



DEI at Orrick: The Mansfield Rule Pilot and Learnings

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(Orrick)**



MansfieldTM Rule

Boosting Diversity
In Leadership



2016 Women in Law Hackathon

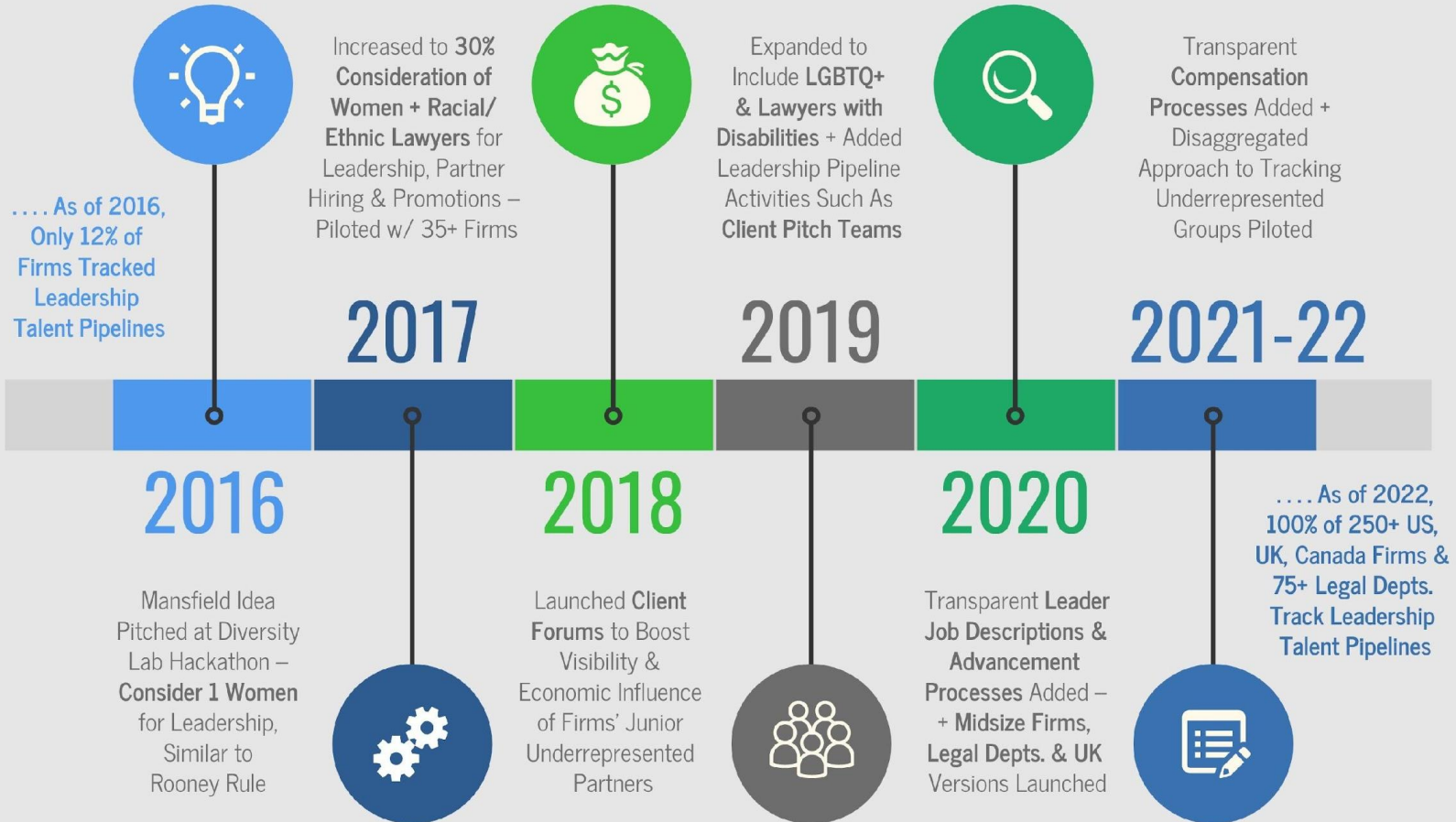
The Mansfield Rule:

Making law firm leadership
more than a **“Man’s field”**

TEAM 5



Mansfield Rule Evolution



Law Firm Certification – Baseline Requirements

(1) Consider 30% Underrepresented Talent for Leadership Opportunities:

Internal – Leadership Appointments, Promotions & Opportunities

- Chairperson & Managing Partner
- Management/Executive Committee
- Partner Promotions Committee
- Compensation Committee
- Practice Group Leaders
- Office Heads
- Equity Partners
- Chambers Award Nominations
- Formal Client Pitches

