Vault Law Firm Culture & Inclusion Questionnaire

Firm Information

- **Firm Name:** Please provide the full name of your firm.

Adam Leitman Bailey, P.C.

Leadership

- **Head(s) of Firm:** Please provide the name and title of the head(s) of the firm (e.g., Chair, CEO, Managing Partner). Enter information for more than one individual, if applicable.

Adam Leitman Bailey, Managing Partner.

- **Inclusion Professional(s):** Does the firm have a Chief Diversity Officer, Director of Inclusion, or other professional(s) leading the firm's inclusion initiatives? If so, please provide the name and title of the inclusion professional. Enter information for more than one individual, if applicable.

N/A

- **Ownership:** Is the firm women-owned, minority-owned, and/or LGBTQ+-owned? If so, please note any related certifications (e.g., NAMWOLF).

N/A

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Culture and Community

- **Affinity Groups:** Does the firm have internal affinity groups or networks (open to all employees)? What affinity groups or networks does the firm have? What kind of support does the firm provide for these affinity groups or networks?

N/A

- **Culture and Inclusion Events:** Does the firm host culture and inclusion retreats or conferences? If so, please describe these events.

N/A

- **Cultural Awareness:** How does the firm commemorate important dates honoring different cultures of employees within the firm (e.g., Black History Month, Women's History Month, Pride Month, etc.)?

The firm regularly shares the accomplishments and contributions of individuals from diverse backgrounds, encourages discussions that promote understanding and respect, and creates opportunities for employees to celebrate the cultures and experiences that shape the workplace. These efforts complement a broader commitment to maintaining an environment where employees feel valued, supported, and empowered to bring their authentic selves to work.

As a close-knit organization, Adam Leitman Bailey, P.C. emphasizes inclusion through everyday interactions, mentorship, collaboration, and recognition of the unique perspectives that strengthen both the firm and the communities it serves.

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- **Inclusiveness:** Please describe steps the firm has taken to create an inclusive environment for women, people of color, LGBTQ+ individuals, people with disabilities, and parents/caregivers.

Adam Leitman Bailey, P.C. is committed to fostering a workplace where all employees can thrive, regardless of gender, race, ethnicity, sexual orientation, disability status, or family responsibilities. The firm promotes inclusion through intentional hiring practices, mentorship opportunities, flexible work arrangements, an office wellness room for mothers, and a culture that values diverse perspectives and experiences.

Women hold leadership and management positions across the organization, and all attorneys and staff are encouraged to contribute ideas and take on meaningful responsibilities at every stage of their careers. The firm supports parents and caregivers through flexibility in scheduling, understanding of family obligations, and a collaborative environment that enables employees to balance professional and personal commitments.

Adam Leitman Bailey, P.C. also strives to maintain an accessible and welcoming workplace for individuals with disabilities and fosters a culture of respect and belonging for LGBTQ+ employees and people of color. Open communication, teamwork, and mutual support are central to the firm's culture, ensuring that every employee feels valued, heard, and empowered to succeed.

Networking, Mentoring, and Professional Development

- **Mentoring & Sponsorship:** Does the firm offer a mentorship or sponsorship program that connects junior attorneys with senior leadership? If so, please describe.

Adam Leitman Bailey, P.C. prides itself in having an open door policy, enabling attorney's in all stages of their career to talk, collaborate and share advice. The firm believes that the opportunity for mentorship and better attorney relations are the key to building excellent future lawyers and a strong succession pipeline for the firm. Adam Leitman Bailey, P.C. is lucky to have attorneys that have been working with the firm for 25+ years, and continue to be steadfast in creating an environment that attorneys want to grow within until they eventually reach senior leadership as well.

- **Reverse Mentoring:** Does the firm pair senior attorneys with junior attorneys to help bridge generational or cultural gaps, share perspectives and skills, and foster a more inclusive culture?

Adam Leitman Bailey, P.C. places a strong emphasis on mentorship and regularly pairs senior attorneys with junior attorneys to facilitate professional development, knowledge sharing, and collaboration across generations and backgrounds. Junior attorneys work closely with senior leadership on complex matters every day; receiving hands-on guidance in litigation strategy, client service, courtroom advocacy, and transactional work.

