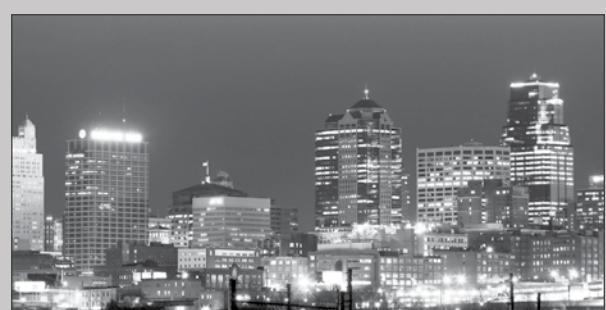
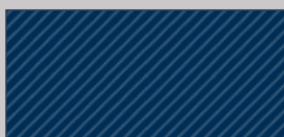


# Professional Development & Inclusion REPORTER



2015 SUMMER ISSUE

# Ogletree Deakins



TAKING PDI TO THE NEXT LEVEL

# Professional Development & Inclusion REPORTER

Dallas

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2015 SUMMER ISSUE

Cleveland

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TAKING PDI TO THE NEXT LEVEL

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## MESSAGE FROM OGLETREE DEAKINS' MANAGING SHAREHOLDER



These are exciting times for Ogletree Deakins. Our goal is clear: we will be the premier global labor and employment law firm. Our strong growth trajectory is evidence that we are succeeding in meeting the needs of our clients and achieving our objectives. In the latest rankings by a *The American Lawyer*, our firm moved up four spots to #84. For the last four years, we have been named by *U.S. News-Best Lawyer*® as a "Law Firm of the Year" in our area of practice.

A key component of our strategy is a consistent commitment to diversity and inclusion seamlessly integrated into our professional development efforts. We work hard to recruit and retain diverse talent, and to create meaningful opportunities for our female and diverse attorneys to succeed professionally according to their career goals. Just recently, our firm was named by both *The American Lawyer* and *Employment Law 360* as THE top law firm in the country

for African-American attorneys. Also, *Employment Law 360* ranked Ogletree Deakins number 17 on the list of the top 100 law firms for women. And *The American Lawyer* noted recently that we are only one of 20 firms that promote women to partner at a rate of 30% or better. Notably, this year 47% of our new equity shareholders were women and 70% of our new shareholders were women.

We believe we succeed as a firm when all of our attorneys feel valued and supported, and are given formal and informal opportunities to develop professionally. This requires a sustained focus and true commitment. As you review this newsletter, I hope you can see how we are "walking the talk" on professional development, diversity, and inclusion.



*Kim Ebert opening the 2015 Workplace Strategies, Ogletree Deakins' annual employment law seminar for senior-level human resources professionals and in-house counsel.*

# PROFESSIONAL DEVELOPMENT

Here at Ogletree Deakins professional development refers to a variety of educational and work experiences—both formal and informal—that ensure our attorneys continue to learn and apply new skills and competencies. The result: ongoing improvement in their ability to offer outstanding client service and professional fulfillment.

Ogletree Deakins' commitment to attorney development as a top-performance imperative is actualized through a wealth of professional development opportunities for its attorneys.

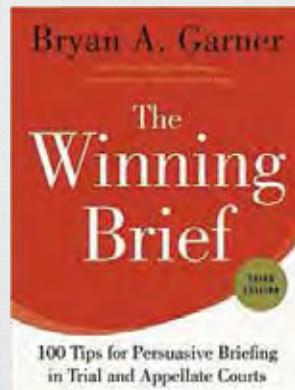
## THE WINNING BRIEF

In March 2015, Bryan Garner traveled to Kansas City to present his seminar, "The Winning Brief," to over 60 Ogletree Deakins junior associates.

Garner—lawyer, lexicographer, and professor extraordinaire—believes that language molds human thought and is embedded in the way we perceive the world. "So it's impossible," Garner says in the preface to the second edition of his book *The Winning Brief*, "for a lawyer or a judge to focus exclusively on 'the merits' of a case without being affected by the language used to express those merits".

With clarity and conviction, Garner went over most of the tips presented in the third edition of *The Winning Brief*. These tips were illustrated with good (and bad) examples from motions and briefs filed in courts throughout the country. Garner also showed several video clips of what judges had to say about the importance of receiving clear, well-written briefs.

Workshop participants were extremely satisfied with their learning experience: a whopping 96% of the participants that completed the evaluation form rated it 4 or 5 out of a possible 5. In her evaluation of the workshop, one participant wrote, "I found the workshop very helpful. It has changed the way I think about brief writing." Another participant said, "I loved the tips we covered during the workshop . . . I'm glad we all received the book and am looking forward to reading it more."



*Garner begins the seminar by addressing why it is important to know your audience.*

*Bryan Garner with Michelle Wimes (Ogletree Deakins' Director of PDI) on the right and Laura Rogora (Ogletree Deakins' Manager of Professional Development) on the left.*

## BUILDING STRONG RELATIONSHIPS WITH CLIENTS

*“Building deep relationships has nothing to do with ‘selling,’ schmoozing’ or ‘hunting’...No one wants to feel targeted.” “Your goal should be to add value in ways that address the stated and unstated needs of the client.”* These are just two of the many provocative and inspiring concepts presented by Werten Bellamy, a nationally renowned trainer, during part one of the client development program for over 30 top-performing fifth-to eighth-year associates held in Kansas City in May 2015.

This one-day program was preceded by a reception that gave associates from over 20 different offices the opportunity to get to know one another better. The reception was followed by a panel discussion in which senior Ogletree Deakins shareholders discussed their success in building strong, mutually rewarding relationships with clients over time. Kim Ebert (Managing Shareholder, Indianapolis) moderated the panel, which featured Joe Clees (Shareholder, Phoenix), Matt Keen (Board member, Raleigh), Trina Le Riche (Office Managing Shareholder, Kansas City), Daniel Ochs (Shareholder, San Francisco), and Kerri Reisdorff (Shareholder, Kansas City).

After the discussion, panelists and associates dined at one of Kansas City’s wonderful restaurants.

Part 2 of this program will take place at Ogletree Deakins’ annual Attorney Retreat in Pittsburgh in October 2015.



*At the reception with associates.*



*Michelle Wimes (Director of PDI) introduces the panel discussion.*



*Dinner at Seasons 52.*



*Werten Bellamy explains the value chain and how to expand it.*

# BUSINESS DEVELOPMENT TRAINING FOR ALL

Foundational training in business development for all attorneys: that is the goal of PDI's business development webinar series in 2015.

Ron Chapman (Shareholder, Dallas) launched the series in March. In a content-packed, 10-minute presentation Chapman introduced Ogletree Deakins' Eight Business Development Tenets as the bedrock for all successful business development efforts based on the firm's values.

Referring to the first webinar, one senior shareholder said, "I thought it was very nicely done—no fluff, direct, to the point, and very concise. Actually, perfect . . . This will be a valuable program for the firm to use for a long time."



**Tenet #1**

**Outstanding lawyering skills are a must. Ongoing professional development is therefore integral to business development.**

*You must earn a client's trust.  
This starts with being a good lawyer.*

Ogletree Deakins

*Ron Chapman introduces Ogletree Deakins' Business Development Tenet #1 in the first business development webinar for 2015.*

In May, Michelle Wimes (Director of PDI) presented the second webinar of the series: Ogletree Deakins Individual Business Development Plan. In less than 15 minutes, Wimes introduced an easy-to-use template to help attorneys decided where to focus their efforts.



**Section 7: Online Presence**

**7. Online Presence**

Online Networks/Directories	Importance Scale: 1-9	Action Items: to Improve and Update
1. Ogletree Deakins website		
2. LinkedIn		
3. Facebook		
4. Twitter		
5. Google+		
6. Other		

Attorney bio section on Ogletree Deakins website

Ogletree Deakins

*Michelle Wimes gives an overview of the different sections of the business development template.*

Both webinars were followed by an interactive, action-oriented discussion facilitated by a shareholder from each office. Attorneys at many Ogletree Deakins locations came together to participate in the webinars over lunch and to discuss their insights, and plan next steps.



*Attorneys at Ogletree Deakins' Milwaukee office participate in the webinar.*



*Ogletree Deakins attorney at the Cleveland office discuss Ogletree Deakins Business Development Tenets after participating together in the webinar.*

***“What are business development imperatives? We’re talking about things like passion for client service and extreme responsiveness.”***

*Ron Chapman (Shareholder, Dallas)*

*Webinar 1-Ogletree Deakins Business Development Tenets*

# BRIDGING THE GAP BETWEEN DIVERSITY AND PROFESSIONAL DEVELOPMENT: TARGETED TRAINING FOR OGLETREE DEAKINS LEADERS

At the Shareholders Meeting held in Atlanta, Georgia in January, Ogletree Deakins held two sessions of leadership development workshops presented by guest speaker Ritu Bhasin. Bhasin is the founder and principal of Bhasin Consulting Inc. and is known for her diversity and talent management leadership expertise. She spent ten years as a civil litigator in Canada and seven years at a preeminent Canadian law firm where she focused on talent management.

The first training session was held during the Professional Development Steering Committee (PDSC) and the Diversity and Inclusion Steering Committee's (DISC) joint meeting. The session was titled **“Interrupting Discomfort with Cultural Differences to Build a More Inclusive Firm Environment.”**

For three hours the PDSC and DISC members discussed key strategies for working across cultural differences and explored how their own individual and group culture impacts how they allocate work, conduct evaluations, give feedback, and address (or avoid) conflicts. In an effort to prepare members for the interactive session, each participant was asked to complete a brief assessment, the Intercultural Development Inventory (IDI). The IDI assessed the cultural competency and level of comfort with working across differences for each committee member.

The second training session was open to all the shareholders, and was titled **“Leadership Essentials – Working Effectively across Cultural Differences.”** For this session, Bhasin used the ICS (Intercultural Conflict Style Inventory) and presented six strategies for addressing blind spots and bias. This session gave the shareholders an opportunity to take a moment to examine themselves, their behavior, and how they relate to differences.



Ritu Bhasin, LL.B., MBA



(left to right) Charles Thompson (Shareholder, San Francisco), Vince Verde (Shareholder, Orange County), and Michael Buchanan (Shareholder, Dallas).



(left to right) Rodolfo Agraz (Shareholder, Dallas), Charles T. Speth (Board member, Columbia) and Danielle Ochs (Shareholder, San Francisco).



Bernard Tisdale (Office Managing Shareholder, Charlotte) and Trina Le Riche (Office Managing Shareholder, Kansas City) participate in the general training session.

