal profession as a whole. The following is a chart of the questions with the responses relating to the PBA and the legal profession, generally, side by side. I have added a column showing the difference in the responders’ perception of equal opportunity based on a number of different categories in the PBA versus the general legal profession. In all of the questions, there were a significant number of responders who did not have an opinion. Whether this should be viewed as positive, negative or that possibly the responder did not fit into the particular category inquired about in the question and therefore was not attuned to the possibility of inequity is an open question. The latter possibility would not apply to the question concerning gender. However, for that question, the “No Opinion” response was 185 (26.97 percent) regarding the PBA versus only 29 (4.23 percent) for the general legal profession. While 433 (63.12 percent) strongly agreed or agreed that there are equal opportunities to participate in the PBA regardless of gender, only 266 (38.77 percent) thought that of the general legal profession, and 391 (56.99 percent) disagreed or strongly disagreed that the general legal profession provided equal opportunities based on gender versus only 68 (9.91 percent) in the PBA. Clearly, the responders had much more definite and negative experiences based on their gender in the general legal community. The comparative survey results were as follows:

<b>There are equal opportunities to participate regardless of GENDER.</b>					
Rating	PBA		Legal Profession		More Favorable
Strongly agree	161	23.47%	51	7.43%	PBA by 110, 16.04%
Agree	272	39.65%	215	31.34%	PBA by 57, 8.31%
No Opinion	185	26.97%	29	4.23%	PBA by 156, 22.74%,
Disagree	57	8.31%	323	47.08%	PBA by 266, 38.77%
Strongly Disagree	11	1.60%	68	9.91%	PBA by 57, 8.31%
<b>There are equal opportunities to participate regardless of RACE OR ETHNICITY.</b>					
Rating	PBA		Legal Profession		More Favorable
Strongly agree	131	19.1%	54	7.87%	PBA by 77, 11.23%
Agree	246	35.8%	183	26.68%	PBA by 63, 9.12%
No Opinion	246	35.8%	159	23.18%	PBA by 87, 12.62%
Disagree	49	7.14%	241	35.13%	PBA by 192, 27.99%
Strongly Disagree	14	2.04%	49	7.14%	PBA by 35, 5.10%
<b>There are equal opportunities to participate regardless of SEXUAL ORIENTATION, gender identity or expression.</b>					
Rating	PBA		Legal Profession		More Favorable
Strongly agree	101	14.7%	40	5.83%	PBA by 61, 8.87%
Agree	196	28.5%	169	24.64%	PBA by 27, 3.86%
No Opinion	328	47.8%	232	33.82%	PBA by 96, 13.98%
Disagree	49	7.14%	203	29.59%	PBA by 154, 22.45%
Strongly Disagree	12	1.75%	42	6.12%	PBA by 30, 5.7%
<b>There are equal opportunities to participate regardless of (DIS)ABILITY.</b>					
Rating	PBA		Legal Profession		More Favorable
Strongly agree	86	12.54%	34	4.96%	PBA by 52, 7.58%
Agree	200	29.15%	167	24.34%	PBA by 33, 4.81%
No Opinion	360	52.48%	281	40.96%	PBA by 79, 11.52%
Disagree	34	4.96%	176	25.66%	PBA by 142, 20.7%
Strongly Disagree	6	0.87%	28	4.08%	PBA by 22, 3.21%
<b>There are equal opportunities to participate regardless of AGE.</b>					
Rating	PBA		Legal Profession		More Favorable
Strongly agree	117	17.06%	58	8.45%	PBA by 59, 8.61%
Agree	312	45.48%	260	37.90%	PBA by 52, 7.58%
No Opinion	182	26.53%	100	14.58%	PBA by 100, 11.95%
Disagree	68	9.91%	229	33.38%	PBA by 161, 23.47%
Strongly Disagree	7	1.02%	39	5.69%	PBA by 32, 4.67%
<b>There are equal opportunities to participate regardless of FAMILIAL STATUS/ caregiver responsibilities.</b>					
Rating	PBA		Legal Profession		More Favorable
Strongly agree	73	10.64%	20	2.92%	PBA by 53, 7.72%
Agree	228	33.24%	118	17.20%	PBA by 110, 16.04%
No Opinion	255	37.17%	106	15.45%	PBA by 149, 21.72%
Disagree	115	16.76%	306	44.61%	PBA by 191, 27.85%
Strongly Disagree	15	2.19%	136	19.83%	PBA by 121, 17.64%

The survey also made inquiries that referred to equal opportunities to participate in the PBA regardless of geographic region, work status (unemployed, part time, full time), and employment sector (public, private, not-for-profit). The results regarding geographic region were already discussed. The view of whether there is equal opportunity to participate regardless of work status is fairly positive:

- Strongly Agree – 58, 8.45 percent;
- Agree, 220, 32.07 percent;
- No Opinion – 290, 42.27 percent;
- Disagree, 105, 15.31 percent;
- Strongly Disagree, 13, 1.90 percent.

