
IT'S ABOUT TIME II:

Examining Flexible Work Arrangements from the Attorney's and the Firm's Perspectives

A Study of Part-time Policies in Georgia Law Firms

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EXECUTIVE SUMMARY

This follow-up study to the 2004 Georgia Association for Women Lawyers (“GAWL”) “It’s About Time” report examines attitudes about and experiences with flexible and part-time work arrangements from both firms’ and attorneys’ perspectives by surveying firms as well as male and female attorneys practicing in the state of Georgia. We acknowledge and applaud the efforts of three firms in the current study that took the findings of the original 2004 study into consideration when developing and/or revising their flexible and part-time work policies. For those firms that have not yet realized the magnitude of this issue, we ask, “Isn’t it about time?”

Results from this study suggest that it *is* about time. Few working professionals feel the “time crunch” more acutely than attorneys. Billable hours requirements render the business of law virtually *all* about time. Should it be any wonder then that the issue of time would weigh so heavily in attorneys’ evaluation of the work they do? Our findings indicate that the availability of flexible and part-time work arrangements is extremely important to male and female attorneys alike. Regardless of whether they themselves plan on taking advantage of such policies, attorneys place a high value on the availability of flexible and/or reduced-time work at their firm. Isn’t it about time that firms recognize that value as well?

Interest in flexible and part-time arrangements is particularly strong among women attorneys. Reduced-time work options are so highly valued that women are willing to exit employment to find more flexible work arrangements. Indeed, firms that provide formal, written policies governing part-time work arrangements enjoy higher retention rates of women lawyers and firms that maintain a successful part-time program reap the rewards of retaining highly satisfied, highly motivated, and highly committed attorneys.

Responses from 84 law firms across the state of Georgia indicate that only 30% of firms maintain formal, written policies regarding reduced-time and flexible work arrangements. While informal arrangements are also employed, responses from 386 female attorneys to an online survey suggest that informal arrangements make monitoring, scheduling, and other work-related responsibilities very difficult. While our sample of 29 male attorneys had little experience using flexible and/or part-time work arrangements, there was widespread consensus in the high value placed on such arrangements.

Other key findings include:

- Women comprise only 16% of partners at participating law firms
- Greater than 93% of male and female respondents look favorably on employers that allow part-time or flexible work arrangements, even if they themselves do not plan to take advantage of such arrangements
- 86% of women attorneys are interested in using a part-time or flexible work arrangement in the near future
- Men and women alike believe working part-time or on flexible schedules is career limiting
- 30% of part-time attorneys report working more than the normative 40-hour full-time work week
- 90% of firms have never had an attorney achieve partner status while on a part-time work schedule
- Many women who left their firms cited difficulties in balancing the demands of work and personal/family life
- More than half of the firms surveyed have never employed a part-time attorney

Results from this study point to the following areas that law firms would do well to examine to ensure successful implementation of part-time and flexible work policies:

- **Develop, maintain, and clearly communicate formal, written policies that govern part-time and/or flexible work arrangements**

The most direct way any firm can communicate the value it places on attorney retention – and especially female attorney retention – is to maintain formal written policy provisions for part-time and flexible work arrangements. A policy communicates the firm's commitment and ensures a fair and equitable application of the policy.

- **Clearly define parameters of part-time expectations**

Appropriate scaling of the part-time attorney's workload is central to the success of any part-time work arrangement. If the part-time attorney is expected to maintain the same

level of output as a full-time employee, that attorney is doomed to fail on a part-time schedule. Thus, workloads must be examined and adjusted appropriately to assure a quality product in a successful part-time or flexible work arrangement.

In addition, while the development of formal policy provisions are encouraged, instituting some flexibility is crucial to the successful implementation of part-time work for the legal profession, from both the firm's and the attorney's perspectives.

- **Leadership Commitment**

Responses to open-ended sections of both the firm and individual surveys reveal a great deal of ambivalence surrounding part-time arrangements. Responses point to a culture of the legal profession in which part-time work is not respected. Only with full commitment from the decision-making levels of a firm can the implementation and use of part-time policies become an accepted and respectable way to do business. Indeed, it is the only way some highly qualified and talented attorneys will do business, and they will vote with their feet by finding firms that suit them.

- **Redefining Success**

The survey results demonstrate a culture within the legal profession that values hours worked above all else, even when hours worked exceed agreed-upon requirements. A shift in this culture can begin by firms broadening their definition of "success," by creating alternative pathways to partnership, and work styles conducive to supporting and cultivating a highly motivated, loyal, and committed workforce.

Part-time policies are a critical tool for law firms who hope to stay competitive as women in the profession demand the ability to balance their work with their personal lives. Flexible schedules and part-time policies are crucial to recruiting, retaining, and developing women leaders in the legal profession. This study is intended to assist in this process of shifting the cultural values of the legal profession to become one that promotes equity, fairness, and integrity, while simultaneously protecting the bottom line.

Isn't it about time?

INTRODUCTION

The media has been awash in stories about women opting out, opting back in and struggling to juggle the demands of work and family. Among professional women, few will find balancing work and family more challenging than those in the legal profession. In an industry in which workers are increasingly compensated in direct relation to the (also increasing) number of hours they can bill,^{1, 2} women lawyers are quickly getting squeezed out not only from partnership positions, but also from the profession altogether.³

The costs of the high demands associated with the legal profession are also shouldered by firms. By conservative estimates, it costs a firm \$200,000 to replace a second-year associate (other estimates range from \$280,000-\$500,000).⁴ This estimate is calculated exclusive of costs associated with the loss of individual skill, particular talent, the loss of institutional knowledge when a lawyer leaves, recruitment efforts to find a replacement, and the loss of productivity that comes with training a new hire, to name just a few of the additional expenses associated with attrition. Thus, for every five associates who walk out the door, the firm stands to lose upwards of one million dollars.

Although women have achieved equity in representation in law schools, now comprising nearly half (48.8%) of the graduates achieving a juris

¹ The pressures to bill large numbers of hours sharply increased this year as a result of the increase in salaries for first-year associates. In many leading law firms this year, first-year associates will be making \$160,000 per year. Project for Attorney Retention, Univ. of Cal. Hastings Coll. of Law, *Retention and Reduced Hours*, http://www.pardc.org/Publications/retention_and_hours.shtml (last visited Jan. 10, 2007).

² When the billable hour first became the economic model used by lawyers in the 1960s, lawyers on average billed 1,300 hours per year. Billable hour requirements have been significantly increasing in response to escalating overhead costs and salaries. In 2003, attorneys testified to the American Bar Association Commission on Women that at some large firms in New York, lawyers are expected to bill 2,200 to 2,400 hours per year, in addition to 600 non-billable hours. The Comm'n for Women in the Profession, American Bar Ass'n, *Charting Our Progress: The Status of Women in the Profession Today*, at 7 (2006), available at <http://www.abanet.org/women/ChartingOurProgress.pdf>.

³ Monica Harrington & Helen Hsi, Alfred P. Sloan Foundation, *Women Lawyers and Obstacles to Leadership*, at 10 (MIT Workplace Center, 2007) available at http://web.mit.edu/workplacecenter/docs/law-report_4-07.pdf [hereinafter, "Harrington"].

⁴ Joan Williams & Cynthia Thomas Calvert, Project for Attorney Retention, Univ. of Cal. Hastings Coll. of Law, *Balanced Hours: Effective Part-time Policies for Washington Law Firms*, at 7 (2001) available at <http://www.pardc.org/Publications/BalancedHours1st.pdf> [hereinafter, "Balanced Hours"]; Wendy Davis, *Associate Flight Leads To New Look At Pyramid*, N.Y. Law J., May 22, 2000, at 1; Lisa Gold, *How to Improve Associate Retention: Old Reward System No Longer Effective*, *Legal Intelligencer*, Apr. 19, 1999, at 7.

doctorate degree, they comprise only 32% of lawyers nationally.⁵ Moreover, only 17% of partners in law firms represented in the *National Association of Legal Career Professionals Directory of Legal Employers* (2002-2003) across the United States are women.⁶ Once partnership has been achieved, a Massachusetts study finds that women continue to be more likely than men to leave a firm: 32% of female non-equity partners leave the firm within 3 years of advancement to partnership, compared to only 18% of male non-equity partners. Among equity partners, 15% of women leave firm practice compared to a mere 1% of their male counterparts.⁷ As a result, only 5% of managing partners in 200 of the largest law firms in the country are women.⁸ What accounts for such attrition?

A seminal nationwide study conducted by the “Hidden Brain Drain” Task Force finds a significant proportion of professional women, thirty-seven (37) percent, will take some time out of their careers.⁹ An even larger proportion of professional women, fifty-eight (58) percent, describe their careers as “non-linear” and rely on a variety of work options such as flexible work schedules and part-time work arrangements either as a way to take some time out or as a way to transition back to full-time work.¹⁰ Despite high levels of motivation to maintain their careers, many women find it difficult to find a work arrangement suitable for their needs. As a result of the lack of support from employers, only 5% of women who have taken some time off from work return to their original employer.¹¹

Smart employers are beginning to pay attention to social and demographic trends that portend a steady increase of highly qualified women graduating from the most prestigious institutions – a generation of young adults who have come to desire and expect the ability to “have a life.”¹² Firms can no longer count on the modus operandi of

⁵ Bureau of Labor Statistics, U.S. Dept. of Labor, Table 11: Employed persons by detailed occupation, sex, race, and Hispanic or Latino ethnicity, *Household Data Annual Averages* (Mar. 19, 2007), available at <http://www.bls.gov/cps/cpsaat11.pdf>.

⁶ Nat’l Assoc. for Law Placement Research, *Women and Attorneys of Color at Law Firms* (Oct. 3, 2002), available at <http://www.nalp.org/press/details.php?id=18>.

⁷ Harrington, *supra* note 3, at 8.

⁸ Nat’l Assoc. of Women Lawyers, *National Survey on Retention and Promotion of Women in Law Firms*, available at http://www.abanet.org/nawl/docs/NAWL_SURVEY_REPORT_RE-PRINT.pdf, at 2 (Oct., 2006).

⁹ Sylvia Ann Hewlett, et al., *The Hidden Brain Drain: Off-Ramps and On-Ramps in Women’s Career*, at 14. (Harvard Bus. Rev. Rpt. 9491, 2005) [hereinafter, “Hewlett, et al.”].

¹⁰ *Id.* at 14, 16.

¹¹ *Id.* at 48.

¹² Cynthia Fuchs Epstein, et. al., *Glass Ceilings and Open Doors: Women’s Advancement in the Legal Profession*, 64 *Fordham L. Rev.* 291, 389 (1995-1996).

the Baby Boom generation that worked long hours and never questioned it; Gen-Xers not only “want a life,” but will be saddled with dual family responsibilities of raising their own family while taking care of aging parents.

