# Vault Law Firm Culture & Inclusion Questionnaire

## Firm Information

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

Honigman LLP

## 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.

David Foltyn, Chairman and CEO

- **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.

Khalilah V. Spencer, Inclusion, Equity and Social Responsibility Partner

- **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?

Women's Initiative Resource Group
Working Parent Resource Group

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

Annual Women's Forum

- **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 commemorates numerous culturally important dates throughout the year with LinkedIn and social media posts, office-wide celebrations and ally dinners.



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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.

Honigman provides a workplace that encourages and supports diversity, equity and inclusion by:

Creating a clear and transparent path to success by using core competencies, benchmarks, and performance evaluations to mark progress;
Creating opportunities for professional growth through work assignments and leadership opportunities;
Providing attorney training to build legal and professional skills, especially as they relate to the firm's core competencies;
Providing special training for business professionals to develop leadership skills, team building, and an encouraging work environment;
Providing mentors to support attorneys with their growth and development as professionals;
Regularly requiring diversity and inclusion training and programming;
Allowing flexible work schedules to help accommodate work/life balance; and
Assisting each attorney in developing their business through the use of internal and external business development resources.

## 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.

The Mentor Program is a core resource that supports the professional development of our attorneys, patent agents, and technology specialists, while also providing opportunities for experienced attorneys to serve as mentors. Mentor assignments last one year and begin on January 1. New attorneys hired later in the year may keep the same mentor into the following year. First-year associates and staff attorneys are paired with mentors in the same practice group and office whenever possible. Starting in their second full year, attorneys may be paired with mentors outside their practice group or department, ideally with someone they prefer. Practice Group Leaders provide input on pairings. When an out-of-department pairing is made, priority is given to matching attorneys with mentors in the same office.

We provide annual mentor training to prepare new mentors for their role. We provide training for new associates, staff attorneys, and lateral hires on how to make the most of their mentor relationship. Mentors are encouraged to support internal and external networking and to spend meaningful time with their mentees each month (such as lunch, dinner, or an equivalent meeting time). The Firm covers reasonable costs for mentor – mentee meals. At least once every six months, mentors should plan a social activity that may include the attorney's spouse or partner, such as a meal, concert, play, sporting event, or similar outing. The Firm covers reasonable costs for these events.

Lastly, each year, we recognize outstanding mentors through our Mentor-of-the-Year Award, based on survey feedback.

- **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?

N/A



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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.

The firm has an attorney development committee with representative staff attorneys, associates and non-equity partners who meet monthly with firm leadership to discuss issues and concerns.

Firm leadership also consults with this committee regarding proposed changes related to firm management, e.g. compensation systems, benefit offerings and feedback on culture.

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

Each department maintains a unique training checklist that benchmarks both the substantive and business development skills necessary to be a successful attorney. Some of our recent training programs include:

Department-specific lunch training sessions geared toward new associates
Trial Advocacy
Advanced Transactional Drafting
Business Etiquette: The Rules of Engagement
Communicate to Influence: Oral Advocacy and Presentation Skills
Negotiation Skills for Transactional Attorneys
Negotiation Skills for Litigators
Making Rain YOUR Way
Individual Writing Coaching
The Honigman Business Fundamentals Institute
Resilience Training
Digital Wellness Training
Ross Guberman: Point Made
Ross Guberman: Start Off Strong Program
Honigman's Department of Attorney Development & Recruitment also offers Executive Coaching for individualized career development. Coaching equips our attorneys to build on their strengths and neutralize "blind spots" that can compromise results and hinder success.

## 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.)?

The firm provides yearly interview training and engages in behavioral interview process that is modeled on our core competency performance evaluation criteria. Our interview questions focus on four core areas: 1) Legal Excellence; 2) Client Commitment; 3) Leadership; 4) Firm & Career Commitment.



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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?

Also, in 2007, Honigman established the Jack Miller Memorial Scholarship Fund at The University of Michigan Law School. The Fund provides a scholarship to an incoming first-year law student in the memory of Jack Miller, a founding partner of the firm. The Fund specifically targets financially challenged students from the Detroit metropolitan area, where Honigman was founded and headquartered, with the purpose of building a diverse student population at the law school.

- **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.

We use a core competency framework in our performance management system. The framework focuses on 4 core areas: 1) Legal Excellence; 2) Client Commitment; 3) Leadership and 4) Firm and Career Commitment. Junior attorneys are evaluated twice a year.

Our Chief Talent Officer is involved in the evaluation of attorneys along with the Attorney Compensation Committee to discuss associates and non-equity partners. In addition, performance reviews are discussed with the Inclusion, Equity and Social Responsibility Partner to discuss reviews, concerns and promotions.

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

The firm has a two-tiered partnership system. Non-equity and equity partnership.



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

The firm does offer a professional attorney track that has less rigorous workload expectations than our partner track.

- **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.

Yes. The reduced hours options may elongate an associate's path to partnership as the partnership promotion does take into consideration billable hours and experience overall.

- **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.

The firm provides creditable hours for recruiting and inclusion efforts up to 100 hours per billable year for associates. For partners these hours are creditable without limitation at the discretion of the attorney compensation committee.



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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?

Establishing resource groups.
Increasing diversity and representation among the firm's attorneys, particularly partners, while we continue to grow headcount and expand our Chicago and D.C. offices
Improving our retention of minority and women attorneys by monitoring utilization and performance reviews.

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

Expanding our resource groups
Increased participation in the firm's community and social responsibility efforts
Increasing participation of our senior partners in the firm's inclusion efforts.

## 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?

Evaluate the firm's retention numbers before interviewing.
Potential Interview Questions:
Why do attorneys like working at the firm?
Does the firm value collaboration among teams?
How does the firm assign work to junior attorneys?
How does the firm assign mentors, what is the criteria for matching mentee and mentors?



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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.

N/A



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