

# Report

To: Council on Public Defense  
From: CPD Race Equity Subcommittee  
Date: April 15, 2024  
RE: 2023 Forum Project Information and Results

---

## **Background:**

In November 2022, the CPD Race Equity Subcommittee (“Subcommittee”) developed the Forum Project. Over the next 14 months, the Subcommittee hosted four Forums, each with a different focus, but each designed with the same goal: to improve the recruitment, retention, and promotion of BIPOC legal professionals working in indigent defense. The first Forum was held on March 29, 2023; the second Forum was held on June 28, 2023; the third Forum was held on September 27, 2023; and the fourth Forum was held on January 10, 2024.

## **1. The Forum Objective**

The Subcommittee undertook the Forum Project to gain a thorough understanding of the current culture and climate within Washington’s legal community, centering the lived experiences of BIPOC legal professionals working in indigent defense.

We intentionally built a Forum network platform to explore ways to close Diversity, Equity, and Inclusion (DEI) gaps that exist in the legal environment and its systems. To do this, we invited individuals who identify as BIPOC legal professionals to the Forums and asked them to share their lived experiences. We wanted to learn about the lived experiences of those who are not part of the dominant culture. The Forum group discussions centered on the work life experiences of each group and the aspects of the legal climate they experience as BIPOC legal professionals in Washington. The forum project was intended to address specific diversity, equity, and inclusion gaps, recognize workplace challenges, and identify ways that the overall climate for BIPOC legal professionals can become more equitable and inclusive in Washington. The goal of these efforts was to gain insight that will help recruit, retain, and promote BIPOC legal professionals working in indigent defense.

## **2. Why the Forum Approach was Important**

The Forum approach was more granular than a standard approach that might capture generalities but miss the nuances and differences between groups. Standard approaches also obscure differences between groups we observe and leave those needs largely unmet.

Looking within each group allowed the Subcommittee to center each group’s lived workplace experiences, pinpoint prominent inclusion challenges, and answer:

- What is important to each group in the workplace?
- Which factors are strengths and which factors are weaknesses for each group?
- What do the pressures and expectations to ‘conform’ look like?
- What are each group’s beliefs about the workplace, and the shared experiences that appear linked to identity?
- Is the perspective on DEI different for seasoned professionals than newer professionals?

### **3. The Focus of Each Forum**

To capture this data, we hosted four Forums between March 2023 and January 2024. Each Forum had a different focus:

- Forum One served as the introductory Forum, with general questions designed to gauge the psychological impacts of participants’ work life experiences.
- Forum Two was designed to gain specific insights into behaviors of the Court and Employers.
- Forum Three was designed to identify specific recommendations to improve recruitment and retention of BIPOC legal professionals.
- Forum Four was open to law students and was designed to elevate the voices of future BIPOC legal professionals.

### **4. Forum Data**

Attached to this report are two Appendices:

- Appendix A contains the Discussion Questionnaires used in the Forums.
- Appendix B contains the Forum Data Visualizations, including charts and graphs of participant information and responses.

### **5. Challenges and Key Takeaways**

While the Data Visualizations show the participant responses to the Discussion Questionnaires, we want to highlight specific comments that detail some of the challenges that exist as well as key takeaways from the responses.

#### **Challenges**

- “We all have to diminish who we are to survive.”
- BIPOC legal professionals experience isolation and loneliness. One participant commented “Systemic racism happens and (I am) forced to fight in isolation.”

- Racism and microaggressions directed at BIPOC legal professionals working in indigent defense are not exclusive to the court system; racism and microaggressions also occur in the workplace, perpetrated by other legal professionals working in indigent defense. One participant commented “Microaggressions or racism of coworkers forces a choice – confront or let it go – and this can impact productivity.”
- Participants “feel disconnected to POC attorneys” due to lack of representation in the Bar.
- 70 percent of respondents in the Fourth Forum strongly agree that structural inequality and lack of representation of BIPOC individuals at leadership levels continue to be issues.
- Retaliation remains a very real threat to DEI progress. One participant commented “If you complain (about DEI issues at work), there is retaliation.”

### Key Takeaways

- “Attention to BIPOC recruitment needs to be sincere (i.e., informed, and intentional).”
- “Objectives and goals should be developed collaboratively by staff and stakeholders, not imposed from the ‘top down.’” Notably, 100 percent of respondents in the Third Forum strongly agreed that leadership and management must make their employees aware of objectives, goals, and expectations regarding maintaining a non-toxic, inclusionary, and supportive work environment.
- “Balance the focus on the future with attention to present conditions and acknowledgement of the past (what worked and didn’t work).”
- The small things matter. One participant commented “Mispronouncing/not learning names is dehumanizing and sends the message ‘I don’t care about you.’”
- Actions speak louder than words. One participant commented “Our management is skillful at using the right terminology when discussing DEI, but their actions belie their rhetoric.”
- Workplaces should
  - “regularly track statistics of BIPOC number of applicants, hires, employment tenure, and departure”;
  - develop “retention and recruitment plans, evaluation processes for assessing individual growth, training opportunities, and opportunities for upward mobility”;
  - “develop benchmarks and measurements to determine whether they are meeting their recruitment, retention, and promotion goals”;
  - prioritize inclusion efforts – recruiting diverse employees means little if those employees feel excluded by their coworkers;
  - “organize settings and events that enable BIPOC legal professionals to meet and create connections”;
  - “increase opportunities for BIPOC legal professionals to take on and move into leadership positions”;

- “support the creation of formal or informal affinity groups and/or statewide listserv for persons of color working in indigent defense and offer resources to support such efforts”;
- encourage leadership and management to “take on informal mentorship of BIPOC legal professionals”;
- “partner with minority bar associations for events, including recruitment events.”

## 6. Data Notes

Not all Forum attendees participated in small group discussions. Unforeseen schedule conflicts and lack of additional racial or ethnic group members were the most common reasons why attendees left prior to the small group discussions.

Number of responses within groups might vary from question to question:

- A participant may have joined a small group discussion and left before answering all questions.
- Participants had the option to decline to answer questions.
- Some questions were not applicable to some participants' experiences.
- Recording errors may have resulted in missed responses.

While we have not included the entire “Project Tracker” Excel Spreadsheet in this report, the link to that tracker can be found [here](#). Data worksheets (lower intensity colors) on the spreadsheet are protected as read-only to maintain data and chart integrity. Charts worksheets (higher intensity colors) are unprotected to allow for selection of charts for printing.

### Conclusion:

In terms of the Forum Project itself, we designed this framework so that it can be replicated. In fact, we hope that this framework will be used to evaluate and address recruitment and retention challenges that other groups face. For example, the Forum framework could be applied to legal professionals working in rural areas. We recognize that legal offices and organizations in rural areas have faced and will continue to face recruitment and retention challenges, and the Forum framework can help inform ways to address those challenges.

Regarding the recruitment, retention, and promotion of BIPOC legal professionals working in indigent defense, there is a great deal of work left to do. The responses we received during the Forum Project are a baseline, a benchmark that will enable us to look back as we continue our efforts to recruit, retain, and promote the BIPOC legal professionals who do this important work. We are encouraged by this start and by the willingness of Forum participants to share their lived experiences. Our hope is that the experiences and ideas the participants shared will educate and inform those who read and hear them. Only then can we make the legal profession in Washington more equitable and inclusive.

## APPENDIX A

### Forum 1 Questions

**Dear Legal Professional: Consider the following questions in relation to you and your current work situation.**

**Please select the number that honestly reflects how frequently you as a BIPOC Legal Professional have experienced these things in the last 30-days.**

1 = Never      2 = Rarely      3 = Sometimes      4 = Often      5 = Very Often

**Purpose: Gauging the psychological impacts of the work life experience.**

1. I am happy most days in my current the work environment.
2. I feel connected to others in the workplace.
3. I am not productive at work because of the experiences of the people I represent.
4. I find it difficult to separate my work life from my personal life.
5. I feel trapped in this work.
6. I enjoy my work.
7. I feel that I experience much of the day-to-day bias and discrimination that some of my clients experience.
8. I feel worn out and overwhelmed in this work.
9. I believe that I am making a difference in the work I get to do.
10. I am supported by leadership and management where I work.
11. I feel valued where I work.
12. I have to be twice as good at what I do, just to be accepted as competent.
13. I experience exclusion where I work.
14. I have to diminish who I am to navigate the work atmosphere and culture.
15. I receive more scrutiny regarding my work than white colleagues do.