# FLEXIBILITY SUCCESS AT OGLETREE DEAKINS

Congratulations to **Kelly Hughes**, a shareholder in the firm's Charlotte office, who has been recognized by the Diversity & Flexibility Alliance with the **2015 Flex Success Award**! The Diversity & Flexibility Alliance's annual Flex Success Award honors law firm shareholders who work a reduced-hours schedule and the clients that have been integral to making workplace flexibility a reality. Hughes was recognized along with her client, Jill Lewandowski, who is Vice President of People at Carlisle & Gallagher Consulting Group.



"We are so pleased that the Diversity & Flexibility Alliance is recognizing Kelly, together with our client, Carlisle & Gallagher Consulting Group (CG), as 2015 Flex Success honorees," said Terry Egler, a shareholder in Ogletree Deakins' Morristown office and co-chair of ODWIN. "Our firm is committed to providing work flex options to enable our attorneys to be successful both at work and at home. Kelly's success, supported by CG, shows how this can be a win-win for all."

This is what Kelly Hughes has to say about her experience of working reduced-hours at Ogletree Deakins.



I began working at Ogletree Deakins in January 2004 as a full-time associate upon Ogletree Deakins' acquisition of my prior firm. Although I had hoped to eventually have children, I had always planned on having a full-time career as well. In July 2006, I gave birth to my first of three children, and after a three-month leave, I realized I was physically and mentally unable to return to work on my prior full-time schedule. In a panic that the firm would no longer want me, I asked whether I could return on a 60% schedule. The firm's response: "We'll take you as much as we can get you!"

*Kelly Hughes  
Shareholder, Charlotte*

When I shared Ogletree Deakins' response with friends of mine at other firms, I quickly realized just how blessed I was to be at this firm. Indeed, over the years, I have watched many of my law school friends leave the practice of law after having children because their firms were simply unable (or unwilling) to work creatively to find a way to meet the needs of these new mothers who desperately wanted to continue working, albeit at a lesser hourly requirement. And I am constantly saddened at the resulting loss of talent and diversity.

My experience (returning initially at 60% and then increasing to 75% a few years thereafter, where I now remain) has taught me that, to be successful on a reduced-hours schedule—especially in a law firm environment—one must ensure that his or her schedule is seamless to clients and to other attorneys in the firm. It is also critical to understand the need to be adaptable and flexible and to adjust one's schedule to meet the demands of one's case load as needed. Support from the local office level as well as the upper firm management level is also essential, and I have been blessed to have both.

In late 2014, Michelle Wimes (Director of Professional Development and Inclusion) and Terry Egler (Shareholder and chair ODWIN, the firm's women's initiative) approached me about their desire to

nominate me for the Diversity & Flexibility Alliance (DFA)'s **Flex Success Award** and asked me to identify a client that has been integral to my flexible arrangement. It did not take long for me to identify the client: Jill Lewandowski, Vice President of People for Carlisle & Gallagher Consulting Group (CG). In addition to being a loyal client and supporter of mine for several years, Ms. Lewandowski and CG are deeply committed to flexibility within their own work environment. In fact, CG was named one of the best places to work in Charlotte in 2014. Earlier in 2014, Ms. Lewandowski and I collaborated on a panel discussion about workplace flexibility, which was presented to the Charlotte Chapter of the Association of Corporate Counsel. Thus, CG was the logical choice to share this prospective award.

In January 2015, I was notified that I had been selected as a winner of the Flex Success Award. I was honored and a little bit shocked! (As I told DFA, the only thing I ever recall winning was a pair of tickets to a Barenaked Ladies concert in 1999). So, in March 2015, Ms. Lewandowski and I traveled to Washington, D.C. for the DFA's annual conference to receive the award.

General counsel, law firm leaders, talent professionals, and attorneys from firms across the nation were in attendance to discuss strategies and best practices in an effort to advance women and support flexible working for all lawyers. When receiving the award, Ms. Lewandowski and I (along with the other honorees) shared our personal stories and lessons learned.

Significantly, and consistently with the firm's continuous display of support for me throughout the years, Ms. Wimes, Ms. Egler, and our firm's upcoming Managing Shareholder, Matt Keen, all traveled to Washington, D.C. to attend the awards ceremony. Presence of these firm representatives demonstrates this firm's unparalleled commitment to its attorneys as well as to workplace flexibility and diversity. I am forever privileged and grateful to be a part of this organization.



*(From left to right) Terry Egler (Shareholder, chair of ODWIN), Jill Lewandoski (Vice President, Carlisle & Gallagher Consulting Group), Kelly Hughes (Shareholder, Raleigh), Michelle Wimes (Director of PDI) and Matt Keen (Board member, Raleigh)*

# OGLETREE DEAKINS PARTICIPATES IN NATIONAL D&I INITIATIVES

## 18th Annual Human Rights Campaign National Dinner

On October 25, 2014, the Human Right's Campaign (HRC) held their **18th Annual Human Rights Campaign National Dinner** at the Walter E. Washington Convention Center in Washington, D.C. This year's dinner sold out with almost 3,500 guests, which included more than 70 organizations that stepped up and showed their dedication to the work of HRC through sponsorships.

The Human Rights Campaign is the largest civil rights organization working to achieve equality for LGBT Americans. By inspiring and engaging all Americans, HRC strives to end discrimination against LGBT citizens and realize a nation that achieves fundamental fairness and equality for all.

Every year the dinner features a cocktail reception, silent auction, live entertainment and thought-provoking speakers and guests. The attendees were addressed by keynote speaker former President Bill Clinton and other feature speakers, including Eric Holder, Yeardley Smith, Geena Rocero and Blossom Dupree. Sir Elton John and his partner David Furnish were the recipients of the National Equality Award in recognition for their outstanding efforts, dedicated time, energy, spirit and whole-hearted commitment to better the lives of the LGBT people. This award is given to allies outside the LGBT community who stand up on behalf of equality of all Americans.

Ogletree Deakins was a proud Silver sponsor and represented at the event by Dawn Collins (Shareholder, Los Angeles) and Adam Pankratz (Associate, Kansas City).

Adam describes his experience at the HRC dinner as follows:



*(From left to right): Bonnie Uphold (General Counsel, DPI Specialty Foods, Inc. Board of Governors of HRC), Dawn Collins (Shareholder, Los Angeles), and Adam Pankratz (Associate, Kansas City) attend annual HRC Dinner.*



*Adam Pankratz (Associate, Kansas City) and his partner Christopher Benson at HRC's National Dinner.*

“During this time of political fighting over equality for our LGBT brothers and sisters, marriage being fiercely debated by politicians, pundits, advocates and courts alike, and young people taking their own lives because they are being bullied for being themselves, it’s awe inspiring to see so many individuals and corporate entities come together to celebrate the successes and recharge for the fight for equality ahead. HRC stressed its continued support for the right to marriage and highlighted its newest project called “Project One America.” That project is aimed at changing hearts and

minds in southern states known for resistance to change: Alabama, Arkansas, and Mississippi.

Also, well-known, marquee advocates for equality such as Jennifer Hudson, Attorney General Eric Holder, and Ambassador Andrew Young attended the dinner and were honored for their efforts for equality, provided funding for AIDS research and prevention, or provided entertainment. President Bill Clinton was the keynote speaker, and even in a room of over 3,500 attendees, managed to display his charisma and passion for equality. The one quote that sticks with me even today (yes, I took notes during the address) was when he stated, “There will always be people in your life that are challenging you as a being. Don’t hate them. Love them. . . . Hatred is a result of injury and fear.”

Unfortunately, this remains a reality for many LGBT individuals throughout the globe. We are all incredibly lucky, and I am truly honored and blessed, to work with so many talented lawyers, professionals, and staff members as part of a larger firm that embraces our diversity and recognizes that through a diverse workforce we are stronger.”

## NATIONAL BAR ASSOCIATION 28TH ANNUAL CORPORATE COUNSEL CONFERENCE

THE COMMERCIAL LAW SECTION  
*Connecting People, Ideas and Opportunities*



On February 26-28, 2015, the **National Bar Association Commercial Law Section** held its **28th Annual Corporate Counsel Conference** at the Ritz-Carlton Golf Resort in Naples, Florida.

The conference supports corporate legal departments who are committed to identifying and retaining African-American attorneys as outside counsel.

This year the conference included a law firm interviewing and networking expo that allowed each law firm an opportunity to display their legal services to in-house and corporate representatives from Fortune 1000 companies. Networking opportunities existed throughout the entire conference, including the receptions, group breakfasts and lunches, and the golf and spa events.

Ogletree Deakins was a proud Platinum sponsor and the event was attended by Paul Lancaster Adams (Shareholder, Philadelphia), Elizabeth Ebanks (Shareholder, Richmond), Kevin Reese (Shareholder, San Francisco), Dawn Collins (Shareholder, Los Angeles), Buena Vista Lyons (Shareholder, Dallas), and Sisi Hannibal (PDI Manager).

## CHARTING YOUR OWN COURSE

By Brandon Shelton

Shareholder, Charlotte



*Brandon Shelton with Ebony Reid  
(Associate, Indianapolis).*

Charting Your Own Course (CYOC) is a one-of-kind career development conference that plays a major role in the growth and development of ethnically and racially diverse attorneys in major law firms and corporate law departments. CYOC began in 1998 with the mission of lawyers investing in one another to promote substantive relationships that would contribute to both professional and personal growth and development. An on-going and underlying message of CYOC has always been "keeping it real"—As in, attorneys candidly share their successes, failures, triumphs, and defeats with a level of candid vulnerability that is exceptionally rare.

I attended CYOC for the first time in 1999. The knowledge and relationships I began cultivating at that point played a major role in helping me understand the substantive and nuanced skills required to succeed in a major law firm. While the sessions, panel discussions,

and scheduled activities are great, perhaps the most impactful aspect of the conference are the informal discussions that take place and the relationships that are built outside the meeting rooms.

This year, the CYOC conference was held in Orlando, Florida on February 5-8, 2015. The conference included panel discussions that helped attorneys create their vision and plan for achieving their career goals. There were also sessions addressing issues ranging from long-term financial investment strategies, healthy family relationships, and personal health and well-being.

Ogletree Deakins first began sponsoring CYOC in 2001. Since then, the firms' presence and investment at CYOC has continued to grow and evolve. Several attorneys from Ogletree Deakins attended CYOC in 2015. Attendees included Gwendolyn Nightengale (Associate, Washington), Ebony Reid (Associate, Indianapolis), Sisi Hannibal (PDI Manager), Michelle Wimes (PDI Director), and myself.