A recent article published in *The Economist* magazine highlights the accomplishments of “The Big Four” accounting firms that have begun creating alternative pathways to enable women to meet the demands of both their families and careers.¹³ For example, Booz Allen Hamilton, a consulting firm, and Lehman Brothers, an investment bank, both have programs providing interesting project-based work for women in need of alternative work arrangements. Flexible work arrangements and the availability of family-friendly policies have been shown to improve retention¹⁴ and explain why more than 80% of women on maternity leave at the Big Four return to work – a higher proportion than in other industries.¹⁵

The most frequently cited reason for women’s departure from law firm practice is difficulty integrating work and family life.¹⁶ Common among professional persons, the Massachusetts study of women in law found that the majority of male lawyers are coupled with women who hold little or no financial responsibility for the household, who have lesser commitment to their own careers and are able to assume primary family caretaking responsibilities. The opposite holds true for female lawyers, who are more likely to be coupled with men who have an equal or greater responsibility for career and income, and who do not assume primary caretaking responsibilities.¹⁷ Faced with such competing demands of work and family, women lawyers are more likely to leave firm practice. Those who stay in firms to achieve partnership are less likely to be married or in a committed relationship, and are less likely to have any children compared to their male partners.¹⁸

Retaining women lawyers increases the diversity of a firm. Developing women lawyers to partnership levels increases the diversity at decision-making levels of the firm. Studies find that diversity improves group performance, has a positive effect on morale and positively

¹³ Economist.com, *Breaks and Ladders: Female Employees Need Different Career Paths*, (July 19, 2007), available at http://www.economist.com/business/displaystory.cfm?story_id=9507332 [hereinafter, “Breaks and Ladders”].

¹⁴ Jennifer Glass & Lisa Riley, *Family Responsive Policies and Employee Retention Following Childbirth*, 76 Soc. Forces 1401, 1420-1424 (1998); Joan C. Williams & Holly Cohen Cooper, *The Public Policy of Motherhood*, 60 J. of Soc. Issues 849, 856 (2004).

¹⁵ Breaks and Ladders, *supra* note 11, at 1.

¹⁶ Harrington, *supra* note 3, at 12.

¹⁷ Harrington, *supra* note 3, at 16; Hewlett, et al., *supra* note 9, at 18.

¹⁸ Harrington, *supra* note 3, at 16.

impacts the bottom line.¹⁹ One study demonstrated that of the *Fortune* 500 companies in their survey, those with a higher number of women executives out-performed comparable firms in their industry on measures of profitability including assets, profits as a percent of revenue, and stockholders' equity.²⁰ In addition, this study found that firms with a strong record for promoting women out-performed their industry peers by 18 to 69 percent.

Moreover, clients increasingly demand greater diversity in the law firms that represent them. For example, Wal-Mart Stores discontinued work with two law firms in 2006 citing unhappiness with the firms' lack of diversity.²¹ The DuPont Company also cites diversity as one of six criteria on which it has selected law firms to whom it has awarded its business since 1992.²²

In a marketplace that places value on diversity and participation of women, it behooves law firms to identify sources of attorney attrition particular to women and to examine the ways in which firm policies and practices might exacerbate or ameliorate the issues that give rise to women's attrition. This follow-up to the 2004 "It's About Time" Study examines the incidence of attrition among women lawyers in Georgia law firms and assesses the importance of part-time work arrangements in the retention of talented female lawyers. Finally, the study points to possible solutions to attorney attrition that will ultimately protect a law firm's bottom line.

¹⁹ Karen A. Jehn, Gregory B. Northcraft, & Margaret A. Neale, *Why Difference Makes a Difference: A Field Study of Diversity, Conflict, and Performance in Workgroups*, 44 *Admin. Sci. Q.* 741, 758 (1999); Nancy Doolittle, *Diversity in Leadership Makes an Impact on the Bottom Line, Cornell Professor Says in NYC Panel Discussion*, at 1 (June 28, 2007), available at http://www.ohr.cornell.edu/commitment/publications/Jobs_Articles/WorkLife_Diversity_Leadership.pdf

²⁰ Roy D. Adler, *Women in the Executive Suite Correlate to High Profits*, at 4-6 (European Project on Equal Pay, 2002) available at http://www.women2top.net/download/home/adler_web.pdf

²¹ Karen Donovan, *Pushed by Clients, Law Firms Step Up Diversity Efforts*, *N.Y. Times*, July 21, 2006.

²² *Id.*

RESULTS

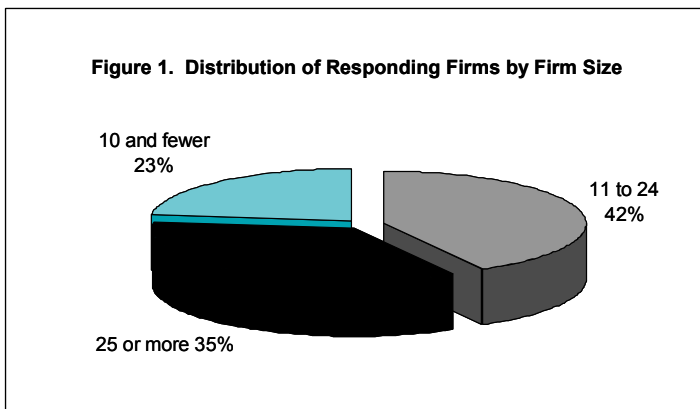
The results reported here reflect survey responses from 84 law firms, 386 women attorneys, and 29 male attorneys in the state of Georgia. The surveys were designed to examine perceptions and practices associated with flexible and reduced-time work arrangements. Due to the small sample of male attorneys, our results will focus primarily on firms' and women's responses. Men's responses are highlighted in Section 7.

A more detailed description of the data and methods is found in Appendix A.

1. Law Firm Characteristics

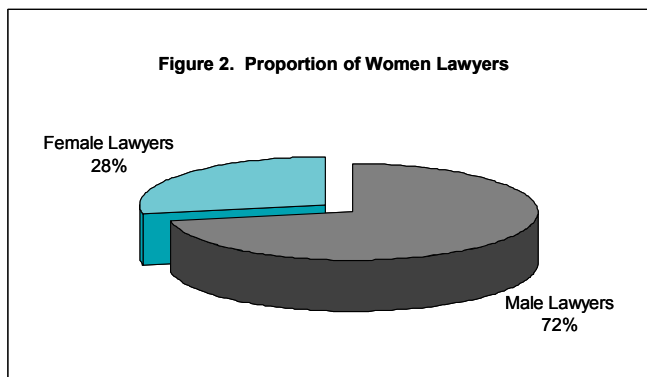
1.1 Firm Size

Participating firms ranged in size from a minimum of 3 lawyers to a maximum of 1,157 lawyers. The average number of lawyers across firms is 87, while the median is only 18. The majority of firms responding to the survey (42%) employ between 11 and 24 lawyers. Figure 1 below shows the distribution of responding firms by size.



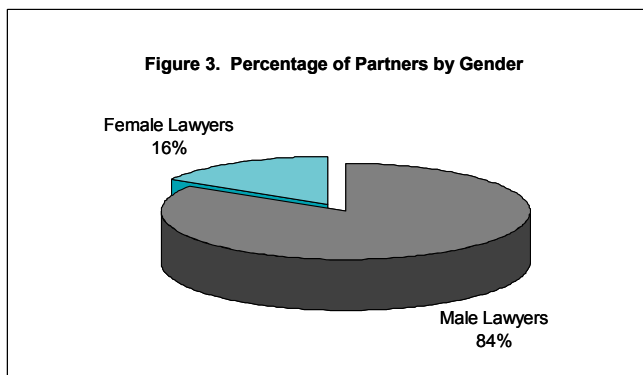
1.2 Female Attorneys

Participating law firms ranged from a low of 0 to a high of 75% in the proportion of women lawyers employed. Closely mirroring the national average, women comprise 28% of the participating law firms in Georgia, as illustrated in Figure 2.

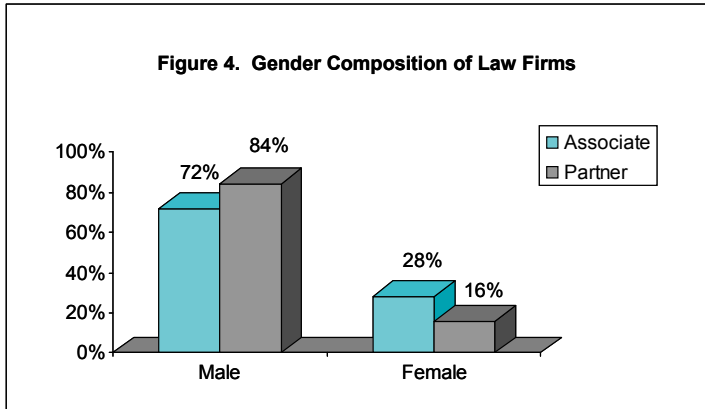


1.3 Firm Partners

The number of partners at the firms in our sample range from one to 680, with an average of 40 partners, and a median of 9 partners. Again, similar to the national average, women comprise 16% of participating law firms' partners, as depicted in Figure 3. More than one-quarter (27%) of responding law firms report no women partners.



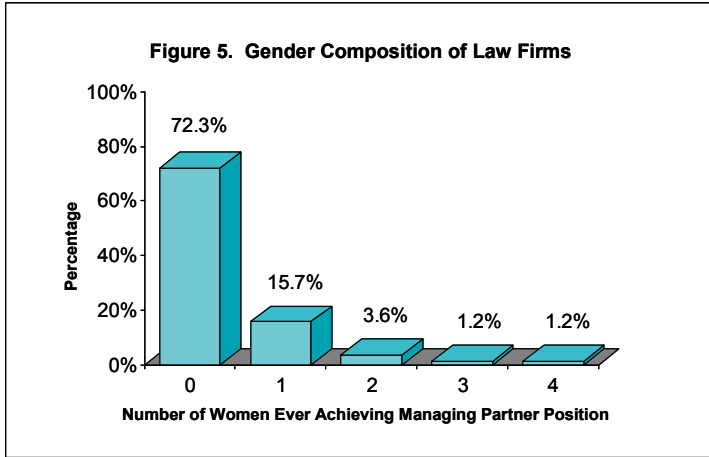
Examined together, the data indicates that men comprise a larger proportion of the attorneys at the law firms in our sample, and an even larger proportion of the partners. The distribution of women in law firms is the mirror opposite: while women comprise only 28% of all attorneys in law firms surveyed, they comprise an even smaller proportion (16%) of the partners.



1.4 Firm Managing Partners

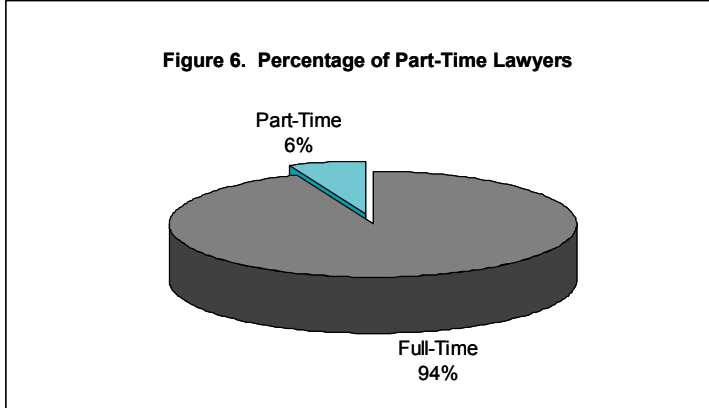
Figure 5 shows the distribution of firms by the number of female managing partners ever employed. The vast majority (72%) of participating firms report never having a female managing partner. Thirteen firms, or approximately 16% of firms report having had one female managing partner. The greatest number of women any firm has ever had achieve managing partner is four.²³

²³ It should be noted that these figures likely reflect large law firms' global presence in addition to their Georgia-based firms, thus inflating the number of women managing partners shown here. GAWL representatives believe firms' local representation of women in managing partner positions in the greater Atlanta region is far smaller than these number suggest.