## Forum 2 Questions

**Dear Legal Professional:** Consider the following questions in relation to you and your current work situation. Please select the number that honestly reflects how frequently you as a BIPOC Legal Professional have experienced these things in the last 30 days.

1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5 = Very Often N/A = Does Not Apply

If an answer falls between two of these responses (e.g., "3 or 4"), indicate this by checking both boxes (3 and 4).

**Purpose of the Content: Provide Insights into Behaviors of the Court and Employer in order to identify areas that need meaningful improvement.**

### I. In Court: The Judge/Commissioner

#### 1. Treats me with respect.

Never Rarely Sometimes Often Very Often Not Applicable

What does this respectful treatment look like? If not, what does disrespectful treatment look like?

#### 2. Is patient with me when I am advocating for my client.

Never Rarely Sometimes Often Very Often Not Applicable

What does it look like when the Court is not patient? Describe what that experience is like.

#### 3. Applies a double standard when extending credibility to me as opposed to other Court players.

Never Rarely Sometimes Often Very Often Not Applicable

Please give examples of times when the Court has extended or not extended credibility to you.

#### 4. Seems to have a pre-determined narrative about me or my client if they are of color.

Never Rarely Sometimes Often Very Often Not Applicable

How does this pre-determined narrative manifest during the proceeding or at the decision point of a case?

#### 5. Maintains impartiality and recognizes when bias is playing a part in the proceeding.

Never Rarely Sometimes Often Very Often Not Applicable

What has that looked like? What is done about recognized bias?

#### 6. Attributes more esteem to the prosecutor or other Court players than to me.

Never Rarely Sometimes Often Very Often Not Applicable

Please describe examples of this.

**7. Perpetuates unfair stereotypes when they exercise discretion in granting or denying a motion or request in my cases.**

Never Rarely Sometimes Often Very Often Not Applicable

Describe specifics of what those stereotypes look like when this occurs.

## **II. Employer/Coworkers**

**1. Prevents individuals from being able to communicate their knowledge about bias and how it is impacting their work.**

Never Rarely Sometimes Often Very Often Not Applicable

Discussion notes:

**2. Allows dismissive treatment to occur when individuals bring up unfair practices in the workplace.**

Never Rarely Sometimes Often Very Often Not Applicable

Give examples or specifics of these unfair practices and who is generally impacted.

**3. Treats me as though I lack in knowledge when offering insights that relate to problem solving.**

Never Rarely Sometimes Often Very Often Not Applicable

Please give specifics. Are other coworkers extended automatic credibility when offering insights?

**4. When I speak out about something related to stereotypes or microaggressions, what I say gets distorted in such a manner to discredit what I am trying to communicate.**

Never Rarely Sometimes Often Very Often Not Applicable

What specifically happens and by whom?

**5. I experience an articulable level of inclusion.**

Never Rarely Sometimes Often Very Often Not Applicable

What does inclusion look like where you work?

Is this important to you?

What characteristics of inclusion get distributed to White co-workers as opposed to BIPOC co-workers?

What about attorney and non-attorney co-workers?

**6. The culture at work aligns with attitudes of respectfulness regarding differences and diversity.**

Never Rarely Sometimes Often Very Often Not Applicable

a. Is this modeled by all levels of leadership?

b. Modeled by coworkers and peers?

c. Is there accountability with answerable consequences for disrespectful behaviors?

**7. There are meaningful, constructive avenues for conflict resolution.**

Never Rarely Sometimes Often Very Often Not Applicable

- a. Is there a safe environment with established procedures?
- b. What would an ideal environment for reporting issues involving gaslighting, bias and experiencing micro-aggressive behaviors look like?
- c. Is there confidentiality regarding issues brought to management and cooperation in addressing behaviors that demean and disrupt a person's capacity to thrive in the workplace?

## Forum 3 Questions

**Dear Legal Professional:** Consider the following discussion topics in relation to you and your current work situation. Please select the number that honestly reflects how strongly you as a BIPOC Legal Professional agree or disagree with the numbered statements.

1 = Strongly Disagree

2 = Disagree

3 = Somewhat Disagree

4 = Neither Agree nor Disagree

5 = Somewhat Agree

6 = Agree

7 = Strongly Agree

N/A = Does Not Apply

**Purpose of the Content:** Provide insights into leadership's commitment to recruiting and retaining BIPOC legal professionals and identify building blocks for recruitment and retention.

---

### I. Establishing Leadership's Commitment to Future Retention and Recruitment of BIPOC Legal Professionals

1. **Public Defender offices, workplaces, and organizations must demonstrate a measurable understanding of the needs and expectations around retention and recruitment efforts of BIPOC Legal Professionals.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

**In what concrete ways can they demonstrate this (e.g., develop new policies, improve organizational structures to achieve progress)?**

2. **Leadership and management should be focused on the future and promote better practices to implement actions that reflect the organization's ability and willingness to change.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What would this look like?

3. **Leadership and management must be willing to challenge the normative, status quo of what has been acceptable.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What would that look like (e.g., be flexible, more holistic in approaches to inclusion efforts)?

**4. Leadership and management must establish overall objectives and goals, and clearly communicate these to all stakeholders/staff.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What would some of the objectives reflect and look like?

**5. At least on an annual basis, there should be a review of the identified goals and objectives.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What should this look like? Who should be responsible for the review and reporting? What process can be added to ensure accountability?

**6. Leadership and management have to make their employees aware of objectives, goals, and expectations regarding maintaining a non-toxic, inclusionary, supportive work environment.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What qualities would be found in this kind of environment?

**7. Leadership and management should be the bridge to creating meaningful change in the retention and recruitment efforts.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Discussion notes (What should be some accountability requirements?):

**8. Leadership and management must commit to following up with positive decision making around their goals and objectives, implementing real action, and checking/reviewing effectiveness.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Please give some reasons why this is important or not.

## **II. Building Blocks to Recruitment and Retention**

**1. The quality of an employer's recruiting efforts matter.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What suggested factors make up quality efforts?

Does the employer profile itself need to reflect a desirable place to work? What would be aspects to consider?

**2. The traditional interviewing and onboarding process can be an improved-upon process.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Please think/share about and reflect on the pros and cons of current processes.

**3. Leadership should focus on its organizational culture and the environment.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What are the factors that make organizational culture a primary concern?

**4. Office politics create barriers for you.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Please describe the issues that you have experienced.

**5. Turf wars/silos play a part in the wellbeing of employees and workplace environment.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Please give examples.

**6. Empathy is important for organizations/workplaces to exhibit.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Please provide examples of what it would look like when an employer's culture empathizes with their employee's needs.

**7. Enabling employee and career advancement increases job satisfaction and engagement.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Please tell us what this means to you.

**8. Leadership and managers are trained and qualified to navigate difficult conversations and conflict.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What does qualified management and leadership look like?

**9. The employers have to think about their employees' lives holistically.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Please give examples of why this approach would make a difference in workplace culture and the work-life cycle.

**10. Knowing how a supervisor reacts influences whether employees speak up.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Please share specifics about when this is a concern (i.e. the employee is hesitant to make suggestions).

## Forum 4 Questions

**Dear Legal Professional:** Consider the following discussion topics in relation to you and your current work situation. Please select the number that honestly reflects how strongly you as a BIPOC Legal Professional agree or disagree with the numbered statements.

1 = Strongly Disagree

2 = Disagree

3 = Somewhat Disagree

4 = Neither Agree nor Disagree

5 = Somewhat Agree

6 = Agree

7 = Strongly Agree

N/A = Does Not Apply

**Purpose of the Content:** Provide insights into leadership's commitment to recruiting and retaining BIPOC legal professionals; and identify building blocks for recruitment and retention.

---

### **I. Establishing Leadership's Commitment to Future Retention and Recruitment of BIPOC Legal Professionals (Realigning Workforce Values)**

- 1. Public Defender offices, workplaces and organizations must demonstrate a measurable understanding of measures geared to prevent burnout.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

In what concrete ways can they demonstrate this?

**Leadership and management should be focused on the future and promote better practices to address workplaces that exhibit: lack of clear expectations, dysfunctional workplace dynamics, and lack of social support.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What would this look like?

- 2. Leadership and management must be willing to give employees a great start, give employees more control over their time, and give employees an upward career path.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What would that look like?

**3. Leadership and management must establish a transparent work culture and continuously motivate and support employees.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What would this look like?