External – Leadership Recruitment

- Lateral Partners & Senior Associates
- C-Suite Roles

(2) Publish Leadership Processes to Boost Transparency:

- Leadership Job Descriptions
- Advancement & Promotion Processes



Law Firm Certification – Plus Requirements

(1) Achieve 30% Underrepresented Talent for Leadership Opportunities:

Internal – Leadership Appointments, Promotions & Opportunities

- Chairperson & Managing Partner
- Management/Executive Committee
- Partner Promotions Committee
- Compensation Committee
- Practice Group Leaders
- Office Heads
- Equity Partners
- Chambers Award Nominations
- Formal Client Pitches
- **Staffing from Pitches**

External – Leadership Recruitment

- Lateral Partners & Senior Associates
- C-Suite Roles

(2) Publish Leadership Processes to Boost Transparency:

- Leadership Job Descriptions
- Advancement & Promotion Processes
- **Compensation & Credit Processes**



Culture & Conversation Changes

Prior to Mansfield, only **12%** of firms tracked their **talent pipelines for leadership roles**.
Now, **100%** do so.



Increase in
Formal Discussions

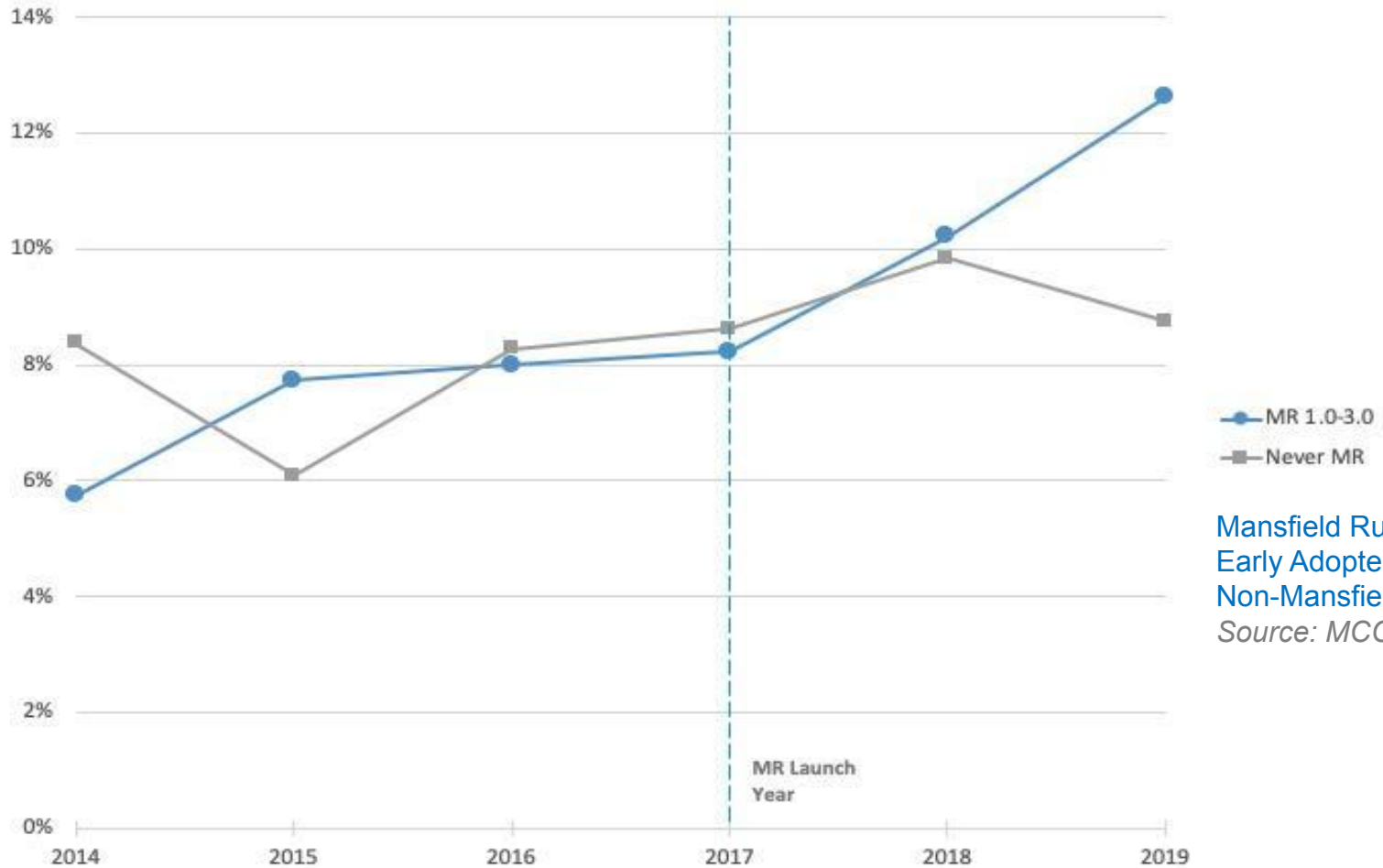
92%	85%
Leader Succession Planning	Lateral Partner Hiring



