

EEO or Diversity Checklist for Law Firms

Purpose

This checklist is designed to help your firm reflect on how well it is implementing EEO, and to give you some inspiration and ideas on what else your firm could do.

The checklist does not imply that firms should implement EEO in the same way. How firms will carry out the tasks addressed by the checklist will vary depending on their size, location or area of law. For example, checking remuneration in a small firm may simply mean someone pausing and running their eye over the figures on a yearly basis. A larger firm may require periodic audits.

How should you use the checklist?

The checklist could be completed by:

- Human Resources Manager, Practice Manager, Office Manager or Partner in Charge
- EEO or diversity committee
- A representative group of staff.

It can be useful to listen to different perspectives when you are answering these questions. Some of the answers will require qualitative information. You will have more confidence in the answers if they are not just one person's opinion, or based on one person's experience or position. You may be able to answer some of the questions easily from your own knowledge. For others, you may need to check your perception of the situation against available data.

Terminology

Many firms use the term *Equal Employment Opportunities (EEO)*. Some use alternatives such as *Valuing Diversity*, *Managing Diversity*, *Employer of First Choice*, or *Employment Equity*. When you are using this tool, apply the term that is used in your firm to replace EEO.

Suggestions for completing the checklist

When you answer these questions, take care to ensure that you are not just thinking of one group of staff, e.g. legal staff, but not support staff.

When you are about to tick something as not relevant, do a double check that it really is not relevant, and not just something that hasn't been tried before in your firm.

Be honest. This information is for your firm's use only.

Your firm is not expected to be doing everything that is covered in this checklist. Not all will be relevant. Not all will be possible. A realistic target is 70% or higher.

Assessment

If you have ticked yes to **less than 20%**, it is time to put EEO and diversity issues on your firm's agenda.

If you have ticked yes to **between 20% and 40%**, your firm is still at the preliminary stages of implementing EEO. Analyse your answers to check what the next steps could be for your firm.

If you have ticked yes to **between 40% and 69%**, your firm has made a good start, and has a good base to build on.

If you have ticked yes to **70% or more**, your firm is obviously serious about EEO and making good progress in implementing it. Congratulations.

Yes	Partial	Planned/ being developed	No	Not relevant	Do not know
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A Commitment

EEO policy

1. Does your firm have a written statement of commitment to EEO?
2. Are steps taken to ensure that staff are aware of this commitment?
3. Has your firm identified the relevant business benefits of implementing EEO?

Responsibility for facilitating progress on diversity or EEO

4. Do you have senior or influential person in your firm who promotes or sponsors EEO or diversity issues?
5. Do you have a person or group of staff responsible for facilitating progress on EEO?
6. Do these people liaise regularly on EEO issues with the people who manage your firm?

EEO understanding and awareness

7. Do partners and managers generally have a good understanding of EEO and the implications for law firms?
8. Do staff understand that EEO is an issue that applies to all staff, and is not just a women's issue?

Equipping partners and managers to apply EEO principles in their everyday management

9. Have partners and managers in your firm been given support (e.g. training, guidelines, management forums) on implementing EEO as part of their everyday management?

EEO in decision making

10. Is the impact on diverse staff (e.g. people with family responsibilities, people who work part time, people from different ethnic groups, older employees) actively considered as part of any people management decisions made by your firm?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Yes	Partial	Planned/ being developed	No	Not relevant	Do not know
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B Integration of EEO into policies and processes

Job design

11. Does your firm actively consider and plan for having appropriate staff to attract and work with diverse clients?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Recruitment

12. Does your firm provide potential applicants with a copy of your EEO or diversity policy?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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13. Does your firm use recruitment techniques specifically designed to reach a diverse audience (e.g. Maori media, Women in Law networks)?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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14. Do the recruitment materials used by your firm (e.g. advertisements, brochures or web site) feature photographs or images that demonstrate that your firm is open to people from diverse backgrounds?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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15. If your firm uses recruitment consultants, are they required to demonstrate that they have the skills and knowledge to attract diverse candidates?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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16. If your firm uses recruitment consultants, is the brief you give them explicit about wanting to attract diverse candidates?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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17. Does your firm monitor job applicants to check that you are being successful in attracting diverse candidates?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Selection