**4. Workplace stress and mental health concerns are modern realities and employers must have appropriate responses built into their infrastructures.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What should this look like?

**5. Leadership and management must make their employees aware of objectives, goals, and expectations regarding maintaining a non-toxic, inclusionary, and supportive work environment.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What qualities would be found in this kind of environment?

**6. Leadership and management should give employees a sense of control over their lives and provide a work experience that feels transparent, authentic, and fair.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Discussion notes:

**7. Leadership and management should regularly have dialogue and explain their approach to salary benchmarking, pay equity, and career advancement.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Additional Comments:

## **II. The Next Generation of Lawyers: Building Blocks to Recruitment and Retention of BIPOC Legal Professionals**

**1. The quality of future recruiting efforts matter.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Comments:

Does the employer profile itself need to be attractive? What would be aspects to consider?

**2. Formal mentoring programs and professional advancement should be prioritized.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Comments:

**3. Structural inequality and lack of representation of BIPOC individuals at leadership levels continue to be issues.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Comments:

**4. Inclusion must be a priority in addition to diversity of the employees.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What does inclusion look like?

**5. Contextual recruitment in law firms has redefined what it means to be talented without diluting the role of a lawyer.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

Comments:

**6. Law Schools could do more to prepare BIPOC students for careers in indigent defense.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What would this preparation look like?

**7. Law Schools must create and maintain non-toxic, inclusionary, and supportive learning environments for BIPOC students.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What characteristics would be found in this kind of environment?

**8. A person's learning environment informs, either positively or negatively, how that person will navigate workplace challenges.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

How does this happen?

**9. Law schools could do more to improve their culture and environment.**

Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What specific improvements could be made?

**10. Improvements can be made to the interviewing and onboarding process.**

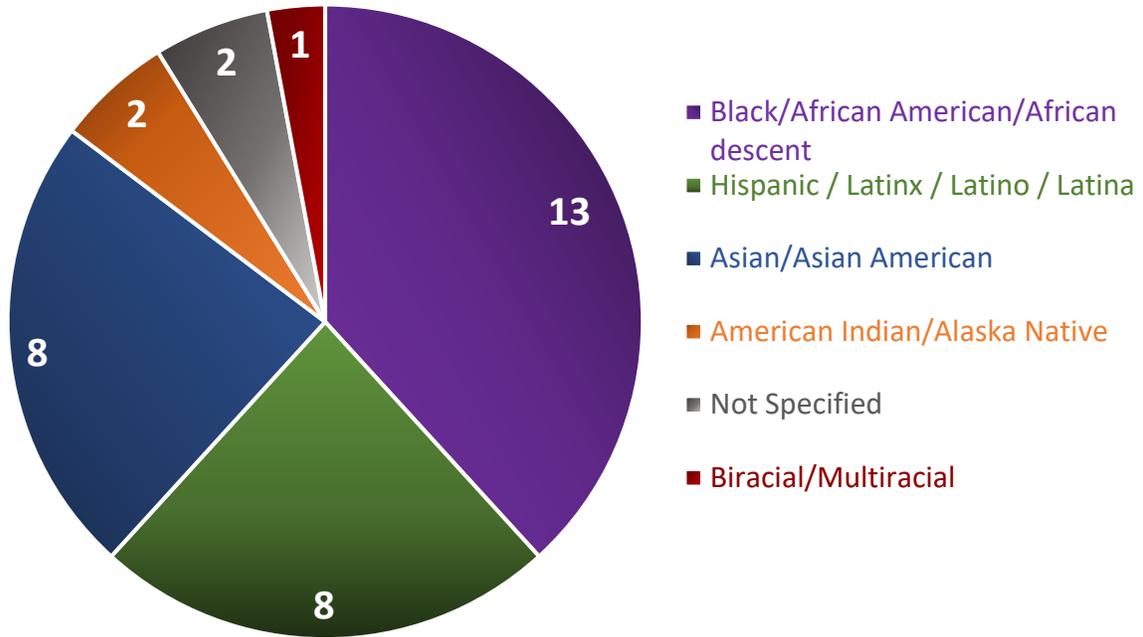
Strongly Disagree · Disagree · Somewhat Disagree · Neither Agree nor Disagree · Somewhat Agree · Agree · Strongly Agree · N/A

What could workplaces do to improve this process?

## APPENDIX B

BIPOC Forums: All Participants

### Racial/Ethnic Distribution of Forum Participants Across All Sessions



Participants include only those who participated in discussion groups. Racial/ethnic categories reflect participants' self-identified race/ethnicity at registration and are not necessarily the same as the discussion group they chose in the forum.

BIPOC Forums: All Participants

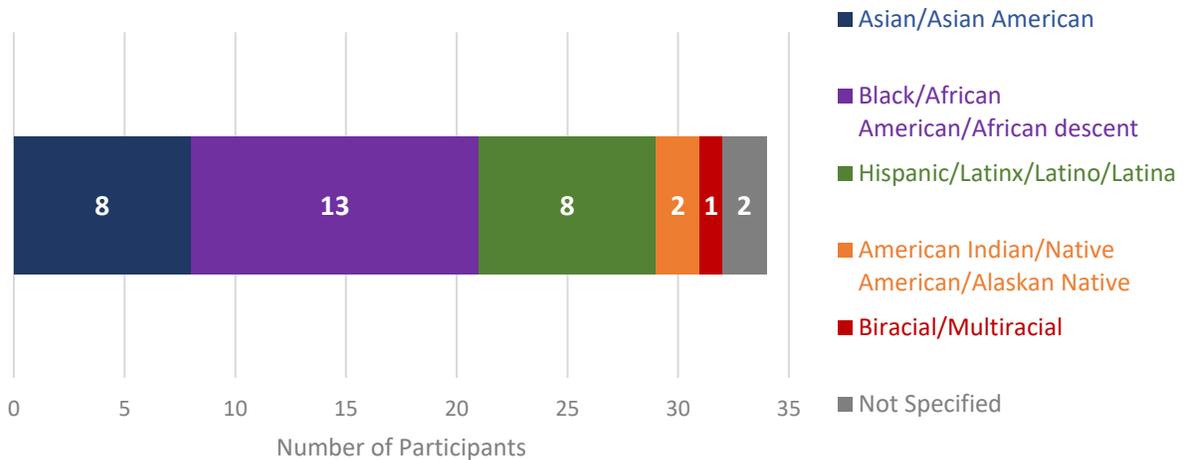
## BIPOC Representation in WSBA Membership<sup>1</sup>



1. WSBA. "WSBA Member\* Demographics Report," [https://www.wsba.org/docs/default-source/licensing/membership-info-data/countdemo\\_20190801.pdf?sfvrsn=ae6c3ef1\\_223](https://www.wsba.org/docs/default-source/licensing/membership-info-data/countdemo_20190801.pdf?sfvrsn=ae6c3ef1_223). Accessed 15 January 2024.

\*Some WSBA demographic groups were aggregated to allow comparability to Forum groups. "Not Specified" may include members of White/European descent who chose not to list their race/ethnicity.