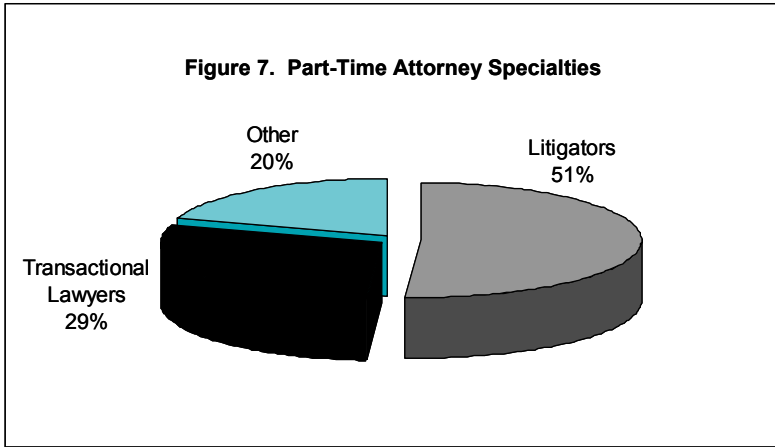
1.5 Part-Time Attorneys

Among participating law firms, between 0% and 33% of lawyers are employed on a part-time basis. As shown in Figure 6, part-time arrangements are uncommon. On average, only a very modest 6% of firm lawyers are employed on a part-time basis.



1.5.1 Part-Time Attorney Specialties

According to the firm data, among part-time lawyers, approximately half practice litigation, one-third specialize in transactions, and the remaining 20% are distributed in other specialty practice areas.

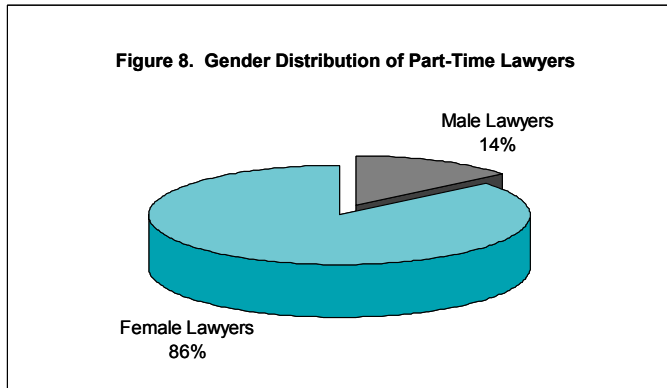


The distribution of specialty areas reported by the individual respondents who have experience with part-time or flexible work schedules mirrors that reported by the firms. Nearly 50% of women who work a part-time/flexible work schedule practice civil litigation. Twenty percent specialize in transactions, a very small 1% of part-timers practice criminal law, and one-third of part-time/flexible attorneys are distributed among other specialties.

Table 1. While working part-time or a flexible work schedule, what type of law did you practice?

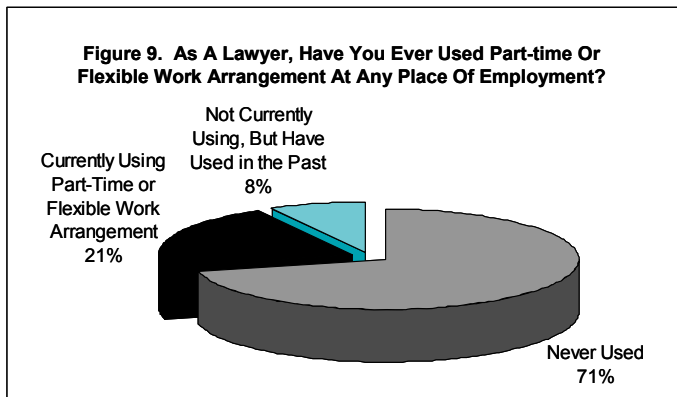
		Response Percent	Response Count
Civil Litigation		49.5%	53
Transactional		19.6%	21
Criminal		0.9%	1
Other		29.9%	32
answered question			107
skipped question			279

1.5.2 Gender Composition of Part-Time Attorneys

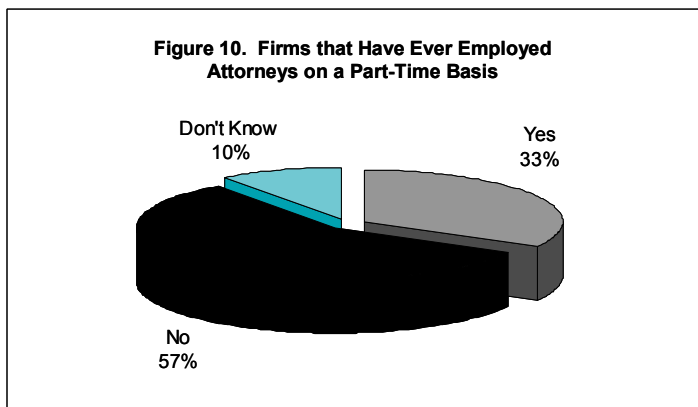


Of the 6% minority of lawyers who work part-time, the vast majority are women. Among the participating firms, on average, 86% of the part-time lawyers are women, as shown in Figure 8.

Data from the individual online survey indicate that while most women attorneys have never used part-time or flexible work arrangements, nearly 30% are either currently working in a part-time or flexible work arrangement, or have done so in the past.

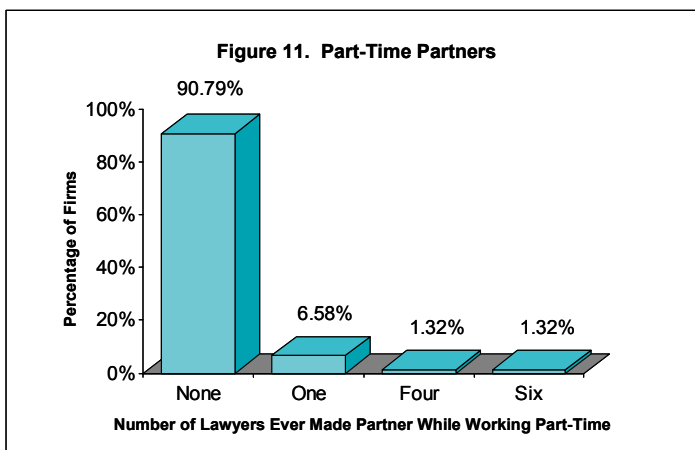


Similar results are found from the firm data that indicate just over 30% of firms have ever employed attorneys to work in a part-time arrangement.



1.6 Part-Time Partners

While approximately one-third of responding firms have employed part-time attorneys at some point, few have had any attorneys achieve partner status while working in a part-time capacity. As shown in Figure 11, our results indicate that 69 firms, or greater than 90% of responding firms, have no lawyers who have ever achieved partner status while working under a part-time arrangement (7 firms did not know the answer to this survey item). Five participating firms (6%) report having had one lawyer make partner while working part-time. One large firm, employing over 1,000 lawyers, reported having had 6 lawyers make partner under part-time schedules, and another large firm, employing over 400 lawyers, reported having had 4 lawyers achieve partner status under part-time arrangements.



On average, larger firms in our sample (employing 100 or more lawyers) tend to employ a higher percentage of women lawyers compared to smaller firms (employing less than 100 lawyers). In our sample, women comprise 35% of lawyers at large firms, while women account for only 27% of lawyers at small firms.




Responses by women lawyers to the individual survey mirror the figures reported by the firms: 33.7% indicate they are employed at large firms with 100 or more attorneys.

2. Availability of Part-Time Policies



2.1 Part-Time Work Arrangements

While most individual respondents to our online survey indicate that their current employer allows for part-time or flexible work arrangements, most firms do not have formal, written policies.

More than three-quarters of women respondents indicate that their employer allows for part-time arrangements.

Table 2. Does your current employer allow for part-time or flexible work arrangements?		
	Response Percent	Response Count
Yes 	77.0%	288
No 	15.2%	57
Don't know 	7.8%	29
	answered question	374
	skipped question	12

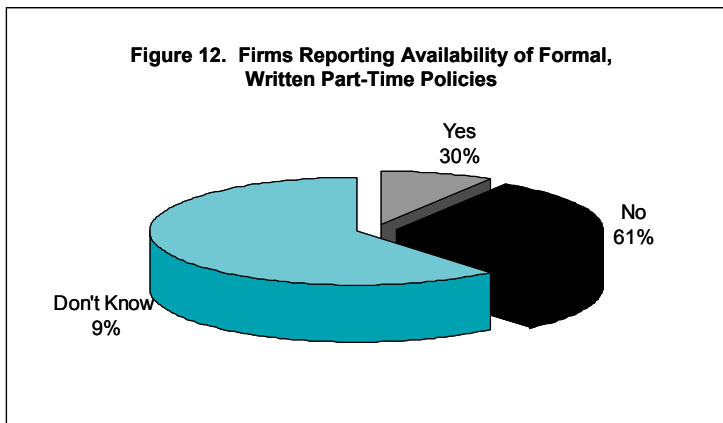
A slight majority (57%) of women attorneys also feel their current employer adequately supports part-time or flexible work arrangements. While nearly three-quarters (74.8%) of women respondents indicate satisfaction with their current level of day-to-day job flexibility, most respondents (62.3%) also feel that their employer does not provide effective leadership in part-time or flexible work arrangements.

Table 3. Do you perceive that your employer provides effective leadership and visible role models in terms of part-time or flexible work arrangements?		
	Response Percent	Response Count
Yes 	37.7%	139
No 	62.3%	230
	answered question	369
	skipped question	17

Thus, merely providing part-time or flexible work arrangements is not sufficient to retain and develop women attorneys; providing effective leadership and visible role models is also key.




2.2 Formal Part-Time Policies

A partial explanation for the seeming contradiction in women's individual survey responses may lie in firms' formalized availability of part-time policies. Although most individual respondents indicate availability of policies at their firms, they may not perceive their firms to be providing any leadership in part-time arrangements because only one-third have formally defined, written policies regarding part-time work. Figure 12 illustrates that most firms (34 out of 56 responding to this item, or 61%) do not have a formal, written policy, and 9% of responding firms were not aware of whether or not such policies exist.



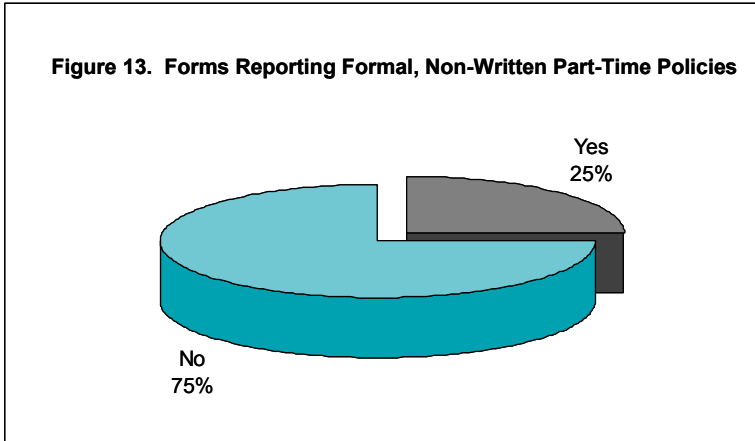
Similar results are found when individual female attorneys are asked whether their firms have formal, written policies available for part-time arrangements. A majority (55%) of respondents indicate that their firms do not have written policies and a substantial minority (16%) do not know whether their firm has a written policy regarding part-time work.