As in the past, the CYOC conference was loaded with valuable lessons, insights, and practical knowledge that better equips attorneys to both define and develop an effective strategy for success.



*Michelle Wimes (PDI Director)  
with Dr. Cornel West*

## NATIONAL EMPLOYMENT LAW COUNCIL 20TH ANNUAL CONFERENCE



On April 22-24, 2015, the **National Employment Law Council (NELC)** held its **20th Annual Conference** at the Ritz-Carlton Hotel in Chicago, Illinois. The council celebrated 20 years of

supporting minorities who represent management in labor and employment matters. The conference was attended by outside counsel, in-house counsel representatives, human resource personnel, federal judges, and other officials.

Elizabeth Ebanks (Shareholder, Richmond) was recognized as a **2015 Rising Star** at NELC's Anniversary Gala dinner. This award honors attorneys who have outstanding achievements in the representation of clients, contributions as a pro-bono attorney, and for work performed with non-profit, religious, or educational organizations. Ebanks shared the stage with such notables as T. Warren Jackson, Senior Vice President, Associate General Counsel and Chief Ethics Officer at DIRECT TV.



*Elizabeth Ebanks (Shareholder, Richmond) and Rafael Medina (Managing Counsel at McDonald's Corporation) celebrate Ebanks's award.*

When asked what it was like for her to receive the prize, Ebanks said, "The fact that my client for the past four years, Rafael Medina at McDonald's, was the individual to nominate and present me with the Rising Star Award humbles me. I can think of no greater honor in this profession than to be recognized by a client for the level of service, commitment, and partnership I provide." She was then asked what the highlight of the evening had been for her. "Many of the Gala attendees have been and continue to be instrumental as mentors, sponsors, and champions throughout my legal journey," Ebanks said. "So the highlight of the evening was being able to recognize them and credit all they have done over the years to help nurture and develop my career."

This year marks the sixth year of the NELC Academy, where members are exposed to the NELC network of diverse attorneys in labor and employment, thereby encouraging mentor relationships and training in the skills needed to have a successful career in the field of labor and employment law.

Ogletree Deakins was a Gold sponsor of the conference and had several attorneys in attendance, including Jimmy Robinson (Office Managing Shareholder, Richmond), Elizabeth Ebanks (Shareholder, Richmond), Maria Gandarez (Shareholder, New York), Christina Crockett (Associate, Washington, D.C.), and Brandon Shelton (Shareholder, Charlotte). Kristy Offitt (Associate, Atlanta) and David Jones (Shareholder, Atlanta) participated as panelists at the event.



*Symone Martin (PDI team member) and David Powell, Jr. (Ogletree Deakins Board member) enjoy the annual CLI conference.*

## CLI DIVERSITY SUMMIT, DENVER, CO

On May 4<sup>th</sup>, members of Ogletree Deakins' Professional Development and Inclusion department, including Symone Martin (PDI administrative assistant) and Maryl Wilson (PDI coordinator), attended the **Center for Legal Inclusiveness's (CLI) 9th Annual Diversity Summit** in Denver, CO. The summit consisted of several workshops that covered issues regarding building diversity initiatives that work, solutions for retaining top talent with flexibility, panel discussions on leading the way on diversity and inclusiveness in law firms, and a plenary session with former Secretary of the Interior, Ken Salazar.



*Manar Morales, President and CEO for the Diversity and Flexibility Alliance, speaks at the annual CLI Summit.*

CLI is dedicated to advancing diversity in the legal profession by actively educating and supporting private and public sector legal organizations in their own individual campaigns to create cultures of inclusion.

Ogletree Deakins was a top sponsor of this excellent conference and two Denver office attorneys, David Powell, Jr. (Shareholder) and Marcela Mendoza (Of Counsel) were also attendees.

## MCCA'S ANNUAL GENERAL COUNSEL SUMMIT



This year's **12th Annual General Counsel Summit** (formerly the General Counsel Invitational) took place on May 6-9, at the PGA National Resort & Spa in Palm Beach Gardens, Florida. This four-day event provided innovative educational offerings focusing on diversity and leadership. The summit provided opportunities

for thought leaders to benchmark their legal department and build their peer network in intimate settings, creating an atmosphere fostering professional development. In addition to the educational offerings, the General Counsel Summit is the sole fundraiser supporting the MCCA Lloyd M. Johnson, Jr. (LMJ) Scholarship Program. The LMJ scholarship provides financial assistance to outstanding students who seek to pursue a legal education. More than \$2.7 million in scholarships have been awarded to promising and diverse students who have a financial need, have overcome obstacles, have shown an interest in corporate law, and a commitment to diversity and inclusion.

Ogletree Deakins was a proud Tee Booth Sponsor again this year and hosted a booth on the green during the GCI Golf Tournament. Representing the firm were Tae Phillips (Associate, Birmingham), Sisi Hannibal (PDI Manager), and Nicole Harris (PDI Coordinator).

# D&I INITIATIVES IN LOCAL OFFICES

## BIRMINGHAM



In an effort to give back to the community and create an opportunity for increased employee morale and internal team building, Ogletree Deakins' Birmingham office created a **Philanthropy Committee** in 2014. The committee is comprised of Tae Phillips (Associate), Cynthia Martinez (Paralegal), Sandra Parson (Legal Secretary), Julie Jackson (Administrative Assistant), and Brandi Hall (Office Administrator). In 2014, the committee partnered with Hands On Birmingham, the service wing of United Way, to participate in two service projects. In June, the office and their families assisted in a clean-up day at Pathways, a local nonprofit, that provides women and children with housing and other services. In September, the office sponsored Hands On Birmingham's 9/11 Week of Service and visited Alethia House, a shelter for veterans, to serve lunch.

The Birmingham office also conducted a back-to-school drive for children in the area, and participated in the Birmingham Multiple Sclerosis walk in April.



## BOSTON



On April 8, 2015, the **42nd Annual Massachusetts Black Lawyers Association Gala** was held at the Boston Park Plaza Hotel in Boston, Massachusetts. With more than 625 attendees, this affair included contributors to their areas of law and to their community as a whole. Honorees and presenters included former Massachusetts Governor Deval Patrick, Harvard Law Professor Charles Ogletree, and Tony West, General Counsel of PepsiCo.

The MBLA is one of New England's leading and largest affinity bar associations and provides a valuable network and visible presence for attorneys of color in the Massachusetts legal community. The MBLA strives to provide its members with professional development and career advancement opportunities through a robust offering of programs, networking events, and continuing legal education training. The MBLA also sponsors forums on current topics of interest to members of the legal community.

The funds raised at the Annual Gala support these programs and enable the organization to continue to provide these opportunities to its members and the community at little or no cost. Ogletree Deakins was a proud Silver sponsor and the event was attended by Paul Lancaster Adams (Office Managing Shareholder, Philadelphia), Michael Clarkson (Office Managing Shareholder, Boston) and Dani Vanderzanden (Shareholder, Boston).

On April 27, 2015, the National Association of Women Lawyers held its **Night of Giving Reception** at the offices of Prince Lobel Tye, LLP in Boston, Massachusetts. The reception was held to benefit the organization My Life My Choice, whose mission is to prevent the commercial sexual exploitation of adolescents through survivor-led programs that educate and empower youth to find their voice and create a positive life path while working to eliminate the violence and victimization of sexual exploitation.

Attendees joined together for an intimate discussion with Congresswoman Niki Tsongas and Massport Chief Legal Counsel Rachael Rollins. A charitable networking reception immediately followed the discussion and in lieu of a registration fee, attendees were asked to consider making a donation to My Life My Choice.

Ogletree Deakins was a proud sponsor of the reception. Diane Saunders (Shareholder, Boston) was part of the Planning Committee and attended the event.

## CHICAGO

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On April 9, 2015, Ogletree Deakins' Chicago office supported the 2015 **National Summit of Black Women Lawyers Association (BWLA)** that was held at the Hyatt Regency Chicago, in Chicago, Illinois.

The BWLA is one of the fastest growing bar associations in the state of Illinois that brings together representatives of African-American female attorneys, judges, law professors, and law students in the Chicago metropolitan area and across the Midwest. The association is committed to serving the greater legal community and the general public through educational programs, mentoring and networking opportunities, community outreach, scholarship awards to law students, and various educational pipeline programs and initiatives.

This year's conference attracted over 400 of the nation's most influential attorneys and distinguished speakers. The theme of the summit was **"Answering the Call (Part II): Owning Our Destiny,"** which continued to address the challenges that black women lawyers face and celebrate the progress that has been made.

Ogletree Deakins was a proud sponsor and was represented by Michael Cramer (Shareholder) and Norma Manjarrez (Associate).

## COLUMBIA

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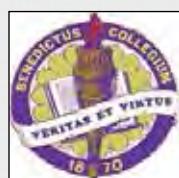
The Columbia, SC office of Ogletree Deakins provides ongoing sponsorship to several diversity programs and initiatives including the two programs described below:

1. **The University of South Carolina (USC) Black Law Students Association's (BLSA)** Annual Banquet which was held on March 26, 2015 and featured the Honorable Mignon L. Clyburn, Chair of the FCC, as its keynote speaker. BLSA provides guidance, assistance, and support for black law students thought their academic, professional and social endeavors. Although BLSA is a historically African-American group, the organization encourages all interested students to reach out and add to the diversity of BLSA.



2. Benedict College's **Charter Day Awards Program** which took place on April 15, 2015. The Charter Day Awards is an annual event that commemorates the chartering of Benedict College, a Historically Black College founded in Columbia in 1870. The occasion serves as a platform to provide financial assistance, based on financial need, through scholarships to students who otherwise may not receive aid.

Additionally, at the **Lean In: Lessons on How Women Can Succeed in the Legal Field, Employment Society and Women in Law** event, Kathy Dudley Helms (Office



Managing Shareholder) provided practical tips and guidance to law students of the University of South Carolina regarding the issues women attorneys need to consider in pursuing and progressing in their careers. As a managing shareholder, Helms provided unique insight and experience in a field where women have been traditionally underrepresented as partners and members of management.

## KANSAS CITY

On March 12, the Kansas City office was an Advocate sponsor for the **University of Missouri-Kansas City Pride Scholarship Breakfast**. The event benefits the lesbian, gay, bisexual, transgender, queer, intersex, and asexual (LGBTQIA) Leadership Scholarship and the Pride Empowerment Assistance Fund at the university. It also provides funds to LGBTQIA students who have been cut off by their families due to coming out or being “outed.”