18. Does your firm actively consider candidates from a range of ages?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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19. Would your firm actively consider candidates who have the skills to do the job and have a physical or sensory disability (e.g. blindness, uses a wheelchair)?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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20. Does your firm include as part of your selection criteria the knowledge and ability to work with diverse clients?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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21. Does your firm understand and offer the option of whanau or support interviews?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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22. Have the people who are involved in the selection of staff been trained in how to avoid bias in the selection process?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	Yes	Partial	Planned/ being developed	No	Not relevant	Do not know
Training and development						
23. Does your firm ensure that all staff have access to training and development opportunities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Does your firm put in place measures to ensure that support staff are able to take up training and development opportunities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career development						
25. Does your firm regularly check that work opportunities are being allocated fairly, and not being unconsciously influenced by factors such as gender or ethnicity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Does your firm regularly check that high-profile cases, projects or opportunities (e.g. overseas conferences) are being allocated fairly and not being unconsciously influenced by factors such as gender, family status or ethnicity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Does your firm provide legal staff with advice and support about career development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Does your firm provide support staff with advice and support about career development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance management						
29. Does your firm implement a performance management system for legal staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Does your firm implement a performance management system for support staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Does your performance management system focus on what people achieve rather than on the hours people put in at the office?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Have the people responsible for setting performance expectations and reviewing performance been trained on minimising the risk of bias?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Does your firm value contributions other than billable hours (e.g. developing relationships with Maori clients, mentoring other staff)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotion						
34. Will your firm actively consider promoting staff if they are performing well but are unable and/or unprepared to work extended or unsociable hours?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Does your firm regularly check that there are no disparities related to gender in the promotion rates of staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Does your firm use transparent criteria to describe what is needed to achieve the different levels in your organisation (e.g. partner)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	Partial	Planned/ being developed	No	Not relevant	Do not know
Remuneration						
37. Does your firm regularly check that there are no disparities related to gender in the starting salaries of staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Does your firm regularly check that there are no disparities related to gender in the remuneration paid to different roles or levels?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. If your firm uses a 'menu' approach to remuneration, does it include items that will be of value to a range of staff (e.g. assistance with child care, car parking instead of salary)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C Culture that welcomes and values diverse staff

FAMILY-FRIENDLY / WORK-LIFE BALANCE

Part time or job share

40. Is the option of working part time available for legal staff in your firm?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. Is the option of working part time available for support staff in your firm?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. Are legal staff who work part time still able to get promotion?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. Are deliberate steps taken to ensure that people who work part time or job share have access to information, training and development, benefits etc?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Parental leave

44. Does your firm provide paid parental leave beyond the statutory requirement for legal staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. Does your firm provide paid parental leave beyond the statutory requirement for support staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. Can people going on to or returning from parental leave work reduced hours?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. Is contact actively maintained with staff on parental leave?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. Do male and female staff have a genuine option of taking parental leave, without feeling pressured into returning to work earlier than they want?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Family leave

49. Does your firm provide paid leave beyond the statutory requirement for staff to attend to family issues (e.g. bereavement, family illness)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. Can staff take leave to observe religious/cultural activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	Partial	Planned/ being developed	No	Not relevant	Do not know
<i>Flexible hours</i>						
51. Can legal staff work flexible hours?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. Can support staff work flexible hours?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. Can legal staff take time during the day to attend to family matters (e.g. doctor's visits, school activities)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. Can support staff take time during the day to attend to family matters (e.g. doctor's visits, school activities)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Working from home</i>						
55. Can legal staff work from home?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. Can support staff work from home?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. Does your firm have a policy on or guidelines for staff working from home?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. Does your firm provide any necessary equipment to enable staff to work from home?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Annual leave</i>						
59. Can staff negotiate to have additional annual leave in lieu of salary?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. Do staff have flexibility about when they schedule their annual leave?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Practical arrangements to make it easier for staff to contribute</i>						
61. Is there a private, equipped room available for staff who are breastfeeding or needing to express breast milk?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. Are emergency car parks provided for staff who need to attend to family commitments during the day (e.g. taking a family member to the doctor)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. Are food, after-hours car parks or taxi chits provided for staff who need to work late?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. Are additional costs incurred by staff working late or travelling for work (e.g. child care or elder care) reimbursed?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. Are meetings and training held during normal working hours rather than after hours or at weekends when staff may have family commitments?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	Partial	Planned/ being developed	No	Not relevant	Do not know
Child care						
66. Does your firm allow people to negotiate the payment of child care in any flexible remuneration packages?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. Does your firm provide any practical support for preschool or after-school child care (e.g. reimbursement of fees, reservation of places in a local childcare facility, homework space)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
68. Does your firm assist staff with children's school-holiday care?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prevention of harassment						
69. Does your firm have a sexual harassment prevention policy? (This may be included in a wider harassment policy.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. Does your firm have a general harassment and bullying prevention policy?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. Have current staff been made aware of your harassment prevention policies?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. Are new staff made aware of your harassment prevention policies when they join the firm?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. Have your managers and partners been given training on how to prevent harassment and respond appropriately if it does occur?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emphasising that staff are part of one team						
74. Does your firm actively work to ensure that there is not an 'us' and 'them' feeling between support staff and legal staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social events						
75. Are the family members of staff welcome to some of your firm's social events?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
76. Are the partners of gay and lesbian staff members welcome to any social events to which other people's partners or spouses are invited?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
77. Are people who do not drink alcohol comfortable attending your firm's social events?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical environment and services						
78. Could people who use wheelchairs access most of your office, including the meeting rooms, cafeteria and toilets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
79. Does your art work and decoration reflect the diversity of the community in which you are based?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
80. If your firm provides food at meetings, in a staff cafeteria or for people working late, are there choices for people who are vegetarians or have particular dietary requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Yes	Partial	Planned/ being developed	No	Not relevant	Do not know
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D Identifying needs and monitoring progress

EEO profile

- 81. Does your firm collect and maintain reliable information on your staff so you can analyse who is in your firm, and at what levels, by gender?
- 82. Does your firm collect and maintain reliable information on your staff so you can analyse who is in your firm, and at what levels, by ethnicity, disability or age?
- 83. Does your firm regularly analyse, reflect on and respond to this information?

