

State Bar of Arizona Diversity Task Force

**Committee Report
November 20, 2006**

Committee Name: Bar Staffing Committee

Members:

Brenda Thomson – ASU Center for Law Leadership and Management
Helen Perry Grimwood – The Grimwood Law Firm
JoAna Saint George- Kutak Rock
Colleen McManus – State Bar of Arizona
Teresa Schmid – State Bar of Arizona
Hon. Maria del Mar Verdin – Maricopa County Superior Court

Assigned Tasks or Charges:

Develop a job description and salary requirements for a Diversity Director staff position with the State Bar of Arizona

Executive Summary:

A Diversity Director should be hired by the State Bar in 2007. This individual would be at a management level of responsibility and would be responsible to oversee and coordinate the Bar's diversity programs consistent with the aspirations of the Board of Governor's policy and the Bar's Statement of Goals. He/she would also represent the State Bar of Arizona locally in community outreach (e.g. law firms, corporations, the Bench, State and local government and the community at large) and nationally in diversity-related events. The hiring effort should be led by the Bar's Executive Director. Consistent with other successful enterprises that are dedicated to diversity, the position should report directly to the Executive Director.

Discussion:

Arizona has experienced unprecedented growth during the past decade and is becoming increasingly diverse demographically. In fact Arizona is among five states now poised to become a majority-minority state, with current estimates at approximately 40%. However the demographics of the legal profession have not kept apace. The recruitment, hiring, advancement and retention of women, minority and other diverse attorneys which comprise the Arizona legal community have been unequal. Moreover several major corporations now demand diversity within the ranks of their outside counsel.

Diversity Director Position Description

The Committee discussed the need for a Diversity Director to 1) champion diversity in the profession in Arizona; 2) address current obstacles in the legal profession in Arizona which inhibit attainment of the aspirations of the Statement of Goals; and 3) assist all lawyers in diversity education and in meeting the needs of the demographically diverse Arizona

communities.

The Committee recommends the new position be titled "Diversity Director." The Committee felt that a "Director" would convey greater seniority, and facilitate access to higher level management, than the title "Coordinator." The Diversity Director would interface extensively with members of the local Bench and Bar, and he/she would represent the State Bar of Arizona nationally, at the ABA, at National Minority Bar Conventions, and other bar-related events.

The Committee discussed to whom the Diversity Director should report. The Committee determined that based on comparable positions in the corporate arena, it would be preferable for the Diversity Director to report directly to the Executive Director. Among the top 50 corporate firms for diversity "[t]he common threads among the most successful companies" are "a diversity director no more than one report from the CEO, a diversity council headed by a CEO, an emphasis on employee recruitment and retention, support for diverse suppliers to enable them to grow, and outreach to both internal and external audiences."

Salary Requirement

The average salary nationwide for EEO/Diversity Managers in 2002 ranged from \$55,100-\$142,000, with an average annual salary of \$89,600 depending on the geographic region, size and annual revenue of the company. Since it is now almost 2007 the figures above need to be adjusted for inflation.

The proposed salary range is \$67,230 to \$100,840. Under the Bar's current hiring practices a mid-level manager is grade I, with a range of \$47,480 to \$71,200. A senior-level manager is grade L, with a range of \$67,230 to \$100,840. The market rate for each position is generally considered to be the midpoint of the range. The midpoint for the mid-level manager, grade I, is \$59,350. The midpoint for the senior-level manager, grade L, is \$84,035.

Administrative Support

The Committee discussed the need for staff support for the Diversity Director. The position would require administrative support consistent with the job duties. This would include at least secretarial or similar administrative support as determined by the Executive Director.

Recommendations:

- The State Bar of Arizona should hire a Diversity Director in January 2007 or as soon thereafter as possible.
- The Executive Director should initiate a nationwide search to fill the position.
- The Executive Director should determine a competitive salary for the position, commensurate with the duties required, and consistent with current pay scales at the State Bar of Arizona. [Will this inhibit a higher range? Workaround is installing this person as Assistant Executive Director?]
- The Executive Director should conduct interviews for the position according to ordinary hiring procedures with the assistance of key bar staff, and support from the Task Force

as needed.

- Please refer to the attached job description listing the duties of the Diversity Director.
- The Diversity Director should be provided with an Administrative Assistant and other bar staff support and cooperation as occasioned by the job duties.

Funding Resources Identified:

- Salary to be allocated from the annual budget of the State Bar of Arizona.
- Diversity related projects and events to be co-sponsored by local law firms and corporations.
- Additional funding resources to be sought through grant applications identified by the Diversity Director post hire.

Suggested Timeline for Implementation of Recommendations:

2006:

October - Finalize job description

November - Bar Staff Committee Report to Board of Governors

December - Review and Adoption of Recommendations; advertise opening

2007:

January - Conduct Interviews.

February - Fill the position.

Resources Required:

- Yet to be determined

Attachments:

A. Diversity Director Job Description - State Bar of Arizona

B. Arizona Law Graduates Census/Demographics

C. **Sample Job Descriptions:**

Diversity Coordinator	Columbus Bar Assn.
Director of Minority Affairs	Texas State Bar
Diversity Coordinator	Kansas City Metro Bar
Project Director	Nebraska State Bar
Diversity Advocate	Wisconsin State Bar
Diversity Advocate Job Specifications	Wisconsin State Bar
Director of Diversity	Bar of the City of New York

Diversity Manager	State of Washington
Diversity Specialist	City of Tempe
Campus Diversity Director	Washington State University
Diversity Manager	Society of HR Managers
Manager, Diversity of Internal	Pitney Bowes
Diversity Management	Microsoft
Diversity Marketing Specialist	Verizon Wireless

D. **Related Articles, Books and Reports of Interest**

- What Should You Be Paid to Champion Diversity? A New Salary Survey Revealed
DiversityInc October 2002
- The Diversity Director: An Evolving Position With a Hand in All Business Aspects
DiversityInc May 2003
- A Top-Down Approach: The 2006 Top 50 Companies for Diversity (Part 1)
DiversityInc June 2006
- A Top-Down Approach: The 2006 Top 50 Companies for Diversity (Part 2)
DiversityInc July 2006
- Early Exits: Why Women of Color Are Vanishing From Large Law Firms
ABA Journal August 2006
- Presumed Equal: What America's Top Women Lawyers Really Think About Their Firms
September 2006 Preview
- Mentoring Plans Failing Associates: High Attrition Rates Hit Firms Hard
The National Law Journal September 18, 2006