This mentorship model helps bridge generational and cultural differences by encouraging open communication, the exchange of diverse perspectives, and mutual learning. Senior attorneys provide institutional knowledge and practical experience, while newer attorneys bring fresh ideas and contemporary approaches. The result is a collaborative and inclusive culture in which attorneys at all levels are supported, valued, and empowered to grow both professionally and personally.

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- **Associate Committee:** Does the firm have an associate committee that consults with the partnership? If so, please describe how that committee engages with the partnership.

Adam Leitman Bailey, P.C. does not maintain a formal associate committee. Instead, the firm fosters direct and consistent communication between associates and the partnership through its collaborative, open-door culture. Associates regularly work alongside partners on substantive matters and have frequent opportunities to provide feedback, discuss workplace initiatives, and contribute ideas regarding firm operations, professional development, and client service.

Because of the firm's smaller size, attorneys at all levels have meaningful access to leadership, allowing concerns, suggestions, and perspectives to be shared efficiently and acted upon quickly. This structure promotes mentorship, transparency, and inclusivity while ensuring that junior attorneys play an active role in shaping the firm's culture and future growth.

- **Professional Development:** Does the firm offer professional development programs specifically for junior attorneys? Please elaborate on the professional development programs available to junior attorneys.

Adam Leitman Bailey, P.C. provides extensive professional development opportunities for junior attorneys through a hands-on mentorship model and early exposure to sophisticated legal work. From the outset, associates work directly with partners on complex litigation, transactional matters, and client counseling, allowing them to develop proven skills and gain meaningful responsibility early in their careers.

Junior attorneys receive individualized guidance on legal writing, motion practice, negotiation strategy, courtroom advocacy, and client management. The firm encourages participation in continuing legal education programs, bar association activities, industry conferences, and speaking and publishing opportunities that help attorneys build their professional profiles and subject-matter expertise.

With the firm's collaborative structure, junior lawyers benefit from daily interaction with senior attorneys and firm leadership, creating an environment that prioritizes mentorship, continuous learning, and long-term career growth.

Recruitment, Promotion, and Advancement

- **Recruitment Process:** What steps has the firm taken to build a more inclusive recruitment process (e.g., interview training, behavioral interview questions, blind resume review, etc.)?

Adam Leitman Bailey, P.C. has cultivated an inclusive recruitment process designed to identify talented candidates from a variety of backgrounds and experiences. The firm evaluates applicants holistically, placing significant emphasis on demonstrated skills, initiative, work ethic, and potential for long-term success rather than relying solely on traditional credentials.

Interviewers utilize consistent evaluation criteria and behavioral interview questions to better understand candidates' problem-solving abilities, communication skills, leadership experiences, and capacity to collaborate within diverse teams. The firm also seeks to ensure that candidates meet with multiple attorneys and staff members during the interview process, providing a range of perspectives and helping applicants gain a comprehensive understanding of the firm's culture.

The firm strives to attract and retain exceptional talent across all levels of the organization, with inclusivity top of mind.

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- **Fellowship/Scholarship:** Does the firm offer any scholarships, fellowships, or internships? If so, describe those programs. How many of the law students who participated in the firm's most recent 2L summer associate program were hired through such a program?

Adam Leitman Bailey, P.C. offers robust legal externships, high school and college internships, and a summer associate program, as well as scholarship opportunities to support aspiring attorneys and students. Every year, the firm gives out the Raymond "Hap" Harrison Scholarship poweed by the firm's pro bono foundation, Building Foundations & Dreams, to a high school senior that completed an internship at Adam Leitman Bailey, P.C. So far the firm has given out 26 scholarships, totalling over one million dollars.

The firm's legal externship and summer associate programs provide participants with meaningful, hands-on experience on active litigation and transactional matters. Students conduct legal research, draft memoranda and briefs, meet with clients and experts, attend court proceedings, and frequently contribute to articles published by leading legal organizations and industry publications. The program emphasizes intensive mentoring, substantive responsibility, and direct collaboration with senior attorneys.

The firm maintains a strong pipeline from its internship and summer programs to permanent employment. Over 80 percent of externs and summer associates have either joined Adam Leitman Bailey, P.C. as full-time attorneys or received assistance securing judicial clerkships or positions at other firms. In the past five years, the firm has hired nine former law student interns as full-time attorneys following graduation, and every member of the firm's 2024 – 2025 extern class received a full-time offer to join the firm.