The very next day, on March 13, the Kansas City office welcomed eight students from **University of Missouri School of Law** to discuss the practice of law and, more specifically, Ogletree Deakins and its focus on labor and employment law representing management.

Justin Dean (Shareholder), Trina Le Riche (Office Managing Shareholder), and Laura Rogora (Professional Development Manager) discussed the state of the legal industry, how Ogletree Deakins approaches the practice of law, and the professional development initiatives the firm has in place to support their attorneys in reaching their full professional potential.

On April 8, at the Sheraton Crown Plaza Center, over 2,000 professional women from the Kansas City area got together at the **Women's Employment Network (WEN) Luncheon**. The luncheon celebrated the legacy of WEN in the local community and honored the business leaders who share WEN's commitment to helping women and families break free from the cycle of violence through education and empowerment.

Ogletree Deakins was a Patron sponsor of the event and hosted a table. One participant said, “Such inspiring stories! I’m so glad I came...I leave feeling inspired and hopeful.”



(From left to right, standing) Nicole Harris (PDI Coordinator), Michelle Wimes (PDI Director), Jeanette Jayne (Managing Director, Cohen-Esrey Real Estate Services, LLC.), and Jennifer Utting (Assistant General Counsel, Mediware). (From left to right, sitting) Susan Beck, (Chief Operating Officer, Cohen-Esrey Real Estate Services, LLC.), Linda Hanson (Regional President, Enterprise Bank & Trust), Trina Le Riche (Ogletree Deakins Shareholder), and E. Lynn Price (Senior Attorney, Terracon).

## MINNEAPOLIS



The Minneapolis office raised funds for the **YWCA Circle of Women**, held on April 23, 2015, to honor Priscilla McNulty, an attorney and friend of the firm who passed away. Ms. McNulty was a big supporter of the YWCA of Minneapolis, whose mission is to eliminate racism and to empower women and young girls, an effort that Ogletree Deakins' Minneapolis office is continually supporting.

This event was attended by Cynthia Bremer (Shareholder), Heidi Kapacinskas (Of Counsel), Jennifer Lenander (Office Administrator), Nisha West (Paralegal), Tammy Wittbecker (Legal Secretary), Stephanie Bechtel (Legal Secretary), and client Jody Ward-Rannow (Associate Counsel, Employment & Dispute Resolution at HealthPartners).

## NASHVILLE

On May 16, **100 Black Men of Middle Tennessee, Inc.'s Annual Gala** was held at the Gaylord Opryland Resort and Convention Center. The gala is an annual fundraiser that supports the 100 Kings Program, whose mission is *to nurture and enhance the growth, development and opportunities for young black males* by exposing them to a wide array of academic concepts and skills that prepares them for college.



Ogletree Deakins has sponsored a table at the event for the past three years. Representing the firm at the gala were Luther Wright (Of Counsel), who is a member of the 100 Black Men of Middle Tennessee and is currently the Vice-Chairman, and Wendy Miller (Shareholder).



(left to right) Paul Lancaster Adams (Office Managing Shareholder), the Honorable Renee Hughes, Sherrilyn A. Ifill (President & Director-Counsel of the NAACP Legal Defense and Educational Fund, Inc., and Michelle Wimes (PDI Director).

## PHILADELPHIA

On April 16, 2015, Ogletree Deakins' Philadelphia office partnered with the firm's Professional Development & Inclusion Department to support the **NAACP Legal Defense and Educational Fund Inc.'s 75th Anniversary Dinner** that was held at the Kimmel Center for the Performing Arts in Philadelphia, PA.

The LDF is the country's premier legal organization fighting for racial justice. Through litigation, advocacy, and public education, LDF seeks structural changes to expand democracy, eliminate disparities, and achieve racial justice in a society that fulfills the promise of equality for all Americans. The LDF was founded under the leadership of Thurgood Marshall in 1940.

The anniversary dinner honored 75 years of the LDF's commitment to justice and the efforts of the event's honorees: William Coleman, Jr., Honorable William H. Hastie, Jr. Honorable A. Leon Higginbotham, Jr. and Honorable Louis H. Pollak. The dinner brought together a diverse audience of more than 150

thought leaders, government officials, civil rights advocates and champions of justice to celebrate the accomplishments of the path to achieving racial and social justice.

Ogletree Deakins was a proud Silver sponsor and was represented by Paul Lancaster Adams (Office Managing Shareholder), and Michelle Wimes (PDI Director). Paul Lancaster Adams also represented Ogletree Deakins as a member of the NAACP Legal Defense Fund's host committee for the event.

## PHOENIX

Ogletree Deakins' Phoenix office recently learned that the **Arizona Asian American Bar Association** (AAABA) lacked funds to provide refreshments at a reception for the Arizona State University's Asian Pacific American Law Students Association (APALSA). The office quickly responded with its characteristic generosity and volunteered to sponsor the event, which has opened the door to future collaborations with the AAABA and APALSA. To date, we have committed to sponsoring three future events including mentoring programs for local Asian-American lawyers and law students. The groups seek to foster awareness of Asian American legal issues and promote the admission and retention of Asian American lawyers.



Shareholder Joe Clees (front right) and APALSA members await their food during Happy Hour.

## PITTSBURGH

Ogletree Deakins Pittsburgh office regularly organizes **roundtable discussions** with clients and members of the local community. These roundtables are designed to create an environment where participants can share ideas, solutions, and best practices in their respective organizations.

On March 24<sup>th</sup>, the Pittsburgh office organized a roundtable regarding **workplace flexibility**. Participants included a unique cross-section of lawyers, HR professionals, recruiters, talent developers, and diversity specialists from the Pittsburgh area. The discussion explored important topics such as how work-flex can attract and retain talent that might otherwise withdraw from the workforce and how work-flex is essential to growing a business with global operations and essential to serving "non-traditional" clients and increasingly more diverse communities. Other topics discussed were how to think about work "space" in new and creative ways; what strategies could be implemented to reduce the perceived or actual stigma attached to using work-flex; and how to roll out policy and training from the top down. Attendees from Ogletree Deakins' Pittsburgh office included discussion moderator April Dugan (Associate), Roberta Bauer (Office Administrator), John Artz (Shareholder), Bindu Gross (Associate), and Midori Vasquez (Receptionist).

The next roundtable meeting will be held in July 2015.

## SAN FRANCISCO

Ogletree Deakins' San Francisco office has been very active in all things D&I. Below are some of the events and programs in which it has participated.

In support of Girls Inc. of Alameda County, Maria Anastas (Shareholder) was present at the **Women of Impact Networking and Cultivation Event** held on January 27, 2015. Girls Inc. is a nonprofit organization with a mission to inspire all girls to be strong, smart, and bold. Additionally, Girls Inc. offers academic enrichment activities, skill-building programs, and counseling services to girls and their families.



## THE BOARD MATCH

On March 4, 2015, Jill Cartwright (Associate) attended a hugely successful **The Board Match** event at the San Francisco Marriott Marquis. The only event of its kind and scale anywhere in the country, The Board Match is a signature event produced by the **Volunteer Center in San Francisco**. Individuals in leadership

positions in 150 Bay Area nonprofits were on hand to talk to interested candidates about serving on their organizations' board of directors. There were a variety of organizations from large to small, focusing on everything from the environment to arts and youth.

On March 12, 2015 the San Francisco office of Ogletree Deakins was a proud Bronze Half-Level sponsor of the **Asian American Bar Association (AABA) 38th Annual Installation Dinner**. One of the largest minority bar associations in the State of California, AABA is also one of the oldest and largest Asian American and Pacific Islander bar associations in the nation.



Through the work of over a dozen active committees, ranging from Judiciary, Civil Rights, and Community Services, to In-House Counsel, Mentorship, and Public Service, the AABA members are actively involved in their local communities and in advocating for the advancement of minority lawyers and judges. Greg Cheng (Shareholder) and John Ferrer (Of Counsel) were in attendance at this annual fundraising event.

## California Women Lawyers

Since 1974 California Women Lawyers (CWL) has represented the interests of more than 30,000 women in all facets of the legal profession, influencing lawyers,

educators, students and judges. On March 13, 2015 the CWL hosted its **15th Annual Northern California Judicial Reception** at John F. Kennedy University – Pleasant Hill. Sarah R. Nichols (Shareholder) and Victoria L. Tallman (Associate) attended this reception which honored Judge Clare Maier (Contra Costa County Superior Court) with the Rose Bird Memorial Award. CWL instituted the Rose Bird Memorial Award in 2000 in honor of Chief Justice Rose Elizabeth Bird (1936-1999). The award honors judges for judicial excellence, public service, and inspiration to women lawyers.



**Japanese  
chamber of commerce  
of northern California**

On January 17, 2015 Andrea L. Fellion (Associate) was pleased to attend the **Japanese Chamber of Commerce of Northern California's (JCCNC)** New Year's party at the Westin St. Francis hotel. The JCCN is the only chamber of commerce for Japanese businesses originally founded by Japanese Americans. One of its unique qualities lies in the fact that it is comprised of Japanese and Japanese-American businesses, corporations, and organizations that have ties between Northern California and Japan.

On February 17, 2015 Becki Graham (Associate) spoke at the **U.S. District Court for the Northern District of California and Bar Association of San Francisco Federal Pro Bono Project Volunteer Reception** regarding her recent experience representing an indigent plaintiff at trial. The Federal Pro Bono Project provides assistance to litigants in federal court who do not have legal representation. Thomas N. McInerney (Shareholder) and Joe L. Appel (Associate) were also attendees and part of the trial team.

# IN THE SPOTLIGHT



**Curtis Chow** (Associate, Columbia) was one of thirty-eight leaders selected to participate in the Class Viii Midlands of the **Riley Institute at Furman's Diversity Leaders Initiative (DLI)**. The class members meet over the course of five months in a format driven by case studies and other learning materials designed to maximize interactions and productive relationships among participants. They also work in cross-sector groups to respond to real issues and opportunities in their communities through service projects. Participants are selected by nomination and application.



Chow is a member of the Immigration Practice Group and the International and Employment Practice Group, representing employers in all aspects of U.S. Immigration law and compliance, as well as international employment matters. Chow got his law degree at, Vanderbilt University Law School in 2008 and his B.S., cum laude, in Economics and Political Science at the University of South Carolina in 2005.

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**Craig Cleland** (Shareholder, Atlanta) was selected as a **Fellow in the Litigation Counsel of America (LCA)**. The LCA is a trial lawyer honorary society that consists of less than .5% (yes, point 5!) of American attorneys, and is dedicated to promoting superior advocacy, professionalism, and accomplishment. Selections are by invitation only. Fellows are selected based upon accomplishment in litigation (trial and appellate levels), and by possessing a superior ethical reputation.