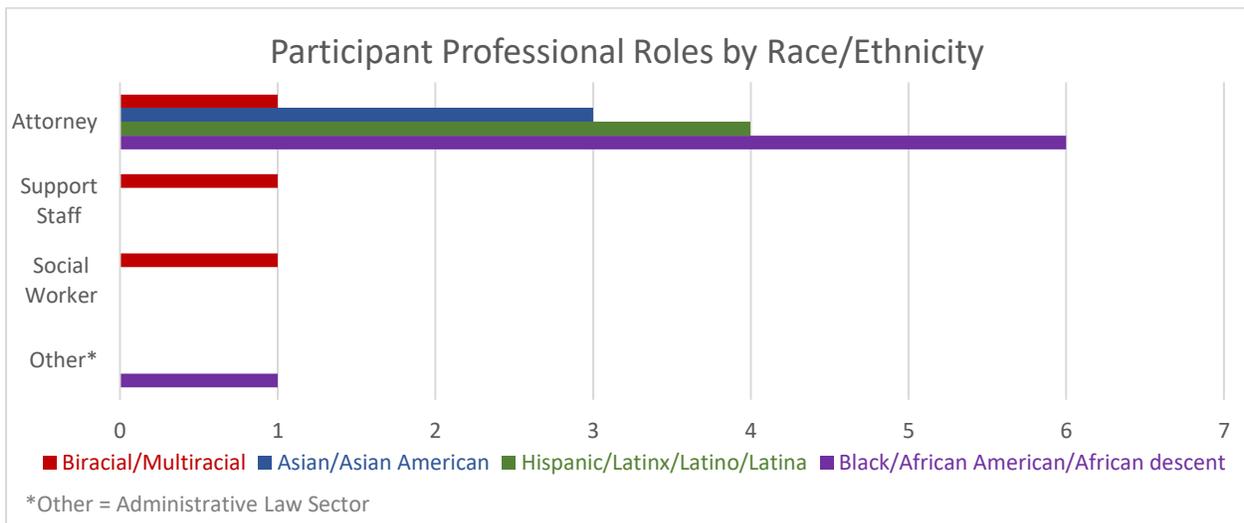
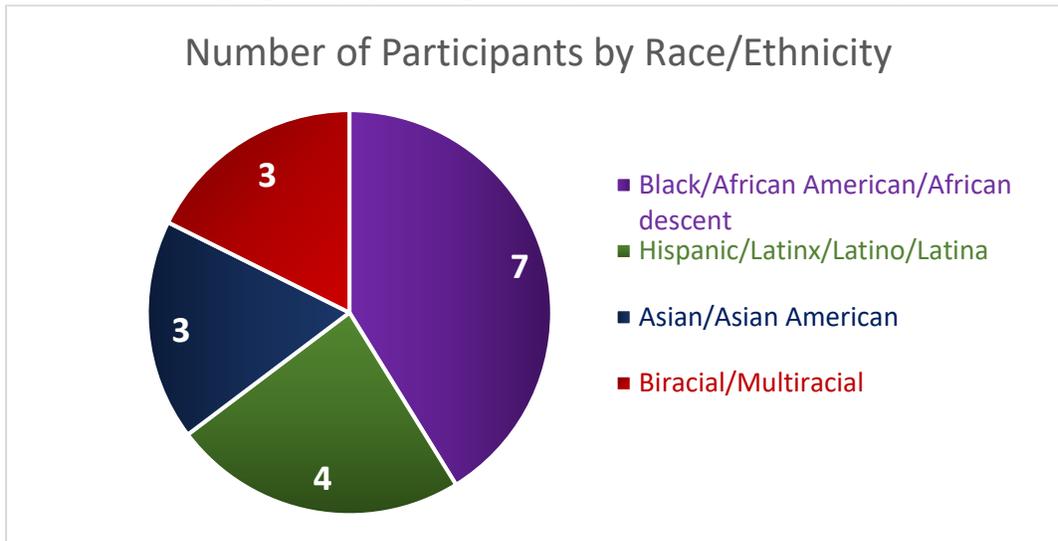
## Representation in CPD's BIPOC Forums



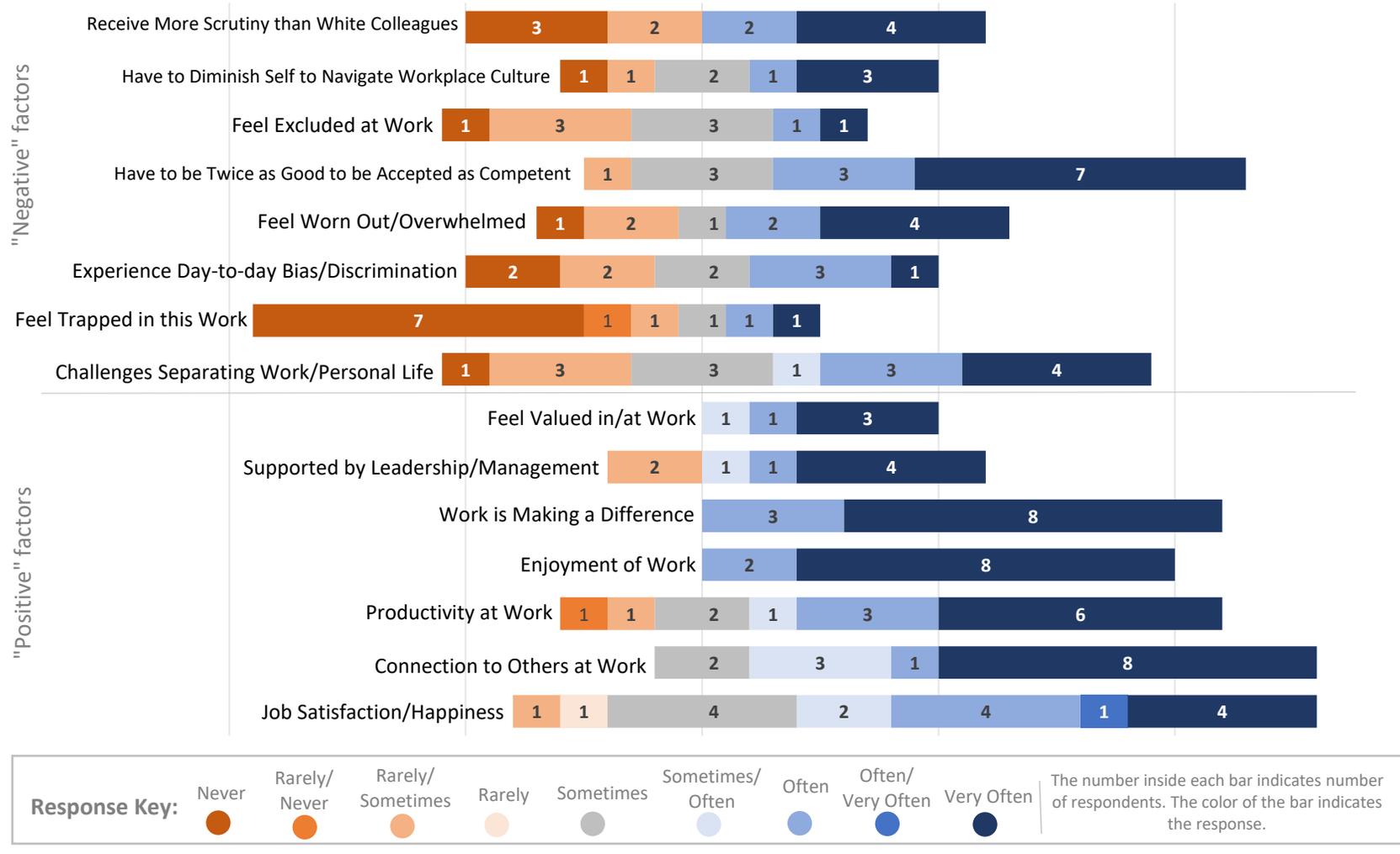
Forum participants include only those who participated in discussion groups.

Racial/ethnic categories reflect participants' self-identified race/ethnicity at the time of registration and are not necessarily the same as the discussion group they chose in the forum.

Q1 Forum: Gauging the psychological impacts of the work life experience

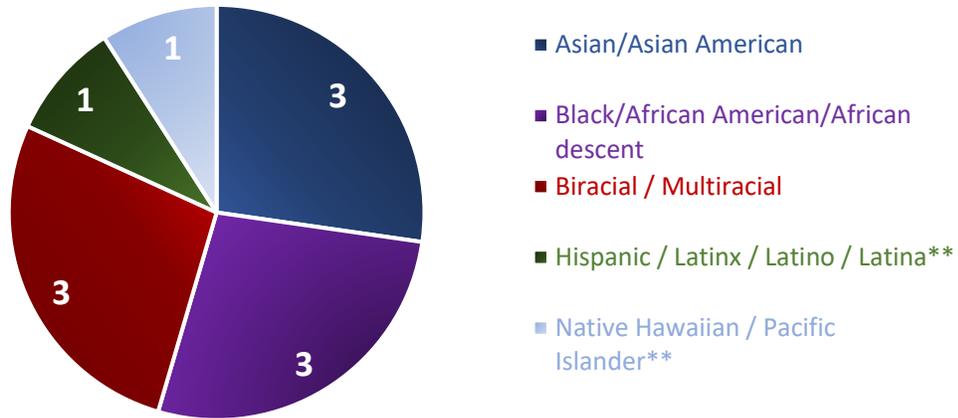


## CPD Race/Equity Q1 Forum Participant Responses



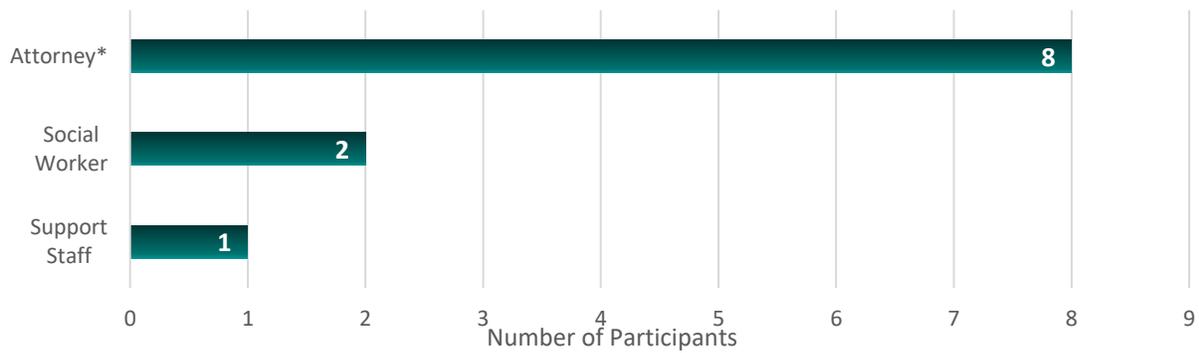
## Q2 Forum: Insights into Behaviors of the Court and Employers

