**Diversity Plan For AGO Managers and Supervisors**

**Preface**

Diversity and inclusion requires each manager to “judge individual virtue, not against the measure of those who fail, but against the elevated standard of those who succeed.”

Sondra Thiederman, Ph.D., Making Diversity Work: Seven Steps for Defeating Bias in the Workplace (2d ed. 2008). The AGO Diversity Policy and the AGO Strategic Plan both highlight the importance of a diverse and inclusive workforce.

Valuing diversity and inclusion requires a commitment to self-reflection, understanding, outreach, recruitment, retention, training, professional growth, and mentoring. The following lists include ways that managers and supervisors can proactively support and value diversity and inclusion in the AGO workforce. Select 3-5 items annually from the categories below, in order to support a diverse and inclusive AGO workforce.[[1]](#footnote-1) Managers should discuss their selections with their supervisors, who are encouraged to support their efforts either through inclusion in their PDP or in a less formal way as mutually agreed. The lists below are not meant to be exclusive. Managers and their supervisors are encouraged to continually discuss new ways to create an inclusive workplace and work together to achieve that goal—create your own adventure!

**Promoting Diversity and Inclusion Through Recruitment and Retention**

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| Commit | Action | Achieved |
| □ | Read Making Diversity Work: Seven Steps for Defeating Bias in the Workplace by Sondra Thiederman, Ph.D. (See preface to this plan.) Sondra Thiederman, Ph.D., Making Diversity Work: Seven Steps for Defeating Bias in the Workplace (2d ed. 2008)(Copy available through AGO Training Unit) | □ |
| □ | Read Love ‘Em or Lose ‘Em by Beverly Kaye and Sharon Jordan-Evans and use a “stay” interview with a staff member who is bringing diversity and inclusion values to the AGO. Beverly Kay & Sharon Jordan-Evans, Love ‘Em or Lose ‘Em: Getting Good People to Stay (4th ed. 2008) (Copy available through AGO Training Unit) | □ |
| □ | Read materials or take a training on hiring biases. | □ |
| □ | Be aware of your own biases and stereotypes. Read [Common Prejudices to Recognize That Can Influence an Interviewer](http://ace/Committees/Diversity/Documents/Common%20Prejudices%20to%20Recognize.pdf?Web=1). (Attached) | □ |
| □ | Ensure hiring personnel are familiar with legally permissible and impermissible preferences in public employment, including, but not limited to Initiative 200 (RCW 49.60.400) and veterans’ preference (RCW 41.04 and RCW 73.16.010). | □ |
| □ | Attend the law clerk summer reception. | □ |
| □ | Attend a law clerk or attorney open house. | □ |
| □ | Participate in office screening interviews for attorneys. | □ |
| □ | Volunteer to recruit at a job fair that encourages diversity and inclusion, such as the Northwest Minority Job Fair. | □ |
| □ | Attend a minority bar association event and talk to at least one person about careers in the AGO. | □ |
| □ | Speak to students at middle/high school career days about the benefits of working for the AGO. | □ |
| □ | Speak to organizations that promote diversity/inclusion, with the goal of recruiting AGO candidates who value this principle. | □ |
| □ | Ask AGO employees for referrals of candidates who promote diversity/inclusion, or otherwise identify such candidates and provide AGO Human Resources contact info to the potential candidates (the Attorney Recruitment Office for attorneys). | □ |
| □ | Ensure that interviewers selected for interview panels will support recruitment strategies that attract and select candidates who bring outstanding skills, public service ethic, and who promote diversity/inclusion. | □ |
| □ | Develop behavioral based interview questions that include more inclusive language. Sample questions can be found on [Inside AGO](http://insideago/default.aspx?content=7389&site=4&name=SampleInterviewQuestions) at: (<http://insideago/default.aspx?content=7389&site=4&name=SampleInterviewQuestions>). | □ |
| □ | When selecting interview panel members and interviewees, incorporate different backgrounds and experiences into your selection. | □ |
| □ | When hiring, consider whether the client or other stakeholder would benefit from bilingual candidates  | □ |
| □ | Consider in-training options for internal candidates. | □ |
| □ | To encourage growth and promotional opportunities, be a formal mentor for an AGO employee with a commitment to provide regular assistance and have regular meetings with the goal of helping the newer employee adapt to public service employment and the AGO. | □ |
| □ | Have coffee or lunch with a law clerk, extern or volunteer who is new to the office or is someone who has a background or experience that is different from your own. Ask about their career aspirations and how you can help. Explore ideas and opportunities to build skills and to network, and assist them in problem solving any difficulties they perceive in the workplace. | □ |
| □ | When planning and developing case or work teams within your division, include newer employees who would benefit from special case or project opportunities to learn and develop their skills and connection within the AGO and other agencies. If there are no newer employees in your division, talk with your colleagues in other divisions and extend opportunities to newer employees in those divisions. | □ |