Cleland has been recognized as a BTI Client Service All-Star twice—one of a small number of employment lawyers in the U.S. who “combine exceptional legal expertise with practical advice, business savvy and creative, effective solutions.” In 2014, he was selected as Best Lawyers in America 2014 Atlanta Litigation–Labor & Employment “Lawyer of the Year.” He is listed in *Best Lawyers* in America, Atlanta Super Lawyers (Top 100 Georgia Lawyers), Chambers USA’s Leading Business Lawyers.

Cleland defends employers in litigation, including class and collective actions, and counsels them in risk management and compliance. He is the former Chair and Co-Chair of the Firm’s Class Action Practice Group and serves as an Adjunct Professor of Law at Georgia State University College of Law, where he teaches Complex Litigation.



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**John Glancy** (Shareholder, Greeneville) was recently recognized in an article from **Inside Counsel magazine**, which featured veterans-related pro bono activities by attorneys in the firm. Mr. Glancy is a United States Marine Corps veteran, and he currently serves pro-bono as the General Counsel for the Band of America’s Few. The BAF is a veteran-run nonprofit that consists of Marine Corps veterans like Mr. Glancy who served in the Marine Music Program, and the group performs patriotic music at venues and events around the world. “My work with the Band allows me to continue to protect and defend the United States Marine Corp’s proud heritage of musical excellence. The Marine Band is America’s oldest, continuously active professional music organization, and The Band of America’s Few gives me a chance to honor this

tradition, give something back to the Corps and the community, and connect with many of the men and women I served with so many years ago."

Mr. Glancy co-chairs Ogletree Deakins' nationwide Unfair Competition and Trade Secrets practice group. He has extensive experience litigating high-stakes matters in this area and regularly secures temporary restraining orders and other equitable relief in matters involving restrictive covenants (non-compete, non-solicit, and confidentiality agreements), misappropriation of trade secrets, tortious interference, and related unfair competition claims. Mr. Glancy was named Best Lawyers in America - Employment Law-Management and Labor Law-Management in 2014 and 2015 and *Greenville Business Magazine's* Legal Elite - Intellectual Property in 2013 and 2014.

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**Ted Speth, Gray Geddie, and Mike Cramer** have been named to the BTI Client Service All-Stars 2015 list. The *BTI Client Service All-Stars* is the definitive list—identified solely through client feedback—of lawyers delivering the highest levels of client service. Those named to the list are earning recognition from leading General Counsel and legal decision-makers for outperforming all other attorneys. Speth, Geddie, and Cramer were among just 29 labor and employment attorneys in the United States recognized as BTI Client Service All-Stars this year.



**Ted Speth**—a member of the firm's Board of Directors, member of the Professional Development Steering Committee, and shareholder based in the firm's Columbia office—is named to the list for a third time. He has more than 30 years of experience with employment-related litigation in state and federal courts throughout the United States and devotes a significant amount of time to the representation of clients in class action litigation. Speth also provides training and preventive advice to employers in an effort to resolve potential employment-related legal issues before the matters escalate into legal actions. Throughout his career, Speth has been highly praised for his accomplishments. He was named by *Best Lawyers*® as the 2014 Columbia-SC Employment Law - Management "Lawyer of the Year," as well as the 2013 Columbia-SC Litigation - Labor & Employment "Lawyer of the Year." Speth has earned a Band 1 ranking from *Chambers USA*, been named among the "South Carolina Midlands Legal Elite," and is included among the South Carolina Super Lawyers.

**Gray Geddie** is one of the founding members of Ogletree Deakins and has served as the firm's Managing Shareholder for a decade. Under his leadership, the firm experienced unprecedented growth in terms of geography, professionalism, and client service. Geddie is also a decorated and nationally acclaimed attorney. He is a Fellow in the College of a Labor and Employment Lawyers and was honored by *Best Lawyers*® as the 2014 Greenville Litigation - Environmental "Lawyer of the Year." Geddie is recognized by *Best Lawyers*® in six categories, including Bet The Company Litigation. Geddie is also listed in Band 1 in the Labor and Employment Law category by *Chambers USA*, named to *Super Lawyers*, and a Certified Specialist in Labor and Employment Law under standards approved by the South Carolina Supreme Court. As an experienced trial lawyer, Geddie has handled cases of various types for more than 30 years, Geddie's jury trial experience has included labor and employment, products liability, patent and trade secret, environmental law, and commercial litigation. He has represented clients in a wide variety of industries including chemicals, textiles, metal working, retail stores, food service, hospitality, communications, media services, and educational institutions.





**Mike Cramer**, a shareholder based in the firm's Chicago office, counsels and represents employers on a wide variety of employment-related legal matters. He has advised clients ranging from small non-profits to Fortune 500 companies on difficult employment decisions, negotiated cost-effective resolutions to troubling disputes, and litigated to victory. Cramer's litigation practice includes discrimination and harassment cases, wage and hour collective actions, and restrictive covenant litigation. Specifically, he has defended employers including retail chains, restaurant chains, manufacturers, and staffing companies in numerous class and collective actions involving alleged wage and hour violations. Cramer is highly regarded among clients and colleagues alike. He is a Fellow in the College of Labor and Employment Lawyers, has achieved Martindale-Hubbell's highest peer review rating (AV-Preeminent), has been named to *Best Lawyers*®, and is an Illinois *Super Lawyer*. Cramer serves on Ogletree Deakins' Class Action Steering Committee and the Diversity and Inclusion Steering Committee. He often conducts training for corporate management and HR professionals, and is a frequent public speaker and writer on employment law topics. Outside of his legal practice, Cramer is an award-winning independent filmmaker.

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**Jacquelyn Maroney** (Shareholder, Austin) was interviewed by Law360 on April 17, 2015 to discuss her practice of business immigration and its many facets. Maroney describes the most challenging case she's worked on, what areas of her practice need reform, and also explores President Obama's recent executive actions on immigration and how that has impacted her practice. She also describes in detail the lessons learned from mistakes made early on in her career. "I did not fully appreciate the total picture of client representation during my first years of practice... I was lucky to have mentors who taught me...how to take responsibility for all aspects of a project in order to deliver quality results to clients," Maroney said. She adds that a key tenet in her practice today—one she instills in all her team members—is that "our job is to partner with stakeholders to set, manage, meet, and exceed expectations."



Maroney's practice includes a full range of business immigration matters for employers with an emphasis on software, semiconductor, biotechnology, health care, and oil and gas companies. She partners with HR to help build and execute immigration programs that provide her clients with a competitive advantage in the "war on talent." In particular, she enjoys crafting large scale PERM labor certification programs and partnering with HR to continually improve corporate immigration programs and the results they deliver to the business.



**Robert Niccolini** (Shareholder, Washington) sits on the **Board of Directors for the American Health Lawyers Association** (AHLA), the nation's largest, nonpartisan, not-for-profit educational organization devoted to legal issues in the health care field. The AHLA's over 13,000 members include in-house counsel, compliance and privacy officers, finance officers, health care consultants, regulatory professionals, and also those employed in health care, public health, government, and academia. Since 2014, Niccolini is also co-chair of the AHLA's **Diversity + Inclusion Council**.

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Niccolini says that the mission of the D+I Council is to "increase outreach efforts to diverse attorneys and non-attorneys, and also to better integrate our diverse members into leadership and speaking opportunities within the organization." Niccolini adds, "[the council] wants to emphasize that diversity is not just an issue of increasing racial and gender diversity... it's really an issue of bringing as many diverse perspectives and viewpoints into the organization as possible, and making sure that those viewpoints and perspectives are included and respected".

During Niccolini's tenure, the council has been very active. In the fall of 2014 and again in March 2015, for instance, the Diversity + Inclusion Council organized a Diversity Summit with leaders throughout the organization. "We actually had representatives from ten different groups within the AHLA...to better integrate diversity and inclusion throughout the organization," says Niccolini. The D+I Council is currently developing a three-year strategic plan and the AHLA Board of Directors has recently approved a program for diversity scholarships for law students interested in health law, which they plan to implement in 2016.

At Ogletree Deakins, Niccolini is co-chair of the firm's Healthcare Practice Group and is the Professional Development ambassador for his office. He represents management in employment litigation and labor disputes, with special experience in the health care, technology, insurance, manufacturing, government contracting, and in the hospitality and retail industries. He was recently quoted in the *BNA Health Law Reporter* regarding the Supreme Court's Pregnancy Act ruling and how it may impact health-care provider policies.

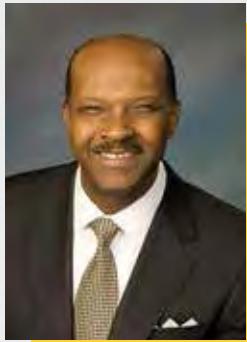
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**Danielle Ochs** (Shareholder, San Francisco) participated in Law360's Minority Powerborker's Q&A series where she shared her perspective on the glass ceiling in the legal industry, among other topics. "Arguably", Ochs says, "the 'glass ceiling' is always present in one form or another, but I have chosen to operate as if it were permeable...Bias, unconscious or otherwise, belongs to others...and is their burden to carry, not mine." She adds, "My own attitudes about this issue, sharpened by resolve, have created cracks in that glass ceiling that have become openings for me and others to pass through". Ochs also discusses the challenges she has faced as a senior-level attorney of color and offers advice to law firms looking to increase their diversity at a partner level.



Ochs has nearly 20 years of experience as a civil litigator, with an emphasis on the defense of employment-related claims in federal and state trial and appellate courts, and administrative agencies. In addition to her active labor and employment litigation practice, Ochs has litigated a range of business disputes, including trade secrets, unfair competition, business interference, contract, defamation, and fraud disputes. She also has active advice, training, and investigations practices, assisting employers with a variety of employment and industrial relations issues .

Ochs has taught for nearly 10 years as an adjunct professor of law at the University of California, Hastings College of Law, and she co-chairs the business development/client relations section of ODWIN, an Ogletree Deakins Women's Initiative and is a member of the Diversity and Inclusion Steering Committee.



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**David D. Powell, Jr.** (Shareholder at Ogletree Deakins' Denver office and member of the firm's Board of Directors), has been recognized by *Savoy Magazine* as one of the **2015 Most Influential Black Lawyers in America**. The Most Influential Black Lawyers in America list is comprised of the "best of the best" of Black lawyers who are partners within leading national law firms and corporate counsel in Fortune 1000 corporations. The lawyers named to the list are widely recognized for their professionalism, protection of rights, and community service.