### Number of Q2 Forum Participants by Race/Ethnicity



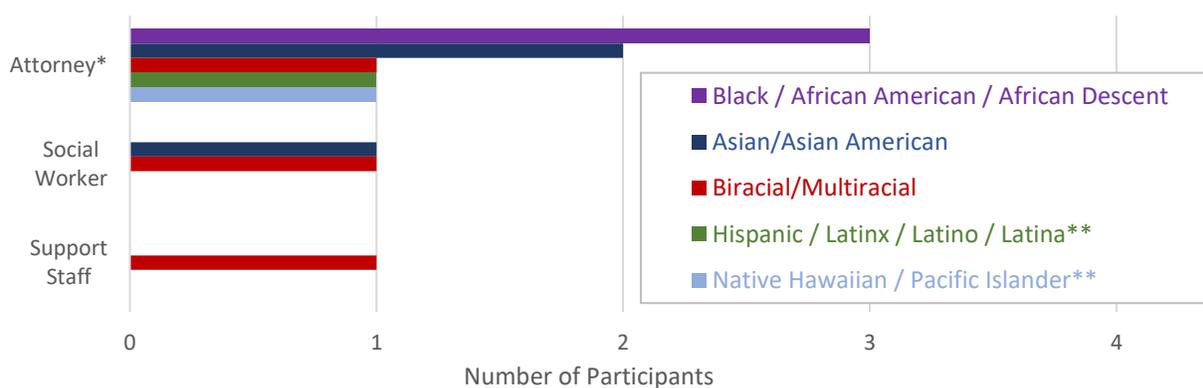
\*\*Participants contributed to the larger Forum Panel, but not small group discussions.

### Q2 Forum Participants' Professional Roles



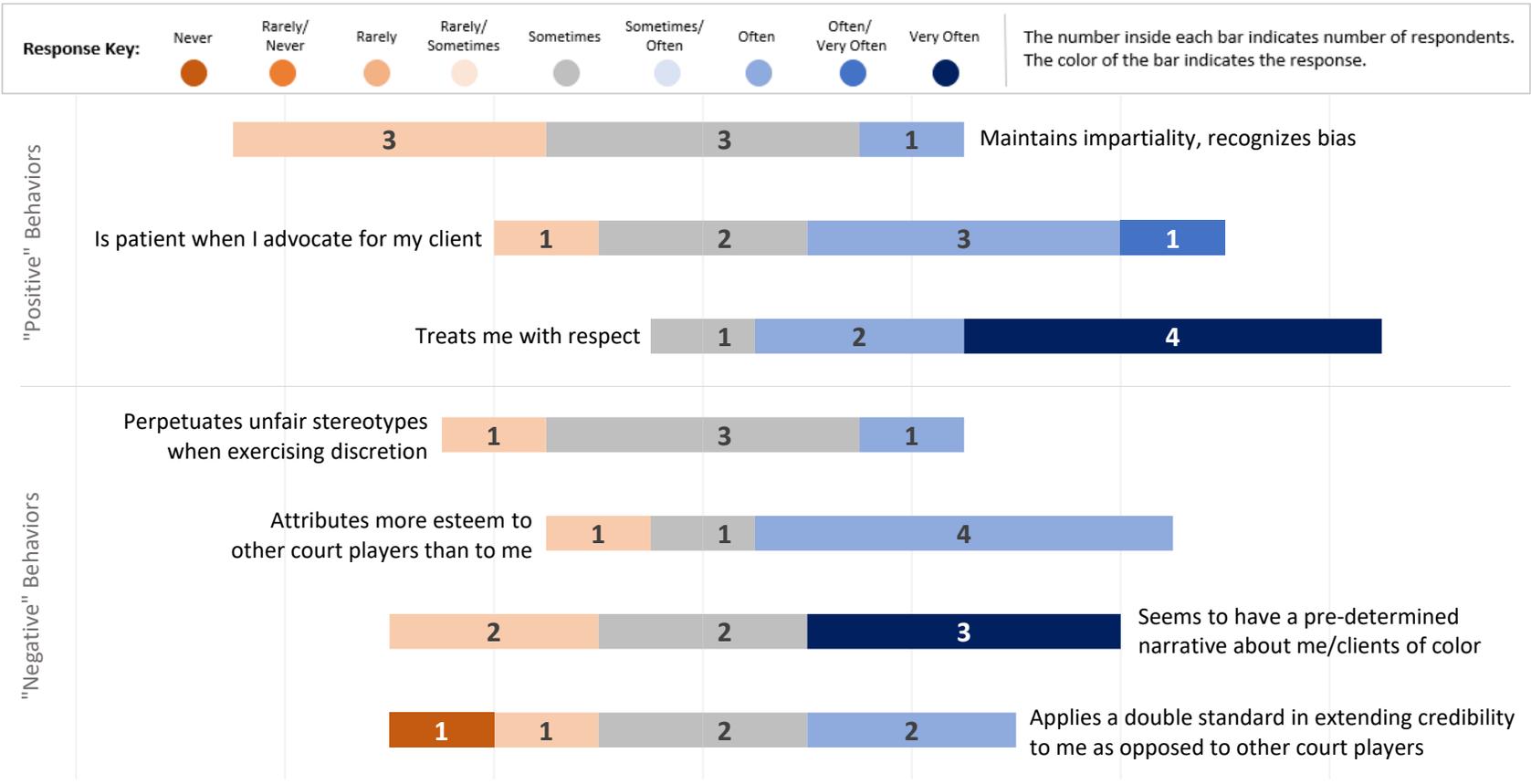
\*Two attorneys attended the general forum but did not participate in small group discussions.

### Q2 Forum Participants' Professional Roles by Race/Ethnicity



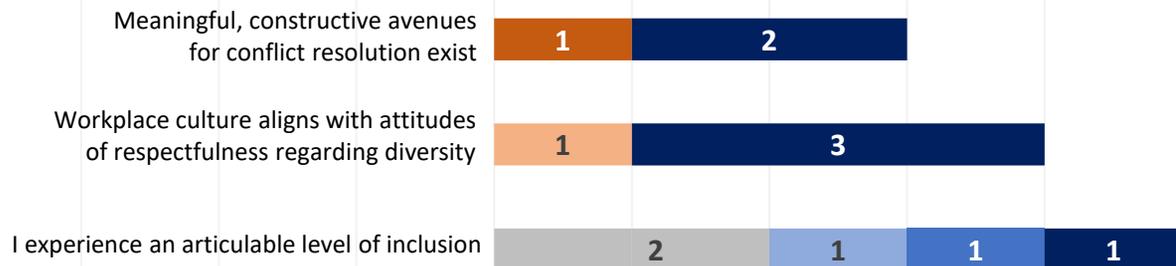
\*Two Attorneys participated in the general forum but not in small group discussions.