Table 4. Does your current employer have a written policy regarding part-time and/or flexible work arrangements?

		Response Percent	Response Count
Yes		28.9%	108
No		54.8%	205
Don't Know		16.3%	61
answered question			374
skipped question			12

While more than 60% of firms have no formal, written part-time policies, one-quarter report having formal *non-written* policies governing part-time work arrangements, as illustrated below. Of the 34 firms with no formal written policies, 8 report having formal non-written part-time policies.



Figure 13. Firms Reporting Formal, Non-Written Part-Time Policies





2.2.1 The Importance of Part-Time and Flexible Work Arrangements

Although only a small minority (6%) of firms have attorneys currently employed on a part-time basis, approximately one-third of firms have provisions for part-time work arrangements. For women attorneys, the availability of such arrangements is extremely important, as the next two tables suggest. An overwhelming majority (98%) of respondents to the individual survey indicate that women attorneys look favorably on employers that permit part-time or flexible work arrangements,

regardless of whether they are personally interested in taking advantage of them.

Table 5. Regardless of whether you, personally, are interested in them, do you look favorably on employers that allow for part-time or flexible work arrangements?			
		Response Percent	Response Count
Yes		98.4%	374
No		1.6%	6
answered question			380
skipped question			6

However, a majority of respondents (85.5%) indicate interest in potentially using a part-time or flexible work arrangement in the future. Taken together, these responses strongly suggest that the availability of part-time work is of great importance to women attorneys.

Table 6. Would you potentially be interested in using a part-time or flexible work arrangement in the future?			
		Response Percent	Response Count
Yes		85.5%	318
No		14.5%	54
answered question			372
skipped question			14

Even more compelling is the firm data on the proportion of women who have left firms in the past year. On average, firms with no formal written policy governing part-time or flexible work arrangements experience a greater percentage of women leaving their firms. Firms with written policies report that an average of 43% of attorneys who left their firm in the past year were women, compared to 55% among firms with no such policies.

3. Work-Life Balance

Among women attorneys who have worked part-time schedules, wanting to spend time with their children was the most frequently cited reason for deciding to work part-time. This reason is far and away the most popular, receiving greater than three-quarters (76.6%) of responses. The next most popular reason for working a part-time

schedule is wanting to live life at a slower pace, receiving only approximately one-third (29%) of responses. Clearly, part-time options are important to women vis-à-vis their childcare responsibilities.

The following open-ended responses highlight the salience of work-family issues in decisions to work part-time or alternative schedules:

I wanted more time at home with my husband and daughter.

My spouse traveled extensively, making it difficult for him to participate in day-to-day child caring responsibilities.

I telework purely to ensure that I have at least one business day each week in which my work hours are flexible. That allows me to accommodate doctors' appointments, and other personal needs, for me or my family.

Professional men and women such as lawyers are expected to work long hours, and to exhibit devotion to their work and careers.²⁴ While men, of course, must also make decisions as to how to divide their time between work and family, it is women who have long assumed primary responsibility for family caretaking and who continue to spend far greater hours devoted to such tasks relative to men.²⁵ Estimates from time-use diaries of parents' time spent with their children indicate that mothers spend nearly twice as much time in child care activities than fathers do.²⁶ Time-use data also suggests that women spend 2.8 times as many hours on household tasks than men spend.²⁷ Moreover, studies show that men's time spent in household tasks is reduced when they transition from singlehood to marriage. This decrease in men's housework is met with an increase in women's time spent in household tasks when they transition from singlehood to marriage.²⁸

²⁴Mary Blair-Loy, *Cultural Construction of Family Schemas: The Case of Women Finance Executives*, 15 *Gender & Soc'y* 687, 690 (2001).

²⁵Arlie Hochschild and Anne Machung, *The Second Shift*, 3 (Penguin Books 1989); Suzanne M. Bianchi, Melissa A. Milkie, Liana C. Sayer, & John P. Robinson, *Is Anyone Doing the Housework? Trends in Mothers' and Fathers' Time with Children*, 79 *Soc. Forces* 191, 198 (2000) [hereinafter, "Bianchi, et al."]; Shelley Coverman & Joseph F. Sheley, *Change in Men's Housework and Child-Care Time, 1965-1975*, 48 *J. Marriage and Fam.* 413, 416 (1986).

²⁶Liana C. Sayer, Suzanne M. Bianchi & John P. Robinson, *Are Parents Investing Less in Children? Trends in Mothers' and Fathers' Time with Children*, 110 *Am. J. Soc.*, 1, 22 (2004); W. Jean Yeung, John F. Sandberg, Pamela E. Davis-Kean, & Sandra L. Hofferth, *Children's Time with Fathers in Intact Families*, 63 *J. Marriage and Fam.* 136, 145 (2001).

²⁷Bianchi, et al. *supra* note 20, at 207.




²⁸Sanjiv Gupta, *The Effects of Transitions in Marital Status on Men's Performance of Housework*, 61 *J. Marriage and Fam.* 700, 707 (1999). It is worth noting that the same effect -- a decrease in men's housework and increase in women's housework -- is found in the transition from singlehood to cohabitation and from cohabitation to marriage.

These studies sharply demonstrate that women continue to bear primary responsibility for family and household caretaking.

As a result, women’s work lives are often truncated, sidelined, or derailed altogether to accommodate family needs. Thus, women are more likely than men to feel conflict between work and family commitments, and to feel the conflict more acutely. The following section reports on responses to survey questions pertaining to the challenge of balancing work and family/personal life.






A majority of respondents to the online survey indicate that they find managing the demands of work and personal life difficult at least some of the time. Less than 5% of respondents never find managing the demands of work and personal life difficult.

Table 7. Do you find it difficult to manage the demands of work and personal/family life?

		Response Percent	Response Count
Always		28.3%	108
Sometimes		67.0%	256
Never		4.7%	18
<i>answered question</i>			382

Similarly, most women attorneys who responded to the survey indicate feeling that sometimes they must put work before their personal life. Less than 20% of respondents feel they only rarely or never have to put work before personal/family life.

Table 8. How often do you feel you have to put work before personal/family life?

		Response Percent	Response Count
Never		1.8%	7
Rarely		17.5%	67
Sometimes		51.1%	195
Often		28.3%	108
Always		1.3%	5
<i>answered question</i>			382
<i>skipped question</i>			4

A slight majority (54%) of respondents perceive that advancement at their current firm depends on placing their career before their personal/family life. Perhaps as a result of the conflict women face between their work and personal/family responsibilities, a slight majority (57%) of women respondents feel that they are at a disadvantage relative to male colleagues who may have spouses who do not work outside the home and can relieve them of some family/personal life caretaking responsibilities.




The following open-ended survey responses are illustrative of women's perceived disadvantage relative to male attorneys who do not have the same level of responsibilities for family caretaking:

I was new, the distance was typically over an hour and a half, and I could not get my child on a bus/school and be at work by 9:00, so I started working on weekends after my boss/owner of the new firm pulled me aside and said arriving at work at 9:45 was not going to work if I left at 5:30 to get my child by 6:30-the latest after-school care available at her school and even then I was late because of the above mentioned commute time (even with 15 minute lunches). ...[I]t was really a "I'm going to fire you unless you work more" discussion. He did it anyway-his wife stayed home with his kids and his attitude was that being a single mom was my "choice" and he should not have to suffer for that. I was looking to move to the area, but I delayed moving until the end of the school year (6 weeks) so he fired me anyway because I was not "committed" enough-ironically 6 days after I had moved and my commute shortened to 20 minutes.

I work with all men whose wives stay at home. It is very difficult at times, especially when travel is required. I often hear "where is your husband and why can't he do it?" It can be very sexually charged at times.

Thus, not surprisingly, it is important to women attorneys that their employer respects and supports family and personal commitments. The vast majority (almost 99%) of respondents indicate having a supportive employer is important to them.

Table 9. When faced with the choice about where to work, how important is it to find an employer who respects and supports family and personal commitments?

		Response Percent	Response Count
Very important		84.5%	321
Somewhat important		14.2%	54
Not at all important		1.3%	5
answered question			380
<i>skipped question</i>			6

Some women have left or are considering leaving firms due to their firms' lack of support for flexible work schedules and/or sensitivity to women's needs. In open-ended responses to the survey, women explain that they left their previous employer because, "Partners were unsupportive of flexible hours" and "[The] law firm didn't support women with children."

Additional open-ended responses identify work-family and flexibility issues as salient reasons women are considering leaving their current employers:

[M]ore money for the hours I work and personal dissatisfaction with the blatant lack of respect given women who for family reasons (children and aging parents) must choose to work lesser hours (which frankly are not that far below some associates and above many partners).

[D]issatisfaction with toll job has taken on my family and personal life.

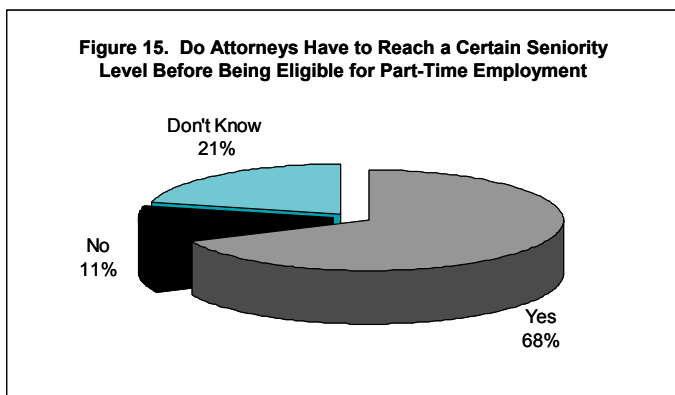
Need more flexibility; firm is not committed to part time arrangements; firm does not have part time partners.

Concern about long-term opportunities for partnership for women with children.

4. The Practice of Part-Time/Flexible Work Policies

4.1 What Counts as “Part-Time”? Defining the Part-Time/Flexible Work Arrangement

As shown in Figure 15 below, among the firms that permit part-time arrangements, 32 (or 68%) indicate that a certain level of seniority is required to be eligible for part-time work. Five of the firms have no such eligibility requirement and 10 firms did not know the answer to this item.



4.1.1 Billable Hours

While most participating firms did not describe the details that constitute a “part-time” designation, among the 15 firms that did respond to this item, the determination of part-time status varies widely. Generally, firms define part-time status according to billable hours, although the number of hours per year varies. The following sample of responses illustrate this variation:

- *Anything below 1950 hours per year.*
- *It depends on the person. We have a 60 percent and 80 percent plan, percentages of billable hours and also salary. It would have to be upon request.*
- *Less than 10% schedule or reduced work schedule with a pro-rated annual billable hour requirement.*
- *A short term or indefinite term status associate will be expected to bill a specified agreed upon percentage of the annual billable hour budget established for full time associates.*
- *We will pay on a pro-rate basis for hours less than 1,800.*

-
- *Part time is an overall commitment to the firm of less than 2300 hours per year, inclusive of billable hours, pro-bono work, practice development and cycle time, and firm administrative duties.*
 - *Full time billable hour goal is 1,850 per year. Part time would be defined by billable hours, but we also permit arrangements whereby attorneys work only certain days and then we translate that into hours.*

Other responses were much more vague, indicating that arrangements reflect agreements negotiated on a case-by-case basis:

- *It is negotiated on an individual case basis.*
- *[L]ower billable quota.*
- *It's negotiable by hours.*
- *It's negotiated in each individual case but it is based on billable hours per year.*
- *It's a combination of hours and days in office and it is decided on a case-by-case basis.*
- *It's just anything non-full time.*
- *It depends on the individual situation.*

Individual responses to the online survey also reveal variation in the actual practice of part-time arrangements. Among respondents who worked on a part-time basis in the last year, required annual billable hours ranged from 0 to 2,000, with an average of 1,087 billable hours, and median of 1,300. Actual billable hours ranged from 250 to 2,100, with an average of 1,223 and median of 1,250.