Powell is an accomplished attorney with more than 30 years of experience in Colorado and throughout the United States. He has significant experience litigating employment cases on behalf of employers in state and federal courts and frequently advises employers on matters arising from the employer-employee relationship. These matters include unfair competition, the

duty of loyalty, confidential and trade secret information, executive employment agreements, restrictive covenants, employee classification and compensation, wrongful discharge claims, disability and family leave issues, and harassment and discrimination based on race, national origin, gender, and age.

Powell has been lauded for his accomplishments throughout his career. He holds an AV® Preeminent™ rating from Martindale-Hubbell and has been named a fellow in the College of Labor and Employment Lawyers and International Society of Barristers. He has been recognized as one of the top labor and employment lawyers in Colorado by Chambers USA, and has been included among The Best Lawyers in America and Colorado Super Lawyers. Powell earned his J.D. from the University of California School of Law and earlier received a B.A. from Santa Clara University.

**Ellen Toth** (Shareholder, Cleveland) was honored as one of twenty **Women Making a Difference** by the Cleveland Metropolitan Bar Association (CMBA) in November, 2014. Selections for this honor were based on consideration of nominations by a selection committee using the following criteria: (1) outstanding leadership and innovation in the profession; (2) significant involvement in mentoring or diversity initiatives; and (3) outstanding involvement in non-profit, civic, volunteer, and pro bono activities. Toth and the other recipients were recognized at a reception sponsored by the CMBA's Women in Law Section and the Northeast Ohio Chapter of the Association of Corporate Counsel, where she accepted her award accompanied by her colleagues from the Cleveland office.



Toth's diversity achievements are many and varied. They include co-chairing the Federal Bar Association, Northern District of Ohio Chapter's inaugural diversity program, "Jury Perceptions of Diverse Lawyers in the Courtroom;" serving as a member of Ogletree Deakins' Diversity & Inclusion Steering Committee; chairing many of the Cleveland Office's annual diversity and inclusion events; participating in the Sherwin Williams Diversity Pipeline Program; and receiving recognition from Eaton Corporation's Law Department with its Supplier Diversity and Inclusion Excellence Award.

Toth defends employment discrimination lawsuits for clients in the private and public sector and also defends charges brought before the EEOC, the Ohio Civil Rights Commission, and other state and federal agencies. She provides counseling and training on a wide variety of employment issues. Prior to joining Ogletree, Ellen worked in-house as labor and employment counsel for YRC Worldwide Inc., a Kansas City-based international transportation company. Her in-house experience helps her take a pragmatic view of litigation and work with clients to accomplish their internal, as well as external, goals and objectives.



*Ellen Toth (center front) with colleagues from Ogletree Deakins' Cleveland office and friends after the reception.*



**Luther Wright, Jr.** (Of counsel, Nashville) was selected as a recipient of the **Napier-Looby Bar Foundation's 2015 Justice A. A. Birch Award**. Wright was among an illustrious group to earn this recognition based on his outstanding professional achievements, dedication to the legal profession, and commitment to the organized bar. Wright was honored on February 26 at the Napier-Looby Bar Foundation's 11th Annual Barristers' Banquet and Awards Program.

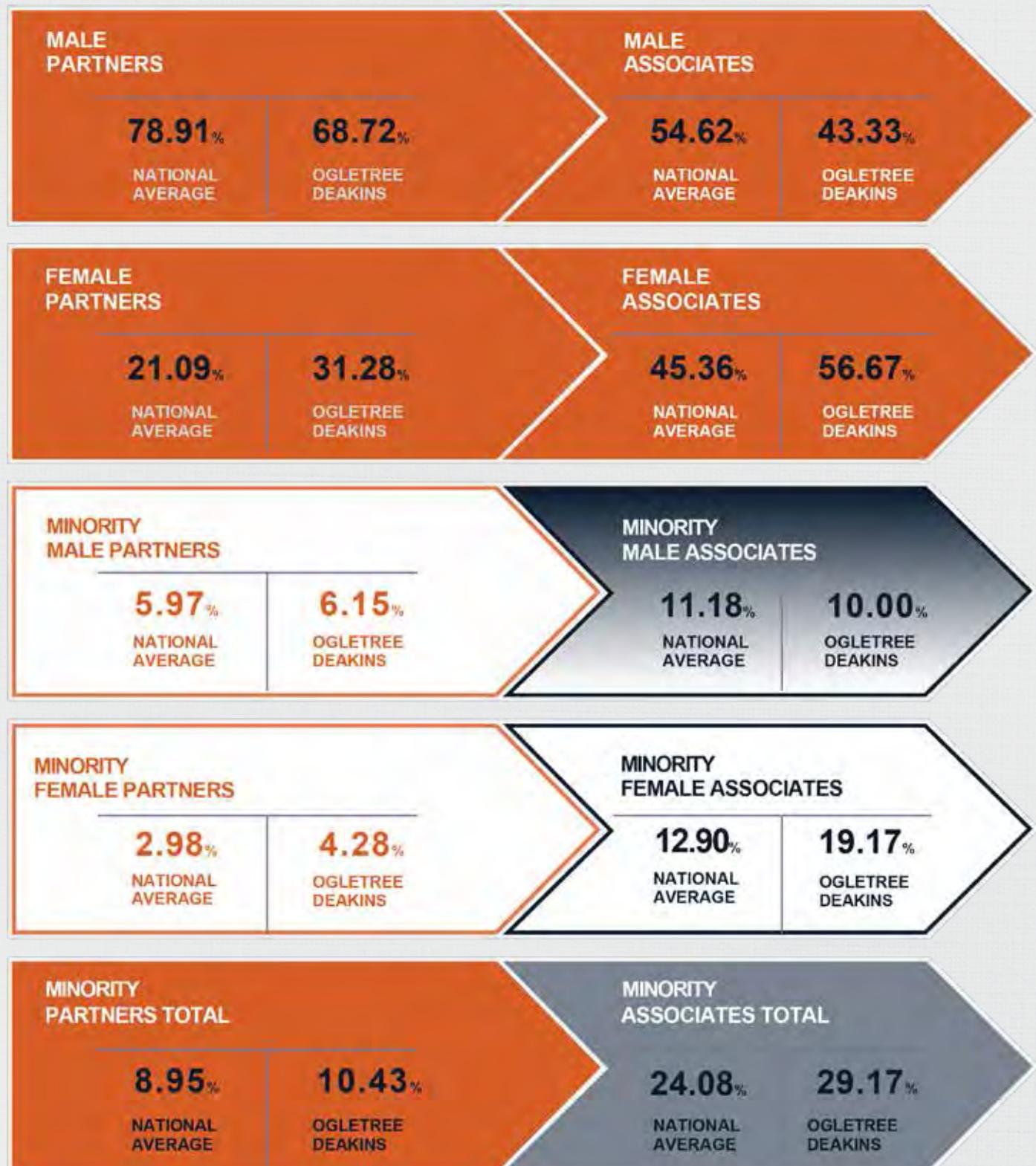
Ogletree Deakins' Nashville office was delighted to be a table sponsor at this program. Sarah Akin (Assistant General Counsel for Ogletree Deakins), Keith Frazier (Shareholder, member of the firm's Board of Directors), Jonathan Harris (Shareholder), and Bill Rutchow (Shareholder) were in attendance to show their support of Wright's recognition and Napier Looby's law school scholarship program funded from the banquet proceeds.

Wright has practiced law for nearly 20 years and focuses his practice on labor and employment litigation, counseling, and training. He regularly represents management in all forms of employment discrimination litigation, including litigation based on federal anti-discrimination statutes, state statutes and common law, violence in the workplace, Fair Labor Standards Act claims, and independent contractor disputes.

Wright is very active in the Nashville community. He is a fellow in the Tennessee Bar Foundation and Nashville Bar Foundation and serves on the boards of Growth Enterprises Nashville, Inc., 100 Black Men of Middle Tennessee, Inc. and Students Taking a Right Stand (STARS). He is a former board member of the Renewal House (a drug recovery program for addicted mothers), past president of Napier-Looby Bar Association, and past governor of the Nashville Area Chamber of Commerce Board of Governors. Wright is AV preeminent rated by Martindale-Hubbell, named in the Best Lawyers in America, and in 2014 earned the Women's Political Collaborative of Tennessee's Good Guy Award.

# DIVERSITY BY THE NUMBERS

Every year, the National Association for Law Placement (NALP) publishes the national averages of diverse attorneys in law firms. Below is a chart comparing Ogletree Deakins' percentages as they compare to NALP's national averages.



NALP numbers refer to the year 2014 in its entirety. Ogletree Deakins numbers reflect January 1, 2015 to April 30, 2015.

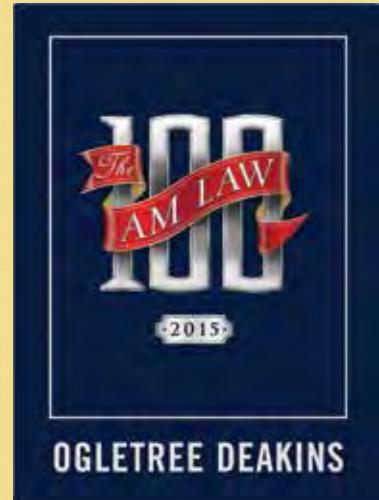
# FIRM AWARDS AND ACCOLADES

## OGLETREE DEAKINS JUMPS FOUR SPOTS ON AM LAW 100

The firm has jumped four spots to No. 84 on the 2015 AM Law 100, *The American Lawyer* magazine's annual list of the top-grossing law firms.

Ogletree Deakins first broke into the Am Law 100 in 2013, when it ranked No. 97 on the list.

"As reflected in our advancement on this year's AM Law 100, 2014 was a phenomenal year for Ogletree Deakins," said Kim Ebert, managing shareholder of Ogletree Deakins. "We saw large gains in revenue and profit, added more than 20 shareholders, and increased work across all of our practice areas. Our continued growth is a testament to our professional attorneys and staff, who strive to provide unparalleled service and value to our clients."



The AM Law 100 rankings, which measure gross revenue, revenue per lawyer, profits per partner, and other metrics, highlight Ogletree Deakins' continued and expansive growth. Within the last year, the firm has added offices in Mexico City and Milwaukee and steadily increased the key financial metrics that are measured by *The American Lawyer*.