## In Court: The Judge/Commissioner

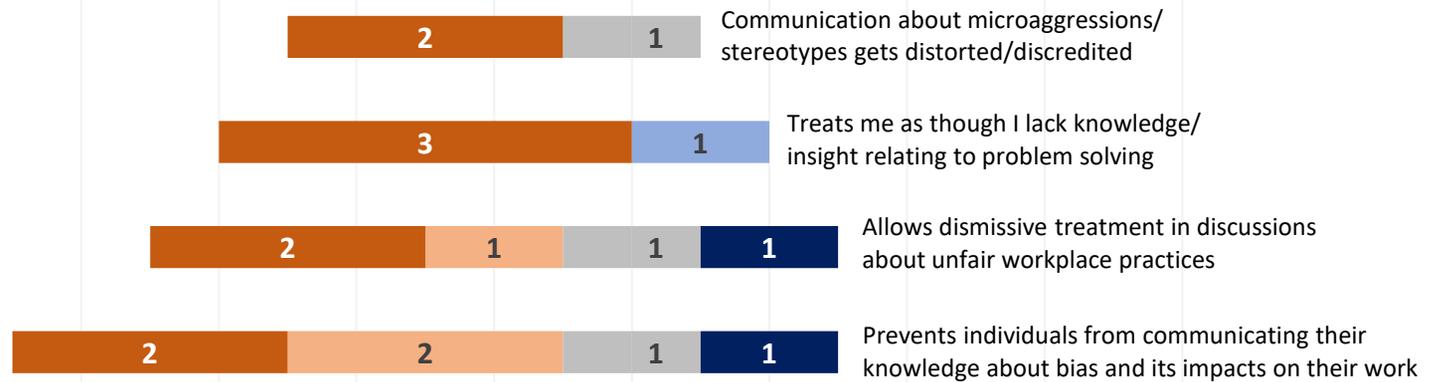


## In the Office: Employer/Coworkers

"Positive" Behaviors/Conditions

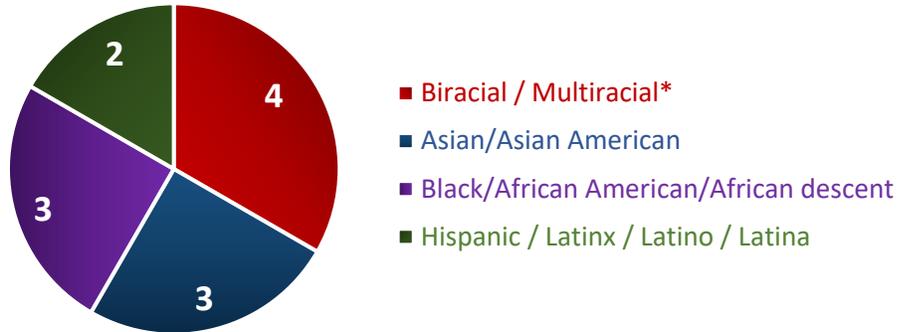


"Negative" Behaviors/ Conditions



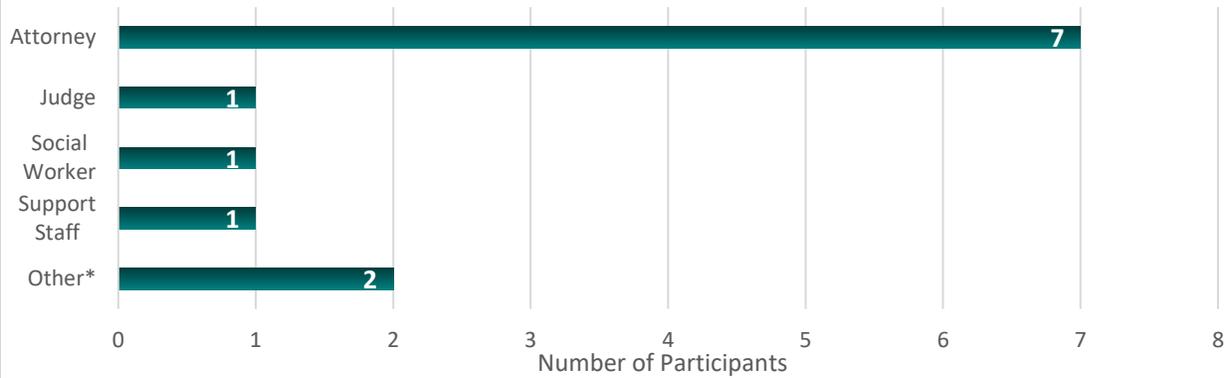
### Q3: Leadership's Commitment to Recruiting and Retaining BIPOC Legal Professionals

#### Q3 Forum Participants by Race/Ethnicity



\*One member of the Biracial/Multiracial Group attended the general forum, but did not participate in small group discussion.

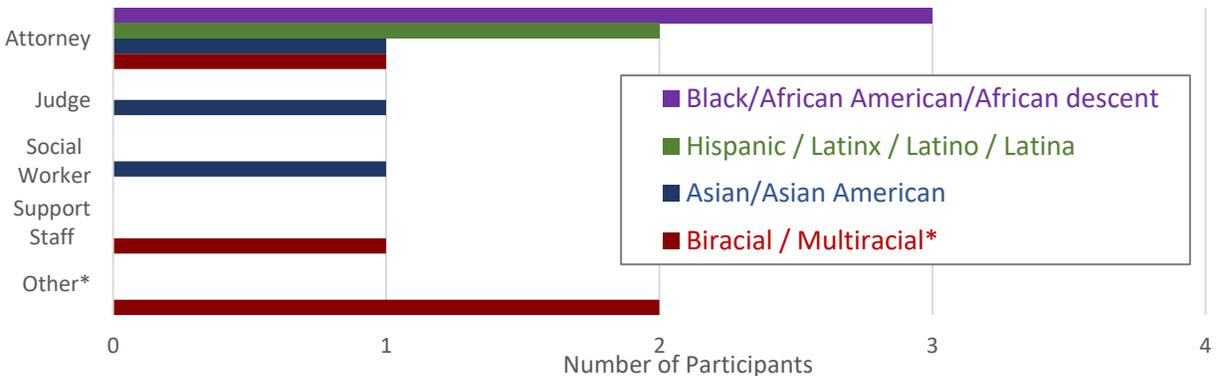
#### Q3 Forum Participants' Professional Roles



\*One participant in this group attended the general forum but did not participate in a small discussion group.

\*Participants in the "Other" category included a Human Resources Generalist and a Legal Technician.

#### Q3 Forum Participants' Professional Roles by Race/Ethnicity



\*One participant in this group attended the general forum but did not participate in a small discussion group.

\*Participants in the "Other" category included a Human Resources Generalist and a Legal Technician.

## Leadership’s Commitment to Retention & Recruitment of BIPOC Legal Professionals

PD workplaces must demonstrate understanding of needs and expectations around retention and recruitment efforts



Leadership and management can be focused on the future and promote better practices to implement actions that reflect the organization’s ability and willingness to change.



Leadership and management must be willing to challenge the normative, status quo of what has been acceptable.



Leadership and management must establish overall objectives and goals and clearly communicate to all stakeholders/staff.



At least on an annual basis there should be a review of the identified goals and objectives.



Leadership and management have to make their employees aware of objectives, goals and expectations regarding maintaining a non-toxic, inclusionary, supportive work environment.



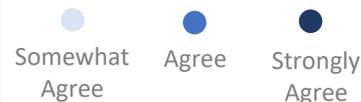
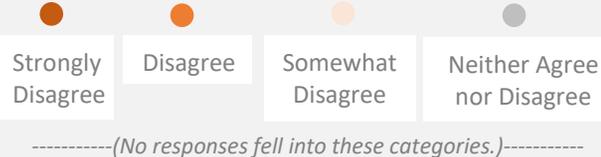
Leadership and management should be the bridge to creating meaningful change in these retention and recruitment efforts.



Leadership and management have to commit to follow up with positive decision making around their goals and objectives, implement real action, and check/review effectiveness.