The view of opportunity to participate regardless of employment sector is somewhat more positive:

- Strongly Agree – 92, 13.41 percent;
- Agree, 278, 40.52 percent;
- No Opinion – 238, 34.69 percent;
- Disagree – 67, 9.77 percent,
- Strongly Disagree, 11, 1.60 percent.

The conclusion from the survey is that there is a

significant perception of inequality on a variety of bases in the general legal community. Although there is room for improvement, the PBA is viewed significantly more positively than the general legal community.

**RECOMMENDATIONS FOR IMPROVEMENT IN SEEKING TO EXPAND OPPORTUNITIES FOR DIVERSITY WITHIN THE PBA AND ACTIONS FOR WIP TO TAKE TO IMPROVE DIVERSITY WITHIN THE BAR AND THE PROFESSION**

Parts III and IV of the survey covered recommendations for improvement in seeking to expand opportunities for diversity within the PBA and actions for WIP to take to improve diversity within the bar and the profession. The responses to the questions to the survey were often duplicative.

**Recommendations for Improvement and Expansion of Opportunities within WIP and the PBA**

In Part III of the survey, the first four questions covered mentoring, networking, programming/ education and advocacy. The responders were asked to give each of these categories a rank from 1-5, with 1 being the highest priority and 5, the lowest. Responders were then asked for other types of activities they thought were necessary or would be of benefit. Many of the “other” responses elaborated on the four specified areas, both in responding to actions to be taken by the PBA or the legal profession, in general, and by the WIP, specifically.

The ranking for mentoring was:

- 1 - 325, 47.38 percent;
- 2 - 157, 22.89 percent;
- 3 - 111, 16.18 percent,
- 4 - 58, 8.45 percent;
- 5 - 35, 5.10 percent.

Comments about mentoring expressed concern that mentors be committed to long-term mentoring and really focus on their mentees. (Please note that when reviewing the percentages for each category, the percentages reflect the percent within the category, not a comparison between categories. Thus, the total percentages listed for the five categories under “mentoring” add up to 100 percent. Do **not** add the same rankings between categories, such as rank 1 for mentoring and rank 1 networking, etc., which would result in more than 100 percent.)

The ranking for networking was:

- 1 - 307, 44.75 percent;
- 2 - 197, 28.72 percent;
- 3 - 93, 13.56 percent,
- 4 - 61, 8.89 percent;
- 5 - 28, 4.08 percent.

Specific additional networking recommendations and reasons for strong networking listed in the “other” sections of the survey included: it is especially necessary for “minority” attorneys in rural areas to provide camaraderie and support; really strong networking for caregivers could help them find reasonable, flexible work; job networking for women and minorities; non-law-related networking activities like golf outings and wine tastings.

The ranking for programming/education was:

- 1 - 180, 26.24 percent;
- 2 - 147, 21.43 percent;
- 3 - 218, 31.78 percent;
- 4 - 118, 17.20 percent;
- 5 - 23, 3.35 percent.

In the “other” section of the survey, education issues that were specifically listed were: the need to educate other lawyers about challenges to women; education about advocacy on issues that are critical to women in the bar and society; stereotyping of women by state court judges relegating women to family law; equal pay; how to break down male-dominated areas of practice; educate about the need for family-friendly work hours; more outreach and education on diversity, especially to rural areas and counties; educate the localities as to the importance of diversity among their bar associations; harassment and discrimination against women – this was viewed as being accepted by legal community and therefore needing bar associations to work on this; more published information on what practices firms and other employers are adopting to improve diversity, including alternative billing and pay arrangements and internal mentoring and support programs; mandate consideration/inclusion of people of diverse backgrounds on panels. **WIP will explore many of these issues at its Midyear and Annual meetings and through its subcommittees.**

37) Advocacy		
1	187	27.26%
2	101	14.72%
3	177	25.80%
4	183	26.68%
5	38	5.54%

Advocacy on behalf of women/minorities and women’s/minorities’ issues; harassment and discrimination; more part-time/flex-time positions, firms to work with women’s caregiving/family-oriented schedules; equality and equal pay for working moms (and dads).