Exit interviews

- 84. Does your firm use an exit interview process that includes examining EEO-related issues?
- 85. Does your firm use this information to improve the way it manages diverse staff?

Inclusion in climate surveys

- 86. Does your firm include in any climate or attitude surveys it carries out questions that explore how well your firm responds to the needs of diverse staff so they can contribute fully?
- 87. Does your firm analyse the results of any climate or attitude surveys by gender?

Specific EEO information gathering

- 88. Does your firm carry out any EEO information-gathering processes (e.g. surveys, focus groups, consultation to assist with EEO planning)?
- 89. Has your firm carried out an assessment of staff's work and family needs?

Monitoring the implementation of initiatives

- 90. Does your firm have a process in place for monitoring the implementation of planned EEO or diversity initiatives?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Yes	Partial	Planned/ being developed	No	Not relevant	Do not know
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E Outcomes

Representation and distribution

91. Are 20% or more of partners in your firm female?
92. Are 40% or more of partners in your firm female?
93. Are 10% or more of staff in your firm other than New Zealand European or Pakeha?
94. Are 20% or more of staff in your firm other than New Zealand European or Pakeha?
95. Are 10% or more of partners in your firm other than New Zealand European or Pakeha?

Equity in promotion and remuneration

96. Do men and women have equivalent starting salaries in your firm if they have equivalent qualifications and experience?
97. Do men's and women's salaries and access to rewards increase at a similar rate in your firm?
98. Are men and women promoted at similar rates in your firm?
99. Is the proportion of bonuses and any other special rewards paid to men and women equivalent to the proportions of men and women at the relevant levels in the organisation?

Equity in retention

100. Do men and women have similar retention rates in your firm?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How can you check if your perception matches others in the firm?

It is important that your checklist results are not solely the result of one person's perspective or experience of the firm. If you are unsure of some of your answers, or want to verify them against others' perspectives or experiences, you could try:

- ✓ Informal conversations with a range of other staff
- ✓ Inviting staff to comment either at team meetings or via e-mail
- ✓ Running focus groups with staff with an internal or external facilitator
- ✓ Designing and implementing a survey to canvass the issues.

Analysing your results

Check your overall tally

Total your 'yes' responses and check how your firm rates on the assessment guide. Remember that your firm is not expected to be doing everything included in this checklist. Not all will be relevant. Not all will be possible.

Examine the pattern of your responses

Are there particular areas where your firm is strong or weak? These may be related to a particular issue (e.g. recruitment), or to a particular group of staff (e.g. staff working part time). If so, what may be causing this? Can you apply the lessons learned from the areas where your firm is performing well to areas that are working less well?

Communicating the results

Who needs to know?

At the very least, it is useful for your senior management team or your managing partners to know the results. It may also be useful to let staff know the results and what you are going to do about them.

What do they need to know?

As well as your overall assessment, it is useful to give examples of the areas where you are doing well and the areas where improvement is needed.

Identifying priorities for action

Your firm will not be able to address all of the issues at once. You will need to prioritise. What you choose as a priority will need to be influenced by:

- ✓ What else is happening in your firm.
 - Can you link in with other initiatives to help get better traction on both?
 - Are there things you should not do now, as they would result in staff being overloaded or the EEO initiative being sidelined?
- ✓ The strategic goals of your firm, e.g. if your firm is trying to establish a presence in particular segments of the market either in New Zealand or internationally, could EEO help get the right staff or improve your credibility?
- ✓ Any current problems your organisation faces for which EEO could be part of the solution (e.g. difficulties in retaining or attracting staff)
- ✓ Issues that are 'hot' for your staff
- ✓ The need to demonstrate some tangible results
- ✓ Available resources.

What needs to happen next?

Use the information you have gathered to develop a planned approach to help your firm capitalise on the benefits of EEO and diversity. This will require:

- ✓ Clear goals
- ✓ Relevant actions
- ✓ Specific timelines
- ✓ Measurable outcomes.

Remember that this needs to be the firm's approach to EEO and diversity, not just the good ideas of the person or people who completed this checklist. Make sure that you involve and get the buy-in of all the people needed to progress EEO in your firm.

For further information and assistance contact:

EEO Trust	www.eeotrust.org.nz	(09) 525 3023
Human Rights Commission	www.hrc.co.nz	0800 496 877
Top Drawer Consultants	www.top-drawer.co.nz	(4) 385-8477 (09) 483 4023

Or purchase a copy of *Equal in the Eyes of the Law: Implementing EEO in New Zealand Law Firms*, sold by the Auckland District Law Society.