## TOP FIRM FOR AFRICAN-AMERICAN ATTORNEYS



Ogletree Deakins has been named the top firm for African-American attorneys on **The American Lawyer's 2015 Diversity Scorecard**, an annual ranking of large U.S. law firms based on their percentage of minority attorneys and partners in U.S. offices. This is the second consecutive year that Ogletree Deakins has earned this ranking.

"Ogletree Deakins is proud to be named the No. 1 law firm for African-American attorneys for the second consecutive year," said Kim Ebert, managing shareholder of Ogletree

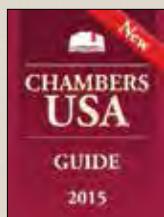
Deakins. "We have a focus on recruiting the best lawyers and making sure that we are representative of the clients we serve and their expectations with respect to diversity. This strategy is critical to our success."

"Our ranking as the top law firm for African-American attorneys reflects our commitment to recruiting and retaining exceptional talent from diverse backgrounds," said Michelle Wimes, director of Ogletree Deakins' Professional Development & Inclusion group. "We look forward to continuing to attract talent from all backgrounds."

*The American Lawyer's* 2015 Diversity Scorecard tallies the number of black or African-American, Asian or Asian-American, Latino or Hispanic, and multiracial/other attorneys in various law firm roles. Firms are ranked according to their diversity score, which is calculated by adding the percentage of minority lawyers in the firm's U.S. offices to the percentage of U.S.-based minority partners.

## CHAMBERS USA

Seventy-five of the firm's attorneys have been included in the 2015 edition of *Chambers USA*, an annual ranking of U.S.-based law firms and lawyers in an extensive range of practice areas. The firm's offices in 22 states and the District of Columbia have also been included in the 2015 edition. *Chambers USA* ranks firms and individual lawyers in bands, with Band 1 being the highest, and the rankings are developed based on research that includes thousands of in-depth interviews with clients and peers. In the 2015 edition, 11 Ogletree Deakins attorneys and the firm's offices in eight states earned Band 1 rankings.



The *Chambers USA* research team determines rankings based on select criteria including technical legal ability, professional conduct, client service, commercial astuteness, diligence, commitment, and other qualities most valued by the client. According to Chambers & Partners, the *Chambers USA* guide is trusted by clients throughout the world when they need to find reliable, capable, and appropriate business lawyers.

## 2014 PRACTICE GROUP OF THE YEAR

The firm's Employment Law Practice Group has been named a 2014 Practice Group of the Year by the prominent legal news publication *Law360*. The publication selected firms that "came through for their clients in 2014, sealing the big deals and winning the high-stakes suits." This is the second consecutive year that Ogletree Deakins' Employment Law Practice Group has been named a Practice Group of the Year.



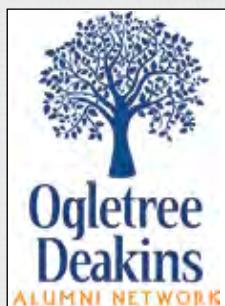
## “LAW FIRM OF THE YEAR” FOR THE FOURTH CONSECUTIVE YEAR



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Additionally, Ogletree Deakins maintained its national "First Tier" practice area rankings in six categories: Employee Benefits (ERISA) Law; Employment Law - Management; Immigration Law; Labor Law - Management; Litigation - Labor & Employment; and Construction Law. Thirty-three of the firm's offices also earned a metropolitan "First Tier" ranking.

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Since 1977, the success of Ogletree Deakins has been due to the hard work of our lawyers—past and present. We appreciate their contributions to the firm and have created the Ogletree Deakins Alumni Network to help in-house alumni stay connected to each other and the extended Ogletree Deakins community.

In-house alumni enjoy complimentary access to select national events hosted by the firm and receive news on their fellow alumni, job opportunities, and labor and employment law developments.

Please visit the Ogletree Deakins Alumni Network on the Ogletree Deakins website for full details.

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**Paul Balanon**

As an assistant general attorney for BNSF Railway Company, one of North America's leading freight transportation companies, Paul Balanon defends the company in whistleblower and retaliation claims brought under the Federal Railroad Safety Act. He regularly litigates matters before the...

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**Alexis Pheiffer**

Alexis Pheiffer is the senior counsel, labor & employment for PetSmart, Inc., a role she has held for nearly four-and-a-half years. As PetSmart's only labor and employment lawyer, Alexis handles all labor and employment matters for the company's 54,000 associates, who are located in...

[LEARN MORE ABOUT ALEXIS PHEIFFER](#)

*A sneak peek of Ogletree Deakins' Alumni Network webpage*

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# EXPERT'S CORNER



Theresa Donahue Egler has more than 25 years of experience representing management in employment and ERISA litigation, including claims of discrimination, harassment, wrongful discharge, retaliation, violation of family and medical leave laws, whistleblower claims, independent contractor misclassifications, wage and hour violations, wrongful denial of benefits, breach of fiduciary duty, and restrictive covenant violations. She has represented employers in class and collective actions, as well as multi-and single-plaintiff cases, before federal and state trial and appellate courts, the EEOC, state fair employment agencies, and the Department of Labor. She has a particular expertise in the design and management of corporate compliance and ethics programs, internal investigations, corporate hotlines, "speaking up" campaigns, initiatives to foster a culture of legal compliance and ethical conduct, and the development of broad-based, as well as specialized senior executive, compliance and ethics training programs. She also has extensive experience in providing preventative and corrective counseling on all human resources management issues, including workforce reductions and reorganizations, plant closings, threat assessments, crisis management, employment policies and employee discipline and discharge matters.

Ms. Egler also chairs ODWIN, Ogletree Deakins Women's Initiative, and serves as one of the firm's Reduced-Hours Advisors.

Prior to joining Ogletree Deakins, Ms. Egler served as Vice President and Deputy General Counsel at BASF Corporation where she was responsible for providing legal services to the Human Resources and Benefits Departments, employment and ERISA litigation, and managing the Compliance & Ethics Program. She currently serves as BASF's national employment and benefits counsel.

*This article was originally published in the February 2015 issue of New Jersey Lawyer Magazine, a publication of the New Jersey State Bar Association, and is reprinted here with permission.*

## Reduced Hours Come of Age

I was lucky. It was 1985 and I was pregnant with my first daughter. I worked for an exceptionally progressive law firm in New York City that offered me, then a third-year associate, the opportunity to work parttime—a rarity at that time. I came from a family where my mother was the quintessential stay-at-home mom and both my sisters had 'dropped out' of their careers to raise their children. There were only two women partners at the firm at the time, and neither had children. Having no role models, I honestly did not know how—or even if—I could be a good lawyer and a good mother at the same time. I gratefully accepted the firm's offer to work parttime and initially worked a 60 percent schedule (three days a week in the office). Being a litigator, I soon learned that a 60 percent schedule did not allow me (in my opinion) adequate time to do my job effectively. After a few months, I went to an 80 percent schedule (four days a week in the office). But that was back when there were no laptops, tablets or smartphones, and I found it virtually impossible to integrate my two worlds. Either I was a mother all day with no meaningful tools or ability to do my job outside of the office or I was a lawyer all day with no meaningful opportunity to be a mother. On the days that I worked, I barely saw my daughter during her waking hours, if at all. On top of that, I commuted from my home in New Jersey into New York City, which on a good day took a total of three hours and on a bad day took four hours or more. Although I wanted to have it all, after a year of trying to make this work, I came to the realization that something had to give—and that something, I decided, was the commute. By eliminating my commute, I could add three or more hours to my day at home.

So I left my New York City firm (with a heavy heart) to accept a job closer to home in New Jersey. In my interview with the New Jersey firm at which I would find a home for many years, the partners expressed surprise at my part-time schedule and told me they had rejected part-time work (remember, this was 1986). I accepted the firm's full-time job offer anyway, feeling it was the right thing for my career and my family. Here again, I was lucky. This firm proved to be progressive as well and, in addition to teaching me excellent legal skills, adopted a part-time work policy for lawyers (at my urging and others, including firm leaders) within a couple of years of my joining.

And so in 1989, when I had my second daughter, I again was permitted to work part-time (in today's preferred terminology, reduced hours). It was a temporary arrangement, one designed to get me back to a full-time schedule. It also was an arrangement that came with a price—not just reduced pay commensurate with my hours, but while on part-time assignment I was not eligible for partnership. Although I had every intention of making partner, I was willing to trade a longer partnership track in exchange for the additional time at home, and was grateful (and still am) for the opportunity to ease into the difficult juggle of working motherhood.

I can honestly say that, had I not been given this opportunity, I likely would have dropped out and would not be a practicing lawyer today. I am so glad I didn't. My legal career has been rich and rewarding, and it also has been an important source of support to my family. I owe a debt of gratitude to these firms for allowing me to continue practicing law, while fulfilling what I viewed as my obligations as a mother. Both were not only progressive, but generous and supportive of my career in ways that were not typical at the time. Indeed, despite being told I was not eligible for partner while working part-time, I was made a partner anyway. Because of my personal experience, I have been an ardent supporter of reduced hours schedules for lawyers and have actively worked to support others who have chosen this course.

### **Reduced Hours Defined**

Working a reduced-hours schedule as a lawyer means having a lower billable hours requirement from that of full-time attorneys. Because the practice of law and client needs do not fit neatly into prescribed hours, a reduced-hours schedule typically is expressed as a percentage of a fulltime schedule, rather than as set hours (for example, from 9 a.m. to 2 p.m.). Reduced-hours attorneys may work a 60, 75 or higher percentage schedule and are paid a proportionate salary based on their schedules. It is difficult to dip below 60 percent while advancing the attorney's legal career, but there are lawyers today (typically, staff attorneys) who work on a 50 percent basis or less and are generally paid on an hourly basis. In today's world of alternate fee arrangements, some also work on a flat fee basis to perform certain prescribed tasks, such as writing a position statement in response to a charge of discrimination filed with the Equal Employment Opportunity Commission. Typically, a reducedhours arrangement contemplates regularly designated days in the office. But those days in the office and hours may need to change in response to client demands. Some reduced-hours attorneys actually work in the office from 9 a.m. to 5 p.m., Monday through Friday, which is still regarded as reduced hours on the theory that full-time attorneys typically work longer hours, including evenings and weekends.