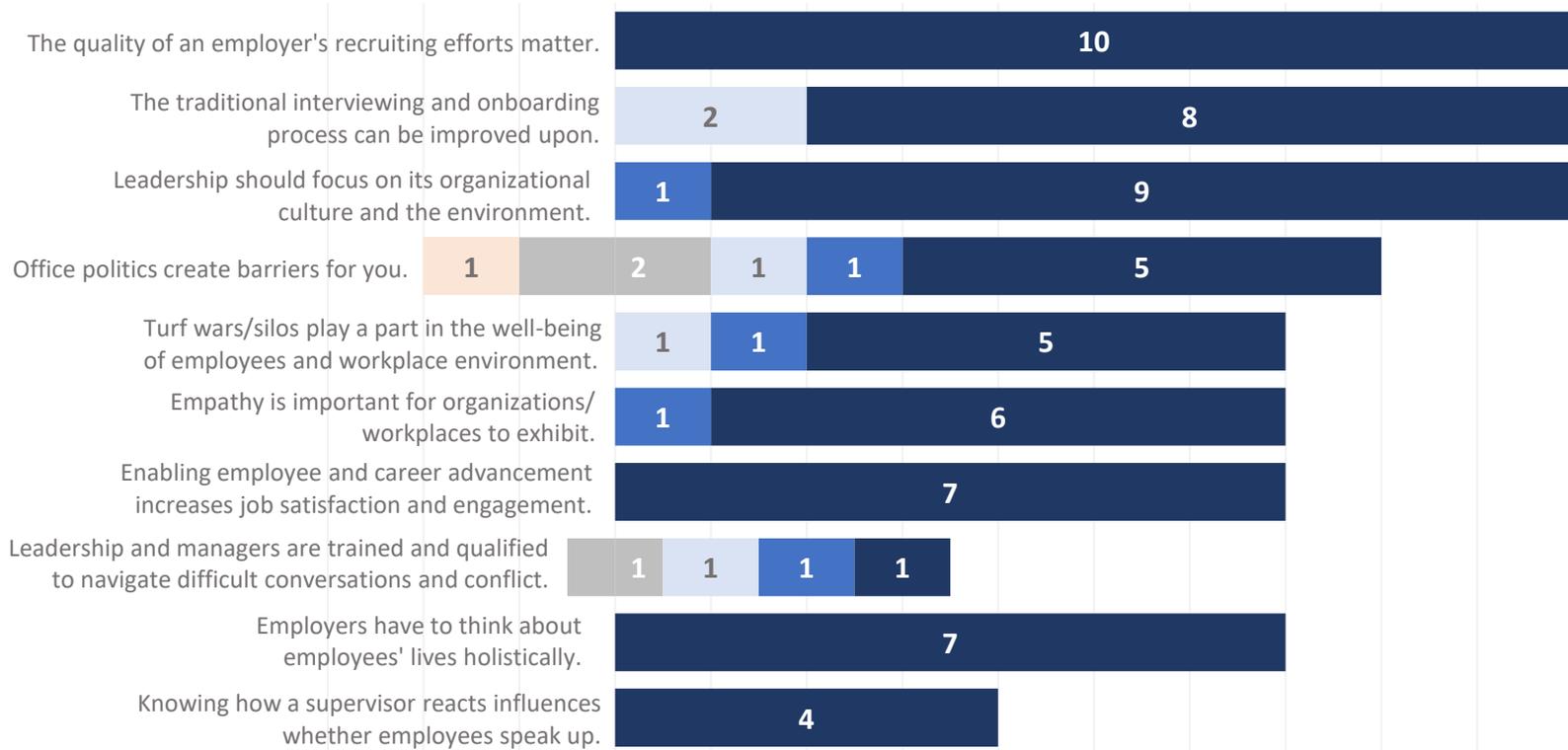


**Response Key:**



The number inside each bar indicates number of respondents. The color of the bar indicates the response.

## Building Blocks to Recruitment and Retention



**Response Key:**

●  
Strongly Disagree

●  
Disagree

*(No responses fell into these categories.)*

●  
Somewhat Disagree

●  
Neither Agree nor Disagree

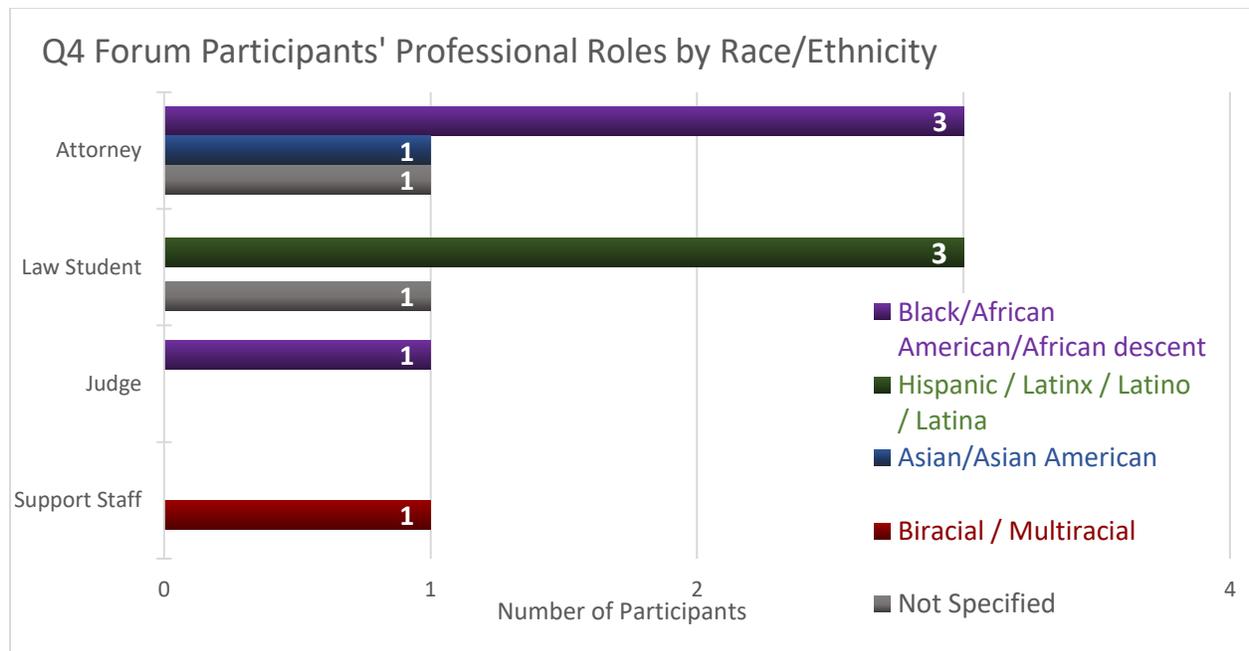
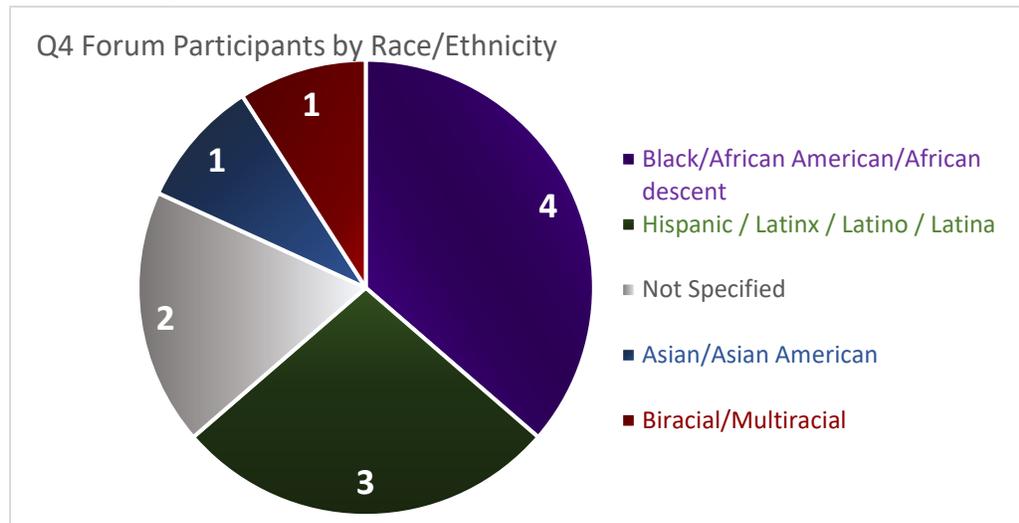
●  
Somewhat Agree