Increase in
Talent Pools

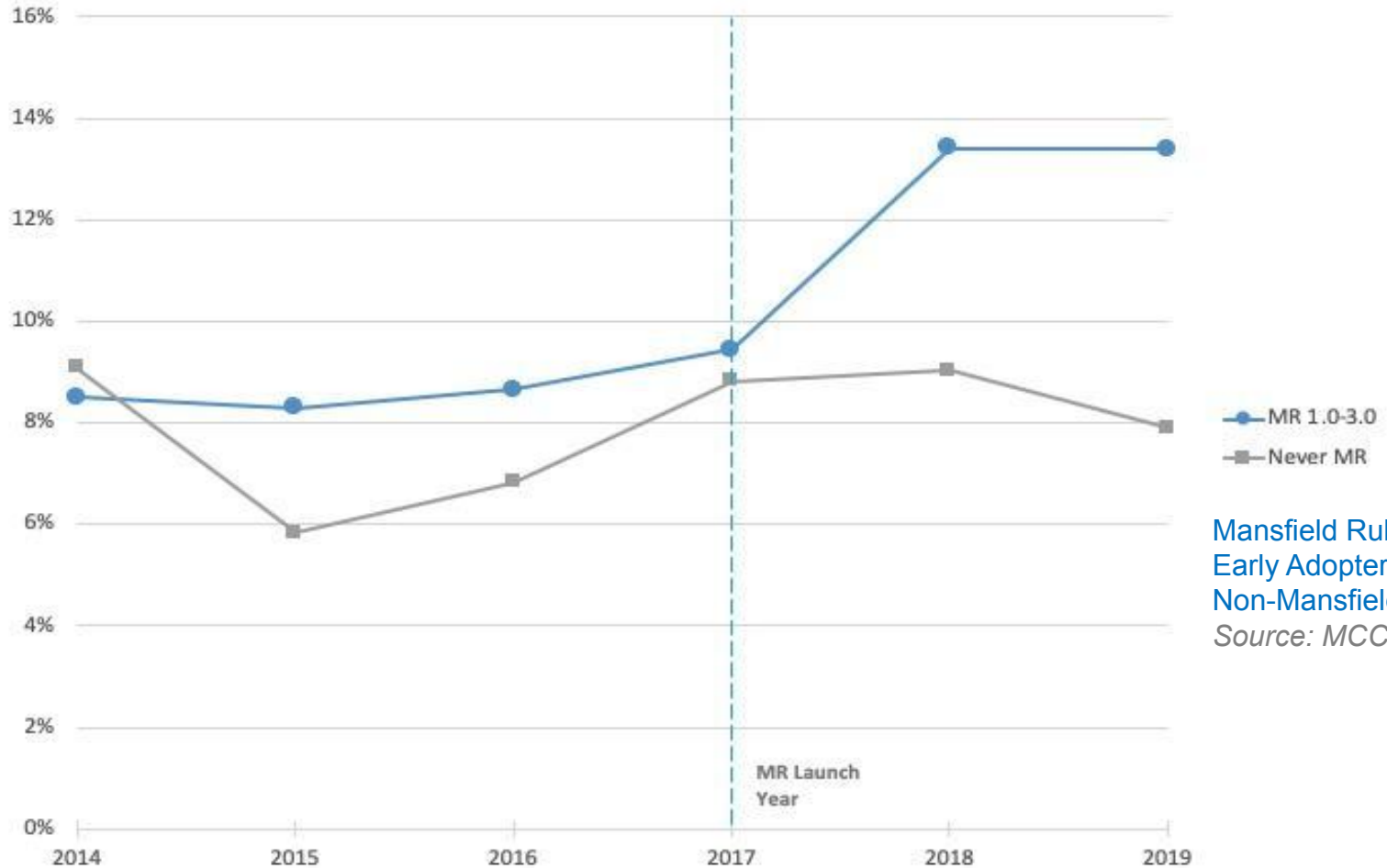
94%	79%	76%
Client Pitch Teams	Lateral Partner Hiring	Equity Partner Promotions

Underrepresented Racial & Ethnic Lawyers: Executive/Management Committees



Mansfield Rule (MR)
Early Adopter Firms v.
Non-Mansfield Firms
Source: MCCA Data

Underrepresented Racial & Ethnic Lawyers: Partner Nomination Committees



Mansfield Rule (MR)
Early Adopter Firms v.
Non-Mansfield Firms
Source: MCCA Data



MansfieldTM Rule

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