**Other issues that were raised in addition to the four specifically raised in Questions 34-37:**

**Note:** Some of these issues were raised by several survey responders; others were raised by one to three responders. We include a summary of the issues raised by several and those raised by a few to provide a fair report of the results of the survey.

1. Working/partnering with local bar associations and affinity/minority bar associations.
2. Diversity Issues – Increasing racial diversity in CLE panels; stereotyping of ethnic/socio-economic background needed to be a successful lawyer; **increasing** opportunities for gender, racial/ethnic, sexual orientation groups.
3. Small Firm, Solo Practitioner & Rural Issues – Not enough time to participate in bar activities

or go to conferences; cannot afford to go to conferences, events – cost/accessibility; rural issues.

4. New Attorneys – New attorneys need more opportunity to gain experience; there needs to be more outreach to women’s law student associations and new graduates.
5. Help people understand their own biases and constructively respond to biases they perceive in others. Help people understand how to project self- confidence and competence regardless of what their background might be. This would also be an “education” issue for persons on both the “giving” and “receiving” end of bias.
6. Institutional/Insidious Bias – Conduct seminars on economic career success; look at reversing the trend where women lawyers occupy positions that sideline them from higher advancement. Many responders stated that women are becoming relatively successful and equalized only in lower paying sectors while still struggling in the more economically prosperous sectors.
7. Work/Family Balance

**N.B.** Many responders indicated that there is a need for greater focus on work/life balance and many others indicated either “enough already” on this topic or that women should make up their minds what they are doing and not expect any “favors.”

- a. Increased focus on the prevalence and success or lack thereof for attorneys with caregiving responsibilities; using technology for caregivers to pursue legal employment (telecommuting for billable hours); educate employers re: need for workplace/ family balance.
  - b. Instead of seminars about “childcare/ work-life balance,” there should be seminars on actually recruiting and retaining individual attorneys. (See above note about contrasting points of view.)
  - c. WIP should spearhead an effort to propose a model for work/family balance that firms could use.
8. There should be a “best practices” policy established for firms to sign.
  9. Greater transparency for how decisions are made in the PBA.
  10. More business opportunities for women and diverse attorneys.

## Recommended Actions for WIP to Take

The final section of the survey asked what WIP should do. Some of the answers melded with the questions concerning the four issues presented and the additional issues raised by the responders. Those answers have been merged in the above discussion. In addition, some of the responders proposed:

1. WIP Report Card – Publicize WIP Report Card outside of WIP and PBA to other groups such as Governor’s Council on Women, local bar associations and local women’s business groups; more published information on what practices firms and other employers are adopting to improve diversity, including alternative billing and pay arrangements and internal mentoring and support programs.
2. WIP needs to focus on diverse women’s issues, not just white women; Minority attorneys need more support.
3. Integrate work on diversity in all WIP programs.
4. Partner on more programs and initiatives with affinity bar organizations; do a year of programming with the women of the Minority Bar.
5. Set up diverse groups of no more than 10 women to learn about each other and build real relationships.

## Contrary View Toward Survey

There were a few responders who expressed what could be called a “contrary view” to the survey and its purpose. Basically, their point of view is “the survey is a waste of time; if you work hard, you can succeed, no action is necessary. Diversity should just happen naturally; it is based on everyone having the opportunity to join WIP. By actively targeting minorities it feels like WIP is trying to fill a quota.” This view was expressed by a very small minority of responders, but it is important to note that there are those who think this way.

## FOLLOW-UP TO THE SURVEY

While the WIP cannot deal with all of the contradictory responses to the survey, the topic of the Midyear Meetings is “Listening for Lawyers,” which deals with effective communications skills. The Annual Meeting will focus on panels and breakout sessions dealing with the survey and issues raised. Persons who wish to be involved in following up on the issues raised by the survey, either at the Annual Meeting or otherwise, should contact Pam Kance at pam.kance@pabar.org.

<sup>1</sup> Standard EEO categories were used.