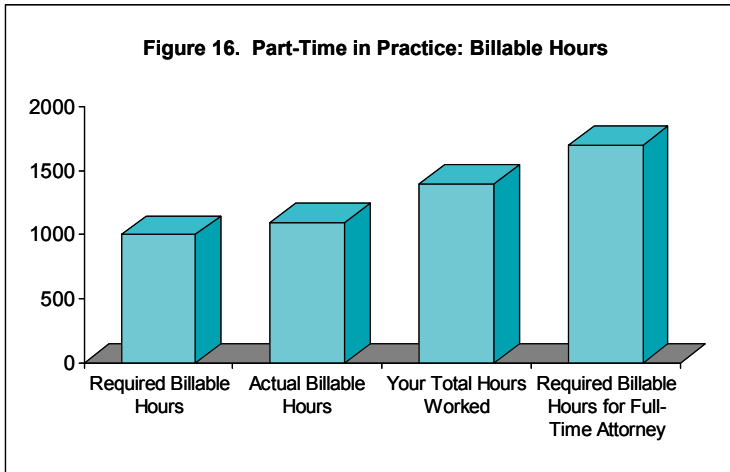
Women attorneys who worked part time last year reported having worked on average a total of 1,575 hours, and a median of 1,500 hours, with hours ranging from 700 to 2,500. The U.S. Department of Labor Bureau of Labor Statistics defines “part-time employment” as less than 35 hours a week.²⁹ In our sample, 40% of the women attorneys working in part-time arrangements are exceeding the 35-hour part-time workweek. Indeed, 30% of our part-time attorney sample is working more than the normative 40-hour full-time workweek.

As demonstrated in Figure 16, among survey respondents, the total number of hours worked by part-time women attorneys exceeded their actual billable hours by 29%. On average, part-time women attorneys are contributing an additional 352 hours per year that are not billable hours. Moreover, they are also exceeding their required billable hours

²⁹ Bureau of Labor Statistics, U.S. Dept. of Labor, *Glossary*, (Sept. 28, 2007) available at <http://www.bls.gov/bls/glossary.htm#P>.

by an average of 12.5% (or 136 hours) in actual billable hours worked over the year.

The average number of required billable hours for full-time attorneys is 1,834, with a maximum of 2,200 requisite hours per year, and a median of 1,900 billable hours.³⁰ On average, the total hours worked by part-time women attorneys are shy of average full-time required billable hours by only 259 hours a year, or less than 5 hours a week.



Thus, while working part-time may reduce the number of hours worked, the reduction may, in many instances, be only marginal relative to a full-time schedule. Some respondents to the survey shared some challenges surrounding billable hours and hours worked while in part-time arrangements:

I have been a "part-timer" my entire tenure here. The biggest problem is the level of non-billable expectations that are associated with working. I have as many non-billable functions as any other associate, but my compensation is based purely on billables.

I'm very satisfied with my arrangement, although I work what most non-lawyers would consider nearly full-time (4-4.5 days plus 1-2 evenings per week) although only lawyers from big

³⁰ These figures are consistent with those found in a recent NALP study *Patterns & Practices: Measures of Law Firm Hiring, Leverage, and Billable Hours* (Nat'l. Assoc. for Law Placement Research, 2003), in which most law firms reported a minimum required total of 1,800 or 1,900 billable hours. available at <http://www.nalp.org/content/index.php?pid=184>

firms would consider that part time. With lots of client development activities, this adds up to 1200 hours per year billable. My firm requires 1350 realized or 1500 billable for a full-time partner, but we are compensated on levels based on origination and hours, so I am paid fairly. I've come to accept that lawyers think working 75-80 hours a week is normal and healthy, but it is not for me, especially as a mom of three young boys. The flexibility of a lawyer job at a firm with a goal for partners of 1350/1500 works as well for family needs as one could hope. 30 years ago the ABA Lawyers Practice handbook stated that 1300 billable hours a year was a full-time job, but with ever increasing desire for high compensation, we have somehow come to accept that 2000 is full-time and 2200 is normal hard work.

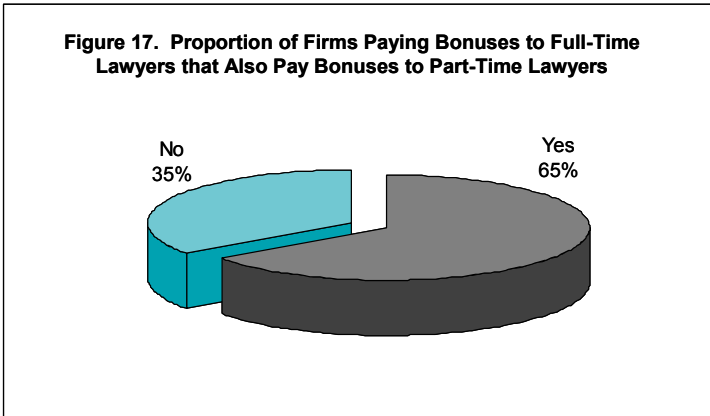
I just started the flex time program in January. Unfortunately I had a 3 week trial start at the end of February, so things didn't start out that great. I am way, way over my reduced hours, but I am trying hard to balance back out by taking a lot of time off.

It is clear from these statements and from the survey data that part-timers struggle to keep their hours to their agreed-upon part-time arrangement.

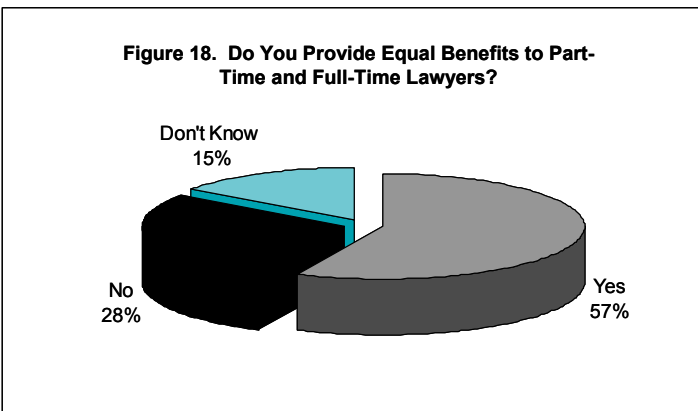
5. Consequences of Using Part-Time/Flexible Work Arrangements

5.1 Provision of Benefits

The majority of firms that provide full-time lawyers with bonuses also provide bonuses to part-time lawyers, although a minority (more than 1/3) do not.

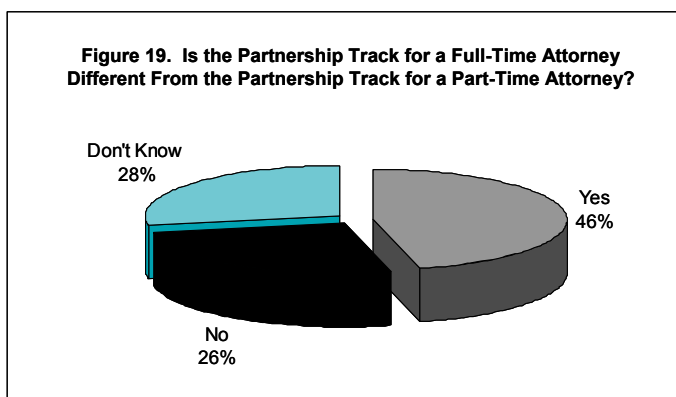


In terms of benefits, the majority (26) of responding firms indicated that benefits are provided equally to full-time and part-time attorneys. However, 7 (15%) of the firms did not know whether or not benefits are provided equally, and 13 firms (28%) do not provide equal benefits.



5.2 Partnership Tracks

A similar pattern emerges when firms were asked whether partnership tracks vary for full-time and part-time attorneys, as shown in Figure 19. While 12 firms indicate that both full and part-time attorneys follow the same partnership track, most (22) firms have different tracks for full and part-time lawyers. A noteworthy and significant minority of responding firms (13) did not know if the tracks differed.



Some respondents to the online survey commented on their experiences negotiating the partnership track while working in a part-time arrangement. Their comments suggest that while their respective firm's policies (or lack thereof) might maintain equality in part-time and full-time attorneys' partnership track, differences emerge in practice:

Although I am on track, it is very unlikely that they will actually make me a partner. Too many partners question my commitment because I am "reduced hours."

Substantively, I am pleased with my part-time arrangement. My main critique is that although the firm maintains that it has no policy regarding part-time and partnership, the de facto policy is plainly that part-timers cannot make partner.

The explanations of differences between partnership tracks for full-time and part-time attorneys vary widely among the firms that indicate such a difference exists. Many of the firms' responses identify a longer time period for attorneys working on a part-time schedule to achieve partnership status:

- *It takes longer to reach partnership eligibility.*
- *It might take longer for a part time attorney to make partner based on experience and meeting certain benchmarks.*

-
- *The length of time for the part time lawyer would be longer, in order to be eligible.*
 - *It just takes longer as a part timer to do it.*
 - *It would take longer for a part time attorney to make partner.*

Other firms make partnership determinations based on hours, variously defined:

- *It has not yet really been tested, but I would imagine that part time attorneys would have to have the equivalent number of total hours as a full time attorney.*
- *For the full time, it is an hourly requirement. For part-time, it's billable hours.*
- *There are no formal partnership tracks for part time. It is based on hours, generally speaking.*

Some firms acknowledge the difficulty for attorneys working on a part-time basis to achieve partnership:

- *There is nothing defined, but it would be more difficult for a part time lawyer to make partner. Factors like productivity, not generating as much money, not being able to bring in as much business, that kind of thing.*
- *It is more difficult for a part time attorney to achieve the partner level. You have to supervise or bring in a large number of cases which is difficult, not impossible, but difficult.*

Some firms appear to review each partnership consideration on a case-by-case basis:

- *It's entirely based on business development, business the lawyer develops.*
- *It is handled on an individual basis.*
- *It depends on how part time they are. The seven year track may be extended because it's based on contribution and experience.*

For still other firms, attorneys working on a part-time basis are simply ineligible for partnership consideration:

- *We consider part time people off track but they can come back to full time and then be on track.*
- *Being a full time employee is required.*
- *Associates who request and are granted indefinite term status will not be eligible to be elected partner while on indefinite term status.*

Many firm respondents, who included firm directors of operations, firm administrators, and office managers – representatives whose jobs are directly associated with firm policies and personnel management – did not know how the tracks vary, even though they indicated that the partnership tracks for full-time and part-time are different:

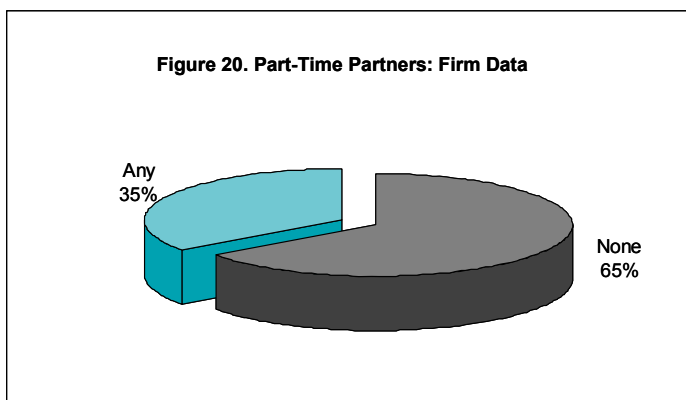
I don't know.