**Promoting Diversity and Inclusion Through Training and Development**

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| Commit | Action | Achieved |
| □ | Educate managers about the AGO’s strong commitment to diversity, and an inclusive workplace. [AGO Policy I.10](http://insideago/default.aspx?content=1527&site=3&name=I.08-Diversity/Inclusion).  | □ |
| □ | Read articles or books, watch DVDs or listen to CDs on diversity/inclusion in the legal profession or in the community/business in which you practice. See [AGO Training and CLE page](http://insideago/default.aspx?content=469&site=5&name=Training) for in-house resources available. | □p |
| □ | Become familiar with at least three AGO diversity/inclusion initiatives and be able to describe and present their significance to others (e.g., Diversity Advisory Committee, part-time policy, parental leave policy, etc.) at a staff meeting. | □ |
| □ | Attend a CLE or other training that focuses on diversity/inclusion in the legal profession or your subject matter expertise. | □ |
| □ | Plan a training event related to diversity/inclusion in the legal profession or your subject matter expertise. | □ |
| □ | Present at a management training or meeting within your division about bias in the workplace and how to overcome it in the management and hiring of staff. | □ |
| □ | Take one of the following AGO management trainings and encourage others to attend:* Respect in the Workplace
* Crucial Conversations
* Power of Opposite Strengths
* Managing Generations
 | □ |
| □ | As might be applicable to your division, plan or participate in AGO outreach to diverse communities. | □ |
| □ | As might be applicable to your division, identify potential diversity/inclusion-related barriers to AGO services, and share observations or suggestions for improvement with your supervisor or human resources. | □ |
| □ | Utilize Human Resource’s Coaching/Consulting/Training Team when appropriate to enhance team building and diversity/inclusion awareness, and to prevent or address interpersonal conflicts. | □ |

**Promoting Diversity and Inclusion Through Professional Growth Opportunities**

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| Commit | Action | Achieved |
| □ | Attend training on diversity or inclusion | □ |
| □ | Teach a CLE or an AGO training on a diversity/inclusion-related topic.  | □ |
| □ | Serve on the WSBA Committee for Diversity, local bar association’s diversity committee, or another professional organization’s diversity committee. | □ |
| □ | Meet with employees to obtain feedback on career aspirations and any potential obstacles regarding diversity or inclusion that they see impeding their success. | □ |
| □ | Meet with employees and ask for feedback or suggestions on how to learn more about a specific diversity/inclusion topic or issue. | □ |
| □ | Include a discussion about the importance of diversity and inclusion during a regular staff meeting. | □ |
| □ | Include an update on diversity/inclusion in the AGO at your staff meetings.  | □ |
| □ | Organize a staff event around poverty awareness. | □ |
| □ | Volunteer at a local pro bono clinic, or take on a pro bono case. | □ |
| □ | Participate in law school moot courts, other law school events, or local paralegal or legal assistant training programs to interact with students. | □ |
| □ | Establish a diversity/inclusion library in your division or work unit and ensure it is kept current. (Note that the TRC is a good source of materials available on loan.) | □ |
| □ | Establish a diversity/inclusion bulletin board in your division or work unit and ensure it is kept current. | □ |
| □ | Ensure that diversity/inclusion events and activities are posted on team calendars. | □ |
| □ | Find out what resources exist at colleges or universities in your community and share information. | □ |
| □ | Serve in a leadership role in an affinity group or other group dedicated to diversity/inclusion issues. | □ |

**Promoting Diversity and Inclusion Through Mentoring**

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| Commit | Action | Achieved |
| □ | Consider a wide variety of factors, backgrounds and experiences when nominating staff members for honors or awards, either within or outside the AGO. | □ |
| □ | Once a month, have one lunch, one coffee, and one drop in visit with a -staff member or other mentee with whom you don’t usually interact. | □ |
| □ | Have lunch with a new staff member within the first three months of his or her start with the AGO. | □ |
| □ | Meet informally with a new hire regularly within his or her first year with the AGO to foster a sense of inclusion, and to promote AGO values. | □ |
| □ | Introduce a new hire to other members of your office. | □ |
| □ | Act as a mentor to a law student who has a background different than your own.  | □ |
| □ | Volunteer to be a mentor as part of the new attorney mentoring program.  | □ |
| □ | Volunteer to be a mentor of a new manager. | □ |
| □ | Volunteer to be a mentor for an aspiring manager in accordance with the [AGO Career Path Mentoring Program](http://ace/Committees/Diversity/Documents/AGO%20Career%20Path%20Mentoring%20Program.pdf?Web=1).  | □ |
| □ | Attend the office’s annual new employee reception and introduce yourself to at least one new staff member. | □ |
| □ | Ensure you are being inclusive and unbiased when considering staff for training programs targeting leadership skills. Choose staff with varied backgrounds and experiences. | □ |
| □ | Incorporate mentoring ideas into division strategic plan. | □ |
| □ | Serve on a professional association diversity committee or otherwise participate in the association’s diversity related efforts. | □ |
| □ | Ensure you are being inclusive and unbiased when considering including staff in a client meeting or recommending staff for a joint legal project with the client. Choose staff with varied backgrounds and experiences. | □ |
| □ | Encourage your staff to become members of community and professional organizations. | □ |
| □ | Support a staff member who is interested in sitting on a not-for-profit board with a mission and values consistent with the objectives of the AGO’s Diversity/Inclusion Policy.  | □ |
| □ | Organize and arrange a client panel to speak at an AGO diversity or inclusion presentation. | □ |
| □ | Act as a coach and mentor to a newer or less experienced employee with a background different than your own on an assigned litigation matter or other project. | □ |
| □ | Encourage your staff to participate in pro bono work or legal clinics. | □ |
| □ | Support and encourage participation in affinity groups or other groups dedicated to diversity/inclusion. | □ |