Because Adam Leitman Bailey, P.C. operates a flexible externship and summer associate model rather than a traditional large-firm 2L summer program, the number of students hired through the firm's most recent 2L summer associate class is not tracked separately. However, the firm's longstanding practice of converting a significant majority of its interns, externs, and summer associates into full-time positions reflects its commitment to developing talent from within.

- **Advancement:** Describe any firm initiatives to create equal opportunities for all attorneys with respect to work allocation, performance reviews and upward reviews, and/or promotions.

At Adam Leitman Bailey, P.C., equal opportunity for attorneys is supported through a merit-based structure focused on consistent work allocation, continuous feedback, and performance-driven advancement.

Work assignments are generally allocated by the managing partner and senior attorneys to ensure matters are distributed based on availability, experience level, and development needs rather than informal selection. This approach helps provide attorneys with comparable access to litigation work and client-facing responsibilities, regardless of personal networks.

Performance reviews are ongoing and integrated into daily practice rather than limited to formal annual cycles. Attorneys receive frequent feedback on writing quality, case strategy, responsiveness, and courtroom performance. This continuous evaluation model helps ensure expectations are applied consistently across attorneys and reduces subjectivity in assessments.

Upward review and mentorship occur through close collaboration with supervising attorneys. Junior and mid-level attorneys work directly with partners on active matters, allowing for real-time guidance, skill development, and visibility into performance. This structure creates multiple points of feedback and accountability.

Promotions and advancement are based primarily on demonstrated ability to manage increasing responsibility, including litigation skills, client interaction, and case outcomes.

- **Multitiered Partnership:** Does the firm offer a multitiered partnership? If so, please describe.

N/A

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- **Alternatives to Partnership:** Does the firm offer a non-partner track alternative for attorneys? If so, please describe.

N/A

- **Reduced Hours and Flex-Time Options:** Does the firm offer reduced hours and/or flex-time options? If so, please describe and explain how working an alternative schedule might affect an associate's path to partnership.

N/A

- **Credit for Work Other Than Client Billable:** Does the firm provide hours credit for work not pertaining to clients, such as recruiting, business development, knowledge management, or inclusion efforts? Note that this does not include pro bono projects. If so, describe the policy for such work.

N/A

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Successes and Priorities

- What are the firm's top three accomplishments or areas in which the firm has had its greatest success with respect to fostering inclusion within the firm?

First, the firm has built a merit-based advancement culture where attorneys are evaluated on performance and results rather than tenure or background, helping create more equitable access to responsibility and promotion opportunities.

Second, the firm emphasizes early and substantial work exposure for junior attorneys, ensuring that a wide range of attorneys—regardless of experience level or prior connections—receive meaningful litigation experience, client interaction, and courtroom development opportunities.

Third, the firm maintains a close mentorship and feedback model in which attorneys work directly with senior lawyers and partners on active matters. This structure promotes consistent guidance, visibility into expectations, and ongoing professional development, which helps support equal access to growth within the firm.

- What are the firm's top three priorities for advancing inclusion within the firm?

First, the firm prioritizes maintaining transparent and equitable work allocation so that attorneys at all levels continue to receive fair access to high-quality, substantive matters that support skill development and visibility.

Second, it focuses on enhancing structured feedback and evaluation processes, ensuring that performance expectations are applied consistently and that attorneys receive regular, actionable guidance to support growth and advancement.

Third, the firm prioritizes expanding mentorship and professional development opportunities through close attorney – partner collaboration, with the goal of ensuring all attorneys have direct access to senior guidance, courtroom training, and client-facing experience that supports long-term career progression.

Advice to Candidates

- What advice do you have for candidates who are looking for an inclusive work environment? What questions should they ask when interviewing to help them assess the extent of a firm's commitment to inclusion?

Candidates looking for an inclusive work environment should perform strong research and ask thoughtful questions of firms to ensure that they are practicing what they preach when it comes to inclusivity and work place culture.
Key questions to ask include: How is work assigned, and how do you ensure fairness in case distribution? How often do attorneys receive performance feedback, and is it standardized across teams? What mechanisms are in place to ensure evaluations are consistent and not dependent on individual supervisors? How do junior attorneys gain access to high-visibility or courtroom work? Finally, how are promotion decisions made, and what criteria are used to evaluate readiness for advancement?

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Additional Response Space

Please use this page for information that did not fit in the spaces provided. If this is a continuation of a prior answer, please indicate which question(s) are being addressed.

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