I am not really sure. We haven't had that situation or experience.

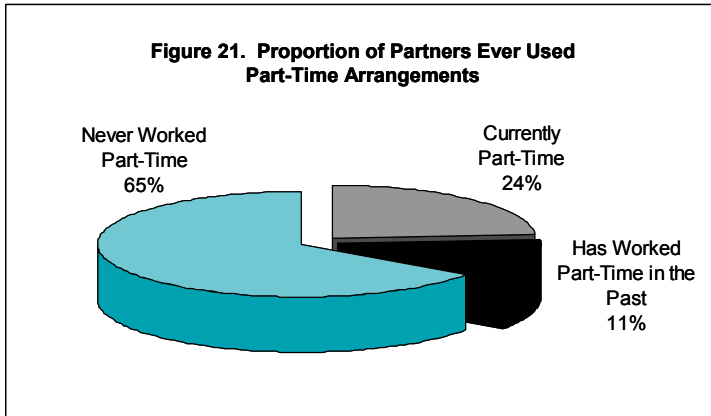
I don't know specifically.

When asked whether and how individual attorneys' career trajectories will be or have been affected by their part-time status, only a modest 12% of respondents indicate that their road to partnership has not been affected by their part-time arrangement. Thirty-five percent of respondents indicate that their trajectory to partnership has been affected by their part-time status in some fashion: either it will take them longer to achieve partner status, their firm considers part-time employees "off-track" for partnership, colleagues would not vote for a part-timer to make partner, and/or respondents feel their value to the firm is discounted due to their part-time arrangement.

Indeed, only 9% of firms have ever had an attorney make partner while on a part-time schedule.



Among the 78 respondents to the individual online survey that are partners, 18 (or 24%) are currently working in a part-time arrangement; 8 (or 11%) have used a part-time schedule in the past, but a majority (50 respondents, or 65%) of partners have never used part-time work arrangements.


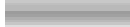


In the open-ended comments section of the survey, some women shared their experiences with trading partnership eligibility for the ability to work on a part-time basis:



I am generally satisfied with the [part-time] arrangement, but do believe that it is career limiting. In addition to not being considered for equity partner working less than full time, I think that I have not been given the same marketing and career development opportunities that other full-time attorneys have. I have not had strong female mentors, and I think that this is key.

I worked part-time from 1987 to 1996 and because of the partner I was working for it worked very well. I worked every day (4-6 hours) and was available 24/7 for client calls and needs to try to keep the part-time nature of my work less of a problem for clients. I thought of it as having a second client (my family) and that happens all the time with fulltime attorneys. I am fulltime now but it is too late to get back on partner track. Still, it was worth it to have the great kids I have now. It is too bad that we have to choose.

Indeed, the use of part-time arrangements can be imbued with negative associations. The majority (288 or 76%) of women attorneys responding to the online survey perceive part-time or flexible work arrangements to be career limiting. This perception held true when women were asked if they believed their own professional development would be limited if they chose to work a part-time schedule at their current place of employment.

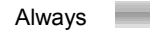


Table 10. If you chose to work part-time or with a flexible work arrangement at your current employer, do you believe your professional development would be limited?			
		Response Percent	Response Count
Yes		74.8%	276
No		25.2%	93
answered question			369
skipped question			17

In addition, nearly 70% of women believe their current employer would view them as less committed if they were to work on a part-time basis.

Table 11. If you chose to work part-time or with a flexible work arrangement at your current employer, do you believe your employer would view you as being less committed?			
		Response Percent	Response Count
Yes		69.4%	254
No		30.6%	112
answered question			366
skipped question			20

Moreover, most respondents reported perceiving their fellow attorneys as less committed if they chose to work part-time or flexible work schedules. While 147 respondents report that they never perceive part-time lawyers as less committed, 234 respondents indicate they sometimes or always perceive part-time attorneys as less committed.

Table 12. Do you view lawyers that choose to work part-time or with a flexible work arrangement as being less committed?



		Response Percent	Response Count
Always		4.5%	17
Sometimes		57.0%	217
Never		38.6%	147
		<i>answered question</i>	381
		<i>skipped question</i>	5

Despite the challenges associated with part-time and/or flexible work arrangements, nearly all (98%) of the women respondents look favorably on firms that allow for part-time or flexible work arrangements. Moreover, almost 86% of women indicate interest in using such arrangements in the future.

5.3 Attorney’s Experiences with Part-Time or Flexible Work Arrangements

The majority of women attorneys who have actually worked in part-time arrangements reported satisfaction with their arrangement.

Table 13. Are/were you satisfied with your part-time or flexible work arrangement?

		Response Percent	Response Count
Yes		85.6%	95
No		14.4%	16
		<i>answered question</i>	111
		<i>skipped question</i>	275

When asked whether their part-time arrangement affected how their firm colleagues viewed their abilities and commitment, most respondents who have worked as part-time attorneys selected the choice in the survey that there was no change. It should be noted, however, that this survey item allowed respondents to select multiple responses. Only 10 respondents actually indicated “No, my part-time arrangement has not affected how other members of the firm view my

abilities and commitment” without also selecting one of the “Yes” responses.

Table 14. Does (or did) your part-time arrangement affect how other members of the firm view (viewed) your abilities and your commitment to the firm? Check all that apply please.

	Response Percent	Response Count
Yes, some partners question(ed) my commitment to the firm and to my work.	32.0%	32
Yes, some partners will (would) no longer work with me or give me assignments.	12.0%	12
Yes, some partners do (did) not consider me a team participant.	9.0%	9
Yes, other attorneys tend(ed) to view me as marginal and/or problematic.	15.0%	15
Yes, social or personal contacts with associates deteriorated or diminished.	14.0%	14
Yes, they tend(ed) to view me as a “partial” member of the firm.	17.0%	17
No, my part-time arrangement has not affected how other members of the firm view my abilities and commitment	45.0%	45
Other/Not Applicable	19.0%	19
	answered question	100

5.3.1 Exclusion

Several women shared their experiences of feeling discounted by colleagues or otherwise being excluded from challenging and rewarding work as a result of their part-time arrangement:

I felt like I was discounted sometimes (I did get good work, though), and I know some partners disapproved of part-timers. I could not have made partner without major effort to “prove” myself.

I am happy with the arrangement to the extent it has greatly increased the amount of time I am able to spend with my family. However, the partners with whom I previously worked have stopped putting me on their cases and I am now practicing in an entirely different area of litigation than I was

prior to going part time. I think some very busy partners just don't want to deal with worrying about my schedule restrictions and any extra staffing that might be necessary on my cases.

In addition, part-time attorneys expressed feeling excluded from the larger firm culture due to their part-time work status:

I thought the work I received was pretty good, and the people I worked with regularly did seem to really respect my schedule, so in those ways, it was great. Still, I felt like I got cut out of more and more of the non-work firm culture (I do not think this was only a reflection of my being out one day a week).

I was semi-satisfied. Satisfied with the hours. Not satisfied with the quality of work or sense of belonging in the firm.

5.3.2 Lack of Support

Indeed, due to changes made to the quality of work assignments received once they decided on a part-time or flexible work arrangement, some women found they had to struggle to find enough billable work:

I am satisfied with the number of hours that I have to bill, but because my partners now assign me to smaller and more local cases, I have had a hard time billing the negotiated hours for my part-time arrangement.

I have taken a huge professional hit in the 5+ years I have worked a reduced schedule. I am an 11th year associate because my firm does not have a mechanism to recognize seniority with its part time attorneys (and is not interested in addressing the issue). I work "part time" because it is better than full time, but the solution is imperfect. I struggle to find enough work in my practice area because of the perception (erroneous) that I am not as available or committed as a full time lawyer would be. In fact, I am able to handle my work in a manner so clients never know I work a reduced schedule. My firm's lack of commitment to - actually, lack of interest in - reduced schedules is discouraging and has convinced me to look for employment elsewhere. My firm loses many good women attorneys because it does not view our "issues" as being an important business concern.

5.3.3 Proving Themselves

Once working part-time schedules, some women felt a pressure to prove themselves in an effort to show their commitment to their firms and to their work to forestall differential treatment:

I feel like I constantly have to justify myself, my commitment, my worth and value to the firm. It's an additional stress in life to feel so marginal that you worry about job security on a regular basis.

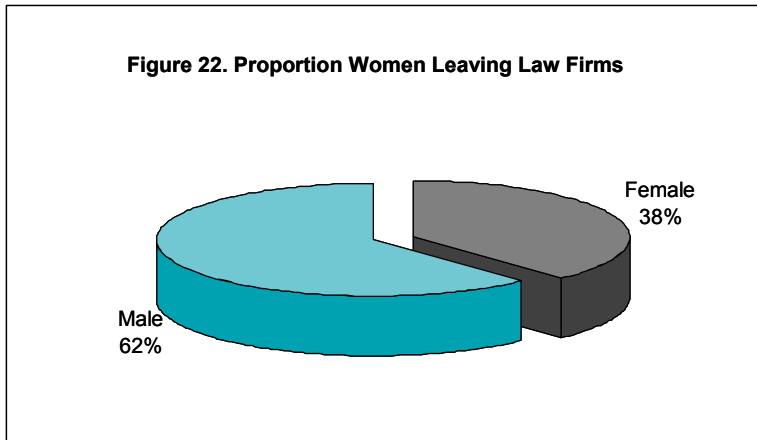
I thought my flex time was ridiculous because it was only done to appease the entirely male constituency of attorneys at my firm. I had a c-section and was off for three weeks total. The next five weeks I was expected to be accessible and even attended firm meetings and firm functions. It was a horrendous experience and has made me very dissatisfied at my current firm. However, they are more pleased with me because of my perceived "commitment".

The results suggest that women's perceptions of the negative consequences of working as a part-time attorney are a fairly accurate representation of women's experiences once they do work part-time. Part-timers are not likely to achieve partnership, they are not perceived to be as committed as full-timers, and they experience difficulties with colleagues' perceptions of them; perceptions that women attorneys hold as well.

6. Voting with Their Feet: Attorney Attrition

6.1 Leaving Law Firms

Although women comprise approximately 28% of attorneys at participating law firms, they comprise 38% of those who have left participating firms in 2006 – a slightly higher percentage relative to their representation in firms.³¹



6.2 Why Women Leave

When asked why they left their former employers, women attorneys identified a number of relevant reasons from the response categories provided in the survey. Of the available categories, “Professional dissatisfaction” was the most popular selection. In addition, the questionnaire provided an “Other” category, in which respondents could further explain their reasons for leaving.

³¹ The reported overall attrition rate among surveyed firms is 12%.

Table 15. Why did you decide to leave your former employer? (Please select all that apply)		
	Response Percent	Response Count
More money	25.3%	59
Wanted a different schedule	22.8%	53
Chance to work in a different practice area	21.9%	51
Professional dissatisfaction	43.8%	102
More attractive geographic location	19.7%	46
Wanted fewer hours	24.0%	56
Other	39.5%	92
	<i>answered</i>	233

Open-ended responses under the “Other” category varied widely, with some respondents citing general dissatisfaction with firm partners and/or colleagues (e.g., *“hated my boss”*) and general dissatisfaction with the firm (*“didn’t like the firm”*).