### **The Controversial 'Mommy Track'**

Back in the 1980s, a part-time work arrangement became known as the 'Mommy Track.' The concept originated in an article by Felice N. Schwartz in the *Harvard Business Review* (Jan./Feb. 1989 issue), which drew attention to the fact that companies were losing talented women in droves due to their inflexible work requirements and suggested a solution—developing an alternative track that allowed for part-time and flexible work schedules for those who wanted work-life balance.<sup>1</sup> The term Mommy Track was coined in a *New York Times* article and stuck.<sup>2</sup>

The Mommy Track drew considerable controversy. Feminists, like Betty Frieden, denounced it, calling it instead the "Mommy Trap," insisting that women were being forced out of their careers by inflexible

work paradigms.<sup>3</sup> Law firms, which traditionally had evaluated candidates for partner based, in part, on the (high) number of hours billed, were leery. They also expressed concerns about opening up the flood gates and the demise of client service. While part-time lawyers might be able to have a career in trusts and estates and other allegedly less demanding specialties, they certainly would not be able to succeed in the demanding roles of corporate and mergers & acquisitions (M&A) lawyers or as litigators. The (predominantly) women who sought and accepted part-time work arrangements also were dissatisfied with their perceived status as second-class citizens; less desirable work assignments; the problem of schedule ‘creep’ (working longer hours than contemplated by their parttime schedules but for part-time pay) and a dead end to their careers, whether by policy (they were not eligible for partnership) or believing there was no realistic opportunity for advancement even if there was no absolute bar to partnership. The early years experimenting with reduced-hours schedules for lawyers were fraught with dissatisfaction—a bumpy road for all.

### **That Was Then; This is Now**

Fast forward 25+ years, and I’m happy to report that the availability of reduced-hours schedules for lawyers, as well as the opportunities for advancement for those lawyers, has changed considerably. A recent study revealed that virtually all large law firms have adopted reduced-hours policies for lawyers,<sup>4</sup> and that most do not bar reduced-hours lawyers from being elected to partner.<sup>5</sup> The opportunity for success of reduced hours and other work flex options has been aided substantially by the availability of increasingly sophisticated technology in the form of laptops, smartphones and the ability to access electronic document management systems remotely. While technology has blurred the lines between work and home to the point that some lament we seem to always be working, there is no doubt it has enabled us to work successfully after regular business hours and outside the office. It allowed me to leave work at a reasonable hour to participate in the all-important dinner, homework, bath and bedtime routines, and then sit down and do the rest of my work at home after my children were in bed. I became a notorious night owl, a habit that has continued to this day.

The stigma of lawyers who work reduced hours, once so prevalent and palpable, has diminished considerably. Law firms and in-house legal departments alike have come to champion reduced hours and other work flex options as critical attraction and retention tools for talented lawyers, as well as a means to increasing diversity. A recent study by the Association of Corporate Counsel (ACC) revealed that 55 percent of lawyers consider flex work options as a “large factor” when choosing an inhouse position, while 27 percent consider it “somewhat of a factor.”<sup>6</sup> Reduced hours and other work flex options also have been touted for improving client service and reducing recruitment/training costs through lower turnover and attrition. As with our clients, law firms understand the millennial generation expects and demands flexibility in how, when and where their work is done. If law firms and in-house legal departments are to compete successfully for the best talent, they need to embrace these concepts.

The early fears of law firms regarding the flood gate and the demise of client service have not been realized. Despite the prevalence of reduced-hours policies, the number of lawyers who take advantage of reduced hours has not proven prohibitive.<sup>7</sup> There has been no flood gate. Additionally, the flexibility demonstrated by the vast majority of reduced-hours attorneys has alleviated the client service concerns. By making themselves available outside of their ‘prescribed’ working hours, reducedhours attorneys have been able to meet the service demands of clients. Moreover, clients, in their demand for increasing diversity, are not only understanding of reduced-hours schedules, but affirmatively support them. In fact, many clients in their requests for proposals (RFPs), specifically ask about law firms’ diversity initiatives, including their policies with respect to reduced hours and other flex work arrangements, and select their ‘winners,’ at least in part, based on such programs. It turns out that reduced hours and other work flex arrangements not only make good business sense for law firms, but are important to clients and are an advantage in competing for new business.

Some commentators opine that reduced hours and other work flex arrangements still operate as an obstacle to advancement—that reduced-hours attorneys have little hope of advancing from associate to non-equity partner, from non-equity partner to equity partner, or to the ultimate prize of law firm leadership.<sup>8</sup> While the data generally may suggest this is true, my anecdotal observations are more encouraging. In my career, I have seen reduced-hours associates elected as non-equity shareholders (even those who have been on part-time work arrangements for years and continue part-time). I have seen reduced-hours non-equity shareholders advance to equity shareholder—and even to firm leadership positions. Let's face it—it is generally a high bar for any lawyer to advance to non-equity shareholder. It is tougher still to make it to equity shareholder or a position of firm leadership. But I do not see reduced hours arrangements operating as a bar to consideration for any of these positions as they once did. We have come a long way.

### **The Keys to a Successful Reduced-Hours Arrangement**

In order for reduced-hours lawyers to succeed, it is imperative that law firms and in-house legal departments adopt clear policies that support them, reinforced by law firm leadership. Reducedhours attorneys should be given the same opportunities for desirable work assignments (giving due regard to client demands and their availability) and advancement as other attorneys. They should be expected and allowed to engage in professional development activities and business development opportunities. They should understand they need to meet their billable hour requirements and at the same time devote a proportionate number of hours to non-billable activities for continuing legal education and the development of their book of business.

Equally important is for reducedhours lawyers to be flexible. They should understand the path to partnership may take longer because, working a reduced schedule, they will not gain the same level of experience as their fulltime peers. It also is not realistic for them to expect their professional demands will fit into prescribed hours at all times. They need to be responsive to client demands, which may require them, at times, to work beyond their regular schedules. In my role as a reduced-hours advisor for my firm, I routinely advise reduced-hours attorneys to make back-up plans for child care, elder care or other obligations so they are able to deviate from their regular work schedule when needed. When reduced-hours attorneys are required to work beyond their schedules for protracted periods of time due to client demands, law firms should consider whether they need to hire additional attorneys to alleviate the increased hours or to make an adjustment to their pay. Best practice reduced-hours policies provide for a 'true up' at the end of the year, so reduced-hours attorneys are compensated for hours worked beyond their scheduled hours. Such measures help to guard against, or provide a solution to, schedule creep or, at the very least, eliminate the prospect of reducedhours attorneys working, at times, full time for part-time pay. They also encourage reduced-hours attorneys to fulfill their professional obligations to clients, even when those demands exceed their regular schedule.

### **The Stats Today**

The most recent study published by National Association of Law Placement (NALP) in 2014 reveals that, for the third year in a row following the economic recession in 2008, fewer attorneys are working reduced hours.<sup>9</sup> While the NALP has recognized this as a trend post-recession, it cannot pinpoint the causal reason for the reduced numbers. It may be that fewer attorneys are pursuing a reduced-hours schedule for financial reasons—it is just not economically viable for them to work reduced hours for the commensurately reduced compensation. Or, it may be that more attorneys are choosing other work flex options (such as flex hours that permit them to choose their starting and ending times around core hours and telecommuting) over reduced hours. What is clear is that a decreasing number of women are choosing reducedhours schedules, while a slightly increasing number of men (although still a distinct minority) are choosing reduced-hours schedules.<sup>10</sup> This would appear to be consistent with the desire of millennial attorneys to achieve a better work-life balance, whether for parenting purposes or other reasons. Attorneys today, both female and male, may choose a reduced-hours arrangement to allow them more time to

parent young children, or to care for elderly parents, or to pursue other interests unrelated to family demands. All are legitimate reasons for pursuing a reduced-hours schedule.

## **Best Practices Today**

An effective best practices reducedhours policy for attorneys today should allow practitioners, whether female or male, to choose a reduced-hours schedule without any stigma. Law firms can eliminate such a stigma through effective communication of their reducedhours policy as a welcome, viable alternative for all attorneys, and regardless of the reason. To protect against, and compensate for, the creep of hours on a reduced-hours schedule, law firms should consider adopting a true up of pay for hours worked beyond the reduced-hours schedule at the end of their fiscal year.

## **Best Practices Regarding Work Flex Options**

In today's world, reduced-hours schedules are only one option for flex work arrangements for attorneys. Progressive law firms have adopted robust, flex work policies that include not only reduced hours, but also flex hours (regarding starting hours and ending hours around 'core hours'), telecommuting arrangements, ramping down and ramping up of schedules for attorneys (whether for parenting, caring for elderly parents, or for senior attorneys who prefer a phased retirement as opposed to stopping cold turkey), job sharing and even sabbaticals for attorneys who wish to pursue other interests.<sup>11</sup> By offering these different options, law firms and in-house legal departments will find they can better compete for the best talent, reduce attrition, improve client service and have happier, more loyal attorneys. They also can better combat the prospect of talent drain as the baby boomers retire, enticing them to stay on to help transition clients and to transition important skills and expertise to the lawyers who follow them. It is a win-win for all. ☺

## **ENDNOTES**

1. See *The Mommy Track Turns 21*, by Angie Kim, March 31, 2010; slate.com/articles/ double\_x/doublex/2010/03/the\_mo mmy\_track\_turns\_21.html.

2. *Id.*

3. *Id.*

4. According to a report issued by the National Association for Law Placement (NALP), nearly 100 percent of the law firms surveyed in 2013 offered part-time schedules to attorneys, as compared to 86 percent in 1994. nalp.org/part\_time\_pressrel\_march2014.

5. According to the 2014 Flexibility Benchmarking Survey Report conducted by the Diversity & Flexibility Alliance, approximately 70 percent of firms reported that working a reduced-hours schedule did not operate as a bar to advancement to partnership. dfalliance. com/research.

6. See 2014 ACC Global Work-Life Balance Report, dated Sept. 2014. acc.com/legalresources/surveys/.

7. According to a NALP report, in 2013, 6.1 percent of lawyers worked a reducedhours schedule, down from 6.2 percent in 2012. nalp.org/part\_time\_pressrel\_march2014. Note, however, that the 2014 Flexibility Benchmarking Survey Report by the Diversity & Flexibility

Alliance shows that slightly more than eight percent of attorneys of the survey respondents are working a reducedhours schedule. dfalliance.com/research.

8. See *At Law Firms, Mommy Track Still Holds Women Back* by Deborah L. Jacobs, dated Aug. 5, 2014; forbes.com/sites/deborahjacobs/2014/08/05/at-lawfirms-mommy-track-still-holds-womenback/. Jacobs observes that although "women lawyers can have it all, they can't have it all at once." *Id.*

9. See *Rate of Part-time Work Among Lawyers Drops for Third Year in 2013, Especially Among Women, But Most Working Parttime Are Women*, nalp.org/part\_time\_pressrel\_march2014.

10. *Id.*

11. For more information regarding robust flex work policies, see generally dfalliance.com.

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