●  
Agree

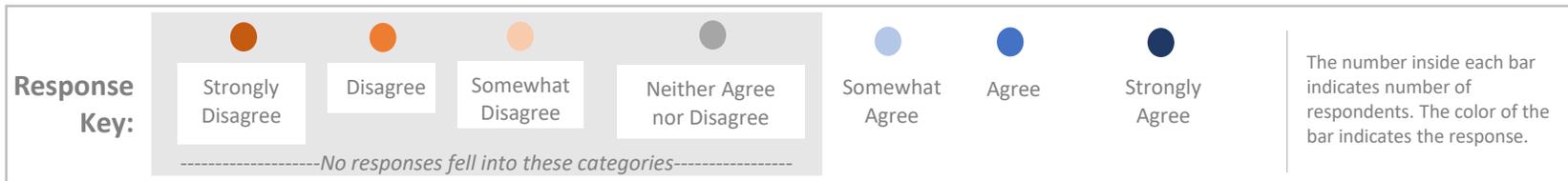
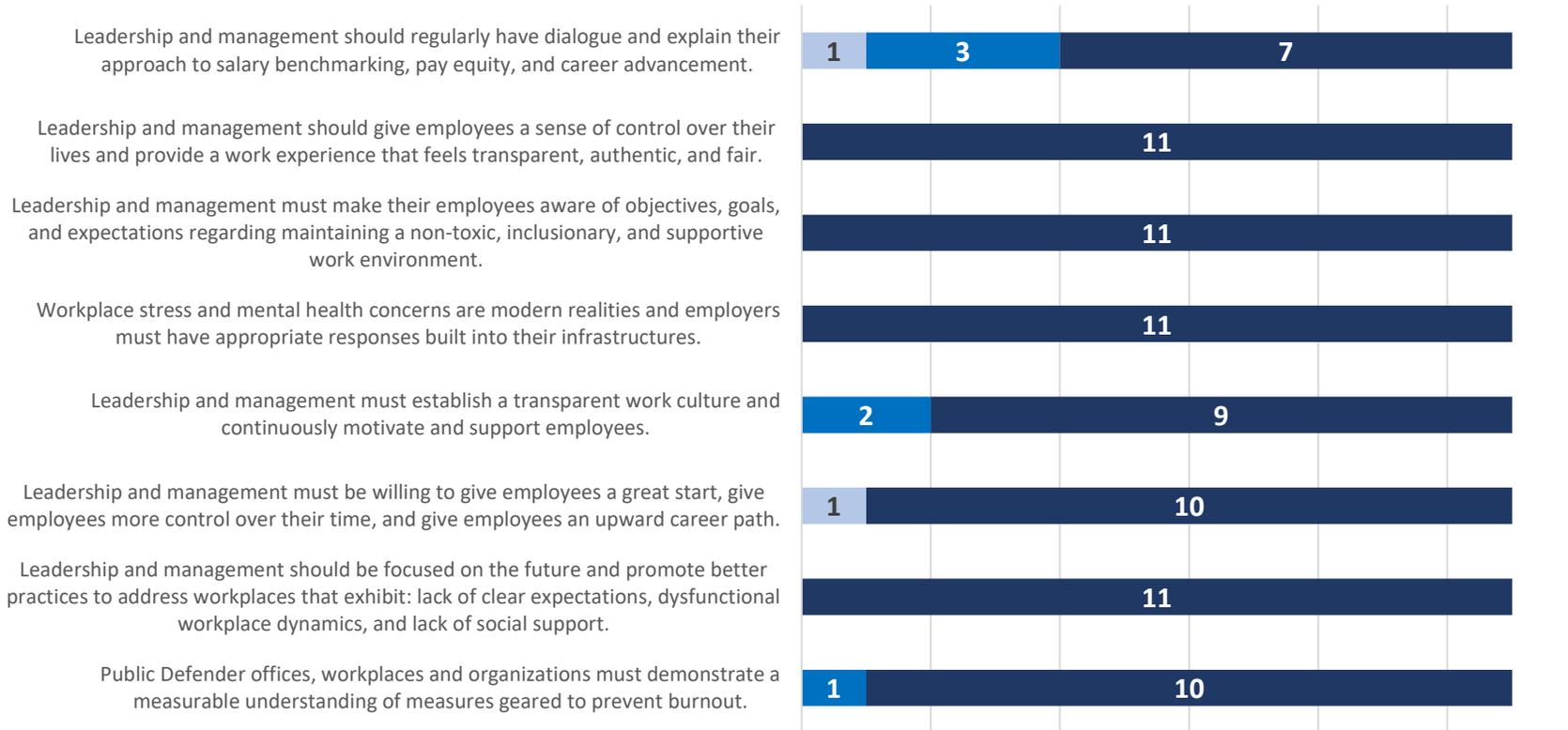
●  
Strongly Agree

The number inside each bar indicates number of respondents. The color of the bar indicates the response.

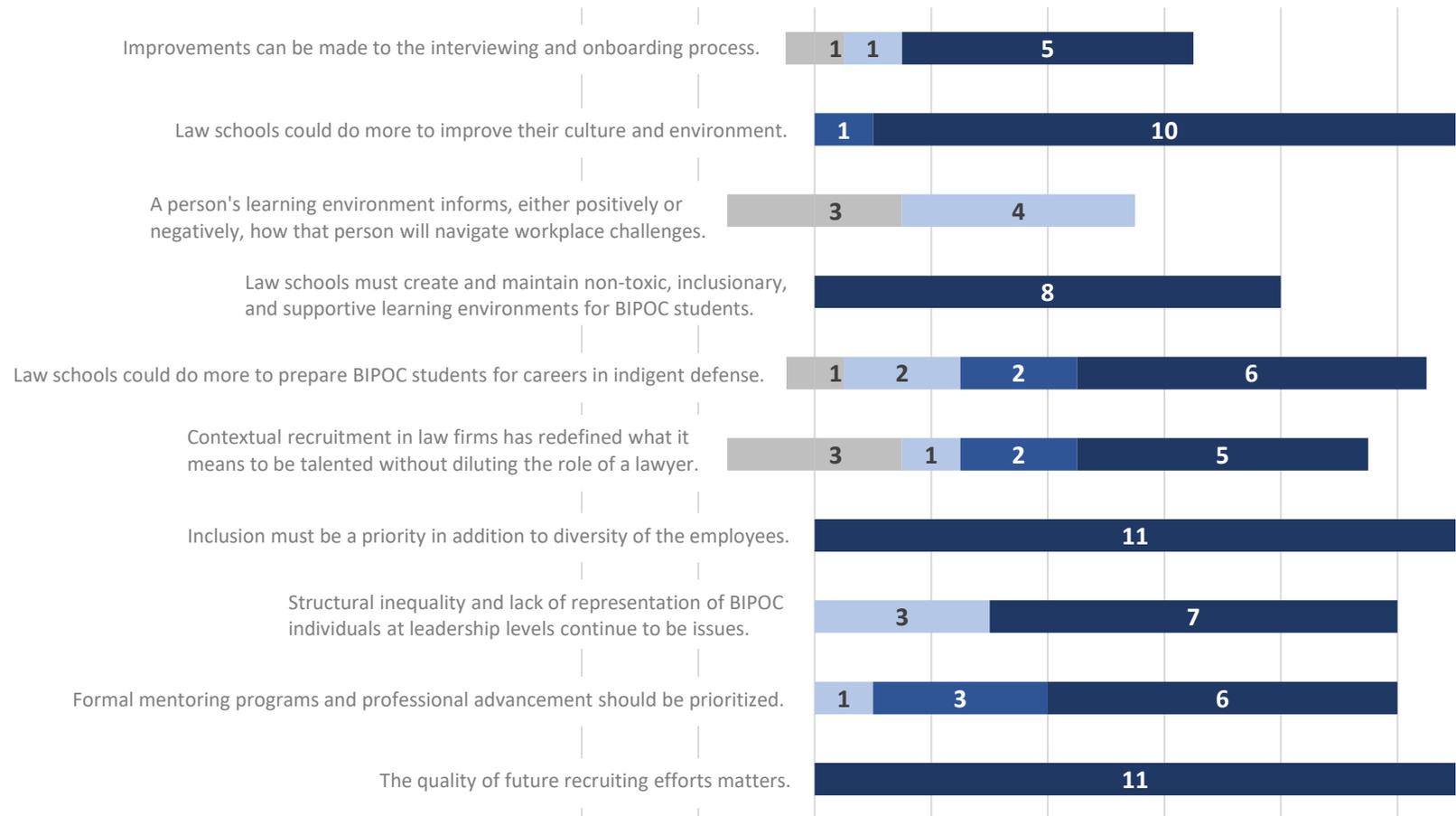
## Q4: Building Blocks for Recruitment and Retention



## Response Distribution: Realigning Workforce Values



## Response Distribution: Focusing on The Next Generation of Lawyers



**Response Key:**

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

-----No responses fell into these categories-----

The number inside each bar indicates number of respondents. The color of the bar indicates the response.