Other respondents were more specific in their reasons for leaving, citing better professional opportunities elsewhere (e.g., *“More opportunity to do business development,” “better career opportunity”*). Sometimes those better opportunities included part-time or flexible work options:

“[I had] more appealing part time options from both monetary and professional perspectives.”

Employer was not really open to a reduced hours model unless (a) you had children and/or (b) met the criteria for partnership.

A few women identified a mentor, or lack thereof, as a significant influence on their decision to leave their previous employers: *“lack of mentorship/fewer hours;” “My mentor changed firms, I went with her.”*

Most respondents who completed the “Other” category also cited reasons for leaving previous employers. Many such responses related, in some way, to their family and/or personal life. Some of these reasons were strictly logistics of a dual-career household: *“Moved to a different city for spouse,”* but other reasons related directly to family needs and women’s caretaking responsibilities: *“[S]tarted a family;” “Wanted more time for family,” “to be a stay at home mom.”*

Women cited incompatibilities between their responsibilities to their family and personal life and firm culture at their previous place of employment as reasons for leaving: *“I knew I could not make partner*

with 2 young children.” Others saw their prior firm’s culture as difficult for women to thrive in:

I was viewed differently because I was a working mother. All partners were men with wives that did not work and [there were] no other female attorneys with kids.

Firm culture that was very hard on women.

It was great when I was [working part time], but only did for one year. Then I had a baby and went on 6 months maternity leave. After that, I wanted to go back on a more limited basis, but the firm couldn't accept my work requirements, so I left the firm and now stay at home with my daughter full time.

Not surprisingly, many respondents indicated that they left their prior employer to start their own practice (e.g., “started new firm”, “for the opportunity to expand and grow my practice,” “Wanted to open own law firm”). Some left prior employers to start their own firms specifically to accommodate their family responsibilities:

I started my own practice, largely because of kids.

Opportunity to open own practice and work from home full time.

I started my own practice because of my increasing need for flexibility and shorter hours due to having a child with disabilities. I found my former firm to be too demanding in terms of billable hours and time commitments. Even the commute into Atlanta took between 2-4 hours per day -- impossible.

From these comments, it is clear that women attorneys face particular challenges in meeting demands at work and at home that their male colleagues do not face as acutely. If law firms wish to retain the skills of their female workforce, firms must be willing and able to make a shift in how they do business in order to protect both firms’ and attorneys’ interests in contributing to the legal profession.

6.3 Finding Their Own Solutions

For many women attorneys striving to meet the challenges of work and family/personal life, a balance was only possible at small boutique firms or by starting their own independent practice. One woman’s comments summarized this point:

I don't think there is any way for a part-time schedule to work at most large law firms. The reality is that if you want to work

part-time, you should work at a very small firm, work in a public interest setting, or open your own firm.

Some women attorneys have found very satisfying careers working in part-time arrangements at smaller firms where there are others also working on part-time and/or flexible work schedules:

After 10+ years of big firm work, I have found nirvana. All of the attorneys at my firm are partners and all are part-time. We work mainly from our homes and on client location. We have no billable hour requirements and we are paid for the hours we work. Last year I worked less than 800 billables and made more than I did my last year at [firm name omitted]. Top-notch clients and job satisfaction through the roof.

For a sub-set of respondents to the online survey, a satisfying balance between work and family/personal life could be found by starting their own firms, where they had more control over their time and the type of work chosen:

I left the firm where I worked flexible, at home hours. I was considered off track. Now I am a partner of my own firm.

As an owner and lawyer, I feel that it is extremely important to be able to manage the flexibility where it benefits all aspects of your life. If changes in practice area or work load have to be made to ensure this, then I feel this should be considered. If I had not implemented this I would probably not be here literally. There should be an equal medium as to how we work and play.

I love having my own firm (with a partner) and working part-time. I have heard lots of bad stories from friends who have tried a similar endeavor with firms. I'm in family law, which is a particularly friendly area for women. However, I think it is notable that with email and other technology and a good assistant, I find that generally clients have absolutely no problem with it. It's the older attorneys who are not okay with it.

If law firms desire to keep highly skilled women attorneys from leaving their firms for boutiques or to start their own firms, the issues raised in this report must be examined.

7. Male Attorney Responses

Due to the very low response rate and subsequent small number of respondents (29), results reported from the male attorney survey should be interpreted with some care and caution. The sample represented in this report likely includes responses from men who are more highly motivated to respond to the issues raised in this survey. As a result, their responses are likely to reflect a bias of greater sympathy for the issues raised in the survey, particularly regarding part-time and flexible work arrangements.

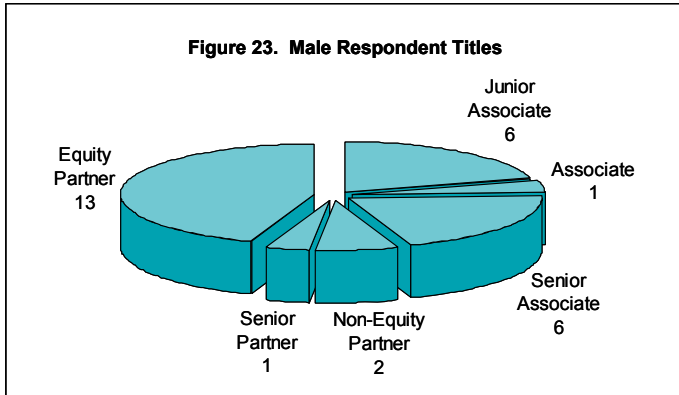
In addition, the small number of male respondents renders comparisons to the female survey problematic. With such a low response rate of only twenty-nine respondents, generalizations would be ill-considered. Instead, what follows are some highlights from the male survey.

Tentative comparisons are made to the results of the women's survey, however, as noted, such comparisons should be read with the understanding that results from the male survey represent the opinions of only a very small, select number of male attorneys in the greater Atlanta area. The small sample responding to the survey likely biases results in favor of flexible and/or reduced work hours and related issues.

7.1 Male Attorney Respondent Characteristics

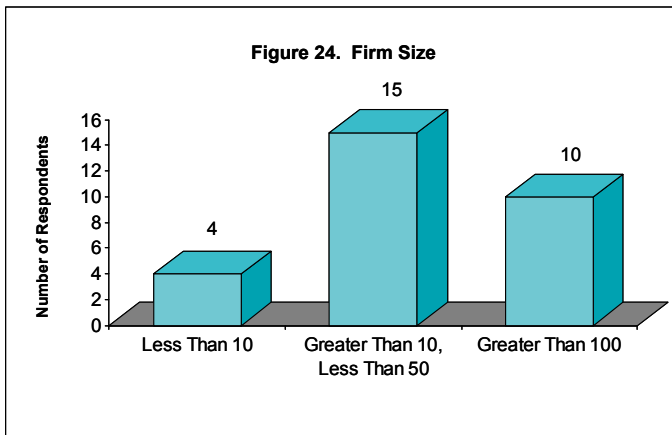
7.1.1 Male Partners

Among the 29 male respondents to the online survey, 13 were equity partners, representing 45% of the small sample. As illustrated in Figure 23, associates comprised the next largest group: 6 respondents identified themselves as junior associates, one as an associate, and another 6 identified themselves as senior associates.



7.1.2 Firm Size

Most of the male attorneys in our survey (52%) work in firms that employ greater than 10 and less than 50 attorneys. Figure 24 below shows that approximately 34% of the men sampled work in large firms that employ greater than 100 attorneys.



7.2 Family Men

Of the 29 male respondents, 28 felt it was at least somewhat important to find an employer who respects and supports family and personal commitments. Indeed, greater than 72%, or 21 respondents indicated that this was a “very important” consideration when faced with the choice about where to work.

Table 16. When faced with the choice about where to work, how important is it to find an employer who respects and supports family and personal commitments?		
<i>answer options</i>	Response Percent	Response Count
Very important	72.41%	21
Somewhat important	24.14%	7
Not at all important	3.45%	1
<i>answered question</i>		29
<i>skipped question</i>		0

Moreover, all but two of male respondents indicate that they look favorably on employers that allow for part-time or flexible work arrangements, even if they themselves are not interested in using the arrangements.

Table 17. Regardless of whether you, personally, are interested in them, do you look favorably on employers that allow for part-time or flexible work arrangements?		
<i>answer options</i>	Response Percent	Response Count
Yes	93.10%	27
No	6.90%	2
<i>answered question</i>		29
<i>skipped question</i>		0

Despite men’s expressed support for part-time and flexible work arrangements, they are nonetheless perceived by the male respondents to be career limiting, as indicated in the next Table. This is similar to the pattern found in women’s responses. While women, too, place a high value on the availability of part-time and flexible work arrangements, such arrangements are perceived to be something of a mixed blessing. Male and female attorneys alike seem to appreciate the availability of part-time and flexible work arrangements, but perceive the use of such arrangements to be career limiting.

Table 18. Do you perceive part-time or flexible work arrangements to be career limiting?		
answer options	Response Percent	Response Count
Yes	86.21%	25
No	13.79%	4
<i>answered question</i>		29
<i>skipped question</i>		0

Interestingly, while most male attorneys perceive part-time/flexible work arrangements to be career limiting in general (25 men, or 86%), slightly fewer of them (21 men, or 75%) perceive themselves to be at risk of career limitation should they themselves choose to work part-time or on a flexible work schedule.

Table 19. If you chose to work part-time or with a flexible work arrangement at your current employer, do you believe your professional development would be limited?		
answer options	Response Percent	Response Count
Yes	75%	21
No	25%	7
<i>answered question</i>		28
<i>skipped question</i>		1

Some of the male respondents also indicated a belief that their current employer would view them as less committed if they worked on a part-time or flexible schedule. Women's responses similarly reflect this concern.

Table 20. If you chose to work part-time or with a flexible work arrangement at your current employer, do you believe your employer would view you as being less committed?		
answer options	Response Percent	Response Count
Yes	60.71%	17
No	39.29%	11
answered question		28
skipped question		1

Thus, while part-time and/or flexible work arrangements are looked upon favorably by both men and women attorneys, both also perceive such arrangements to be career limiting and damaging to their employers' perceptions of their commitment to work.

However, despite favoring employers who support family and personal commitments and who provide part-time and/or flexible work arrangements, male lawyers themselves perceive attorneys who work part-time or with a flexible work arrangement to be less committed. Women's responses followed a similar pattern, in which expressed support for flexible work arrangements and support for family/personal commitments are at odds with an antiquated notion of "commitment to work."

Table 21. Do you view lawyers that choose to work part-time or with a flexible work arrangement as being less committed?		
answer options	Response Percent	Response Count
Always	10.34%	3
Sometimes	75.86%	22
Never	13.79%	4
answered question		29
skipped question		0

Such a consensus between men's and women's seemingly contradictory pattern of support, coupled with deprecation of part-time and/or flexible work arrangements, is indicative of a central conflict among professionals today: an incompatibility between a strong cultural norm, particularly in the legal profession, that defines good, committed lawyers as those who do not take on part-time or flexible work schedules, and an increasing need and growing support for the availability of such work arrangements.