**Promoting Diversity and Inclusion By Self-Awareness and Educating Others**

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| Commit | Action | Achieved |
| □ | Read articles or books on diversity and inclusiveness in the workplace and share what you learned with a colleague or supervisor. Some ideas are: Colorblind by Tim Wise; Beyond Race and Gender: Unleashing the Power of Your Total Workforce by Managing Diversity by R. Roosevelt Thomas, Jr.; Not Everyone Gets A Trophy – Managing Generations by Bruce Tulgan; Making Differences Matter: A New Paradigm for Managing Diversity by David A. Thomas and Robin J. Ely (Harvard Business Review). Tim Wise, Colorblind: The Rise of Post-Racial Politics and the Retreat From Racial Equity (2010)R. Roosevelt Thomas, Jr., Beyond Race and Gender: Unleashing the Power of Your Total Workforce by Managing Diversity (1991)David A. Thomas & Robin J. Ely, Making Differences Matter: A New Paradigm for Managing Diversity, Harv. Bus. Rev., Sept. 1996Bruce Tulgan, Not Everyone Gets A Trophy – Managing Generations (2009)(Copies available through AGO Training Unit) | □ |
| □ | Ask a client or colleague in another agency or professional organization about its own diversity/inclusion efforts and share what the AGO is doing. | □ |
| □ | Attend a training that focuses on diversity and inclusiveness and encourage attendance by others. | □ |
| □ | Identify and recommend to public affairs an opportunity to spotlight the AGO’s diversity/inclusiveness efforts. | □ |
| □ | Include a discussion about diversity/inclusiveness in the evaluation process in your office. | □ |
| □ | Join an affinity group or other group dedicated to diversity/inclusiveness issues that expands your own awareness. | □ |
| □ | Arrange a facilitated discussion in your work unit about diversity/inclusiveness. | □ |
| □ | Make diversity/inclusiveness articles and publications accessible to your work unit. | □ |
| □ | When asked for a book recommendation for a LT, division or other meeting, recommend a book from which you learned something about diversity and inclusion. | □ |
| □ | Access the Diversity Inc. website (can be accessed through our DAC ACE site or directly through Google) and read two or more diversity columns or articles. | □ |
| □ | Visit the website Dignity and Respect Campaign and implement one or more of their ideas. (<http://dignityandrespect.org>) | □ |
| □ | Seek and take opportunities to work with people who have different work styles or perspectives and learn from their contributions and perspectives. | □ |
| □ | Take time for personal reflection on a regular basis – ask yourself what you have done to further diversity and inclusion efforts. | □ |
| □ | Email your division with fun facts related to a diversity or inclusion topic. | □ |

**Promoting Diversity and Inclusion Through Cross-Category Activities**

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| Commit | Action | Achieved |
| □ | Serve on the Diversity Advisory Committee | □ |
| □ | Volunteer to be your division’s diversity coordinator | □ |
| □ | Join a minority bar association or a community organization representing diverse backgrounds and perspectives and participate in a project | □ |
| □ | Attend an outside diversity event hosted by a minority bar association, professional organization or student organization. | □ |
| □ | Attend a diversity event or celebration in your community. Better yet, invite others to attend with you. | □ |
| □ | In coordination with Public Affairs, publish an article or story for Inside AGO or elsewhere on a diversity-related topic. | □ |
| □ | Plan a diversity/inclusiveness event or program for the AGO or your division. Encourage others to attend. | □ |
| □ | Read articles or a book, fiction or non-fiction, with a diversity or inclusion theme | □ |
| □ | Volunteer to be on ad hoc office committees that promote diversity or inclusion. | □ |
| □ | Explore and eliminate barriers to attendance at AGO diversity events. | □ |
| □ | Create your own diversity/inclusiveness adventure: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | □ |

1. Supervisors and managers who are overtime eligible should select items that do not trigger overtime. If in doubt, they should consult with their own supervisors and managers or Human Resources. [↑](#footnote-ref-1)