7.3 Why Men Leave Firms

Just as in the female survey, male respondents who reported that they had ever left a firm were asked to indicate reasons for their departure. Among the reasons presented, “More attractive geographic location” and, similar to the women’s responses, “Professional dissatisfaction” were the categories most frequently selected.

Table 22. Why did you decide to leave your former employer? (Please select all that apply)

answer options	Response Percent	Response Count
More money	31.82%	7
To become an equity partner	18.18%	4
To become a non-equity partner	0.00%	0
Wanted a different schedule	4.55%	1
Chance to work in a different practice area	22.73%	5
Professional dissatisfaction	36.36%	8
More attractive geographic location	36.36%	8
Wanted fewer hours	4.55%	1
Other reason (please specify)	45.45%	10
answered question		22
skipped question		7

This survey item also provided for an open-ended text box response option for respondents to specify any “Other reason” for leaving a firm.

While many of the women’s open-ended responses to this item centered around child care and other family-related issues, none of the ten male respondents indicated family-centered reasons for leaving a firm. Although one respondent wrote “spousal relocation” as his reason, no other responses touched on any family responsibilities as playing a role in men’s leaving their firms.

However, in the final item on the survey, respondents were asked to provide any further comments they might have regarding their satisfaction with their part-time/flexible work arrangement, and any ways in which employers might improve such arrangements. One male respondent wrote: *Part-time is essential due to child care needs.*

8. Conclusions and Proposed Solutions: The Business Case for Workplace Flexibility

Based on the issues raised in both the firm and individual surveys, the following issues are addressed in this section and followed by proposed solutions: 1) effective communication of policies; 2) clear delineation of the parameters of policies; 3) ambivalence about part-time work arrangements; and 4) the definition of “success” and the tracks that define them. Underlying all of these issues must be a clear commitment from the firm at the top leadership levels to changing the firm culture and supporting the successful professional practice of law in a way that acknowledges and honors the lives of its employees.

8.1 Communication of Formal Policies

Results from both surveys indicate a lack of clear and effective communication about available policies governing part-time and flexible work arrangements. As reported above, greater than 60% of firms have no formal written part-time policy, and more than 55% of individual lawyers report that their firms have no formal written policy. Perhaps even more importantly, however, is the 10% of firms that report they do not know whether or not a formal written policy exists. An even larger percentage of individual lawyers report not knowing whether their firm has such a policy. A gap between policy and practice clearly remains to be filled.

If the availability of a policy is not formalized and effectively communicated to employees, the policy, in essence, does not exist. Clear communication of the availability of part-time and flexible work arrangements is crucial to their successful implementation. This conclusion echoes those drawn in a previous report by the Project for Attorney Retention.³² Authors of that study suggest that having a written policy emphasizes the firm’s commitment to providing and supporting “balanced hours” and it ensures even-handed application of the policy to all attorneys.

8.2 Delineating (and Policing) Parameters of Part-Time and Flexible Work Arrangements

Billable hours govern the “bottom line” for firms, and determine, in large part, the value represented by any attorney. Thus, both firms and attorneys are motivated to work billable hours for paying clients to generate income. However, the legal profession requires participation in more activities than can be considered billable. In addition, demands

³² Balanced Hours, *supra* note 4, at 30.

from clients may pull lawyers into working more hours than originally agreed, as one firm respondent notes:

We could have a client that is very demanding, and then the part time attorney has to work more hours than they would like. Lawyers that work part time want that schedule, but sometimes the practice of law doesn't allow that.

As a result, some part-time attorneys struggle to maintain their reduced time schedules while also maintaining their careers. “Schedule creep” also threatens the efficacy of part-time work arrangements.

I was considered a 3/5 attorney but billed the fulltime hourly requirement. In addition, I was expected to attend all meetings and court appearances scheduled on my days off.

Without clearly defined parameters for part-time arrangements, as well as formalized mechanisms for maintaining those parameters, part-time and flexible work arrangements may not be implemented as easily or successfully as both attorneys and firms would like. Establishing definite parameters, however, should not necessarily mean a loss of flexibility. Based on firm responses to the survey question asking for a definition of “part-time,” it is clear that firms require some latitude in how part-time is put into practice, as most part-time schedules are “negotiated on a case-by-case basis.” It is also clear from individual respondents that flexibility is greatly appreciated in their work schedules, especially for women who have primary caretaking responsibilities. Indeed, flexibility should be a cornerstone of any part-time work policy. This does not, however, negate the importance of establishing clear parameters of work expectations.

The Project for Attorney Retention recommends the implementation of what they term a “Balanced Hours Coordinator” who oversees such things as adherence to part-time work arrangement schedules.³³ Regular evaluations with such a coordinator can help maintain a mutually agreeable work arrangement between the attorney and the firm.

Short of developing a new position to manage part-time scheduling, one way to avoid some of the risk of “schedule creep” is to form a clear agreement of expectations from the beginning of negotiating the part-time arrangement. One part-time lawyer relays her positive experience with her part-time work and attributes the success of the arrangement

³³ *Id.* at 36.

to clearly defined and mutually agreeable expectations from the beginning:

I am very satisfied with my current part-time arrangement. I am at a boutique firm, and I started here part-time, which has reduced any potential issues with previous expectations. The part-time arrangement was also attractive to my firm when I was hired, due to the existing work-load. Thus, for me, it has been a mutually beneficial arrangement, which has made the situation very positive and rewarding. I believe I am the first and/or only current part-time attorney at my firm, although due to the success of this arrangement, I think they are very open to such arrangements with others in the future. My arrangement is also very flexible; I have a 50% billable requirement, and I can arrange my hours as suits my needs and my clients' needs. I work with a small number of partners and clients, who are all supportive of my part-time arrangement, which helps me to manage expectations. ... I do feel that satisfactory part-time arrangements can be established if everyone is supportive of the situation and willing to be flexible.

This comment also underscores the importance of a supportive firm leadership in a successful part-time work arrangement.

8.3 The Culture of the Law Profession: Double Ambivalence

It seems clear from both survey results that there is significant ambivalence surrounding part-time and flexible work arrangements, and that this ambivalence is present from both the law firms' as well as the individual attorneys' perspectives.

8.3.1 Firms' Ambivalence

While on the one hand, firms acknowledge that the availability of part-time policies enables the firm to retain quality talent who may otherwise leave for more suitable opportunities, they also express considerable doubt about part-time attorneys' ability to maintain a satisfactory level of professional commitment and productivity. According to one firm, “[Working part-time] denotes less than a full commitment and you don't develop a thriving law practice on a part-time basis.”

However, this report contains testimony from several part-time attorneys who would attest to the opposite outcome – that part-timers can be just as committed to their work as full-timers given reasonable opportunity to demonstrate it, and that a law practice can indeed thrive on part-time attorneys. Indeed, some part-time attorneys claim that

with their part-time arrangement, “*I am better able to meet my commitments.*”

The following are responses from participating firms to a survey question asking them to describe any negative experiences they have had with allowing attorneys to work part-time:

- *They are not here when the client needs them.*
- *Scheduling issues because they are part time, but you expect that.*
- *Unavailability when they are needed. At times it's difficult to draw lines. You don't want to end up with a firm of part-time lawyers. Everybody wants to work part time.*
- *Some part-time attorneys have a harder time getting and keeping work, so they have inconsistent paychecks due to the unsteady work flow.*
- *We didn't get adequate assistance for clients.*
- *We had availability issues from time to time.*

Clearly, availability of the attorney is the primary issue. The key to addressing this concern is to not expect the same level of output from part-time attorneys as would be expected from full-time attorneys. Attorneys working on a part-time schedule should be given a part-time workload of clients and/or cases. This point may seem obvious, but comments from participating attorneys who have part-time experience suggest it is not:

Although I was told that I could work a flexible schedule, the amount of work did not change and as long as I "got my work done," it was approved. The problem is that I didn't want all that work in the first place.

Moreover, work must be distributed in a manner that makes sense for both the firm as well as for the part-time attorney. Without a redistribution of work as well as a recalculation of appropriate billable hours based on the type of work available, attorneys may ultimately be penalized, however inadvertently, as this comment suggests:

Just because I needed to cut back 400 hours a year, I did not intend to be considered as someone who "doesn't want to work." Quite to the contrary, as my clients would tell you, I work whenever and whatever hours are necessary to ensure that their needs are met timely and that they are 100+% satisfied. By going to a reduced hour schedule, however, I find that the partners with whom I worked on various shared clients have cut me out and given work to "full time" attorneys. The result is that I work an inordinate amount of time to redevelop

new business that doesn't depend on this previously shared clientele. I devote more hours to working than I ever have and yet have a greatly reduced income and much increased levels of stress and dissatisfaction. I am now less of a parent than I was when I worked "full time." I would not recommend this to anyone at my firm.

8.3.2 Attorneys' Ambivalence

Individual attorneys also express ambivalence. While a majority of both male and female survey respondents indicated that a part-time and/or flexible work arrangement is important to them and that they look favorably on employers that provide for such policies, they also believe that colleagues will consider them less committed and that their careers will be limited if they use such part/flex-time arrangements. Moreover, respondents indicate that they *themselves* perceive fellow attorneys who work part/flex-time to be less committed.

The consensus between men's and women's negative perception of the use of part-time and flexible work arrangements suggests a strong cultural norm in the legal profession that narrowly defines valued, committed lawyers as only those who work long hours, on a full-time basis. Yet, strong support for the availability of such work arrangements is clear from the results reported here. This paradox is at the core of the conflict between work and family, particularly in a profession that is so strongly identified with long work hours: a desire for flexibility and time for a family and personal life is at odds with an equally strong commitment to, and desire for, challenging and fulfilling work. These two goals need not be mutually exclusive, yet it seems clear from these findings that the profession has yet to develop an understanding of commitment to challenging and fulfilling work that can be met without neglect to the desire for flexibility and time for family and personal life.

One woman expressed frustration with colleagues who work part-time or flexible schedules, particularly for litigators, who comprise approximately 50% of part-time attorneys in each of the firm and online survey samples:

I haven't done a part-time or flexible arrangement, but I have been inconvenienced by others doing so. It's hard for a litigator to truly be "off" when the courts and opposing counsel are at work. Someone else must be available to deal with the part-timer's work if she is not working when an issue arises.--All that is just to say that I see both sides of this issue. For other types of practice it may be less inconvenient to the others in the office.

Taken together, these findings suggest that a cultural shift must occur in the legal profession so that balanced lives might be supported while the important work of lawyers – part-time and otherwise – is effectively and efficiently completed.

8.4 Redefining Success: Part-Time Partnership Tracks

Short of a cultural revolution in the legal profession, however, firms can redefine and restructure pathways to success. Doing so sends a clear message to attorneys who would like to work in a flexible and/or part-time schedule that their skills and talents are highly appreciated, that they add value to the firm, and that they themselves are respected as lawyers. One woman added this comment about her part-time work experience, in which she challenges the culture of the legal profession that measures value only in billable hours:

[I]t is an ongoing challenge to prove to others that I am able to perform while working less hours. The legal profession (especially large law firms) tends to measure success and value to the firm in dollars only, so that more billing equals more value. I continue to look for ways to quantify value outside of revenue generated. While the bottom line is certainly, well, the bottom line, it is not the only important factor in determining value added.

A major marker of success in the legal profession is attaining partnership. Few firms in this study have ever had attorneys achieve partner status on a part-time schedule. Most individual respondents to the individual survey believe their likelihood of achieving partnership is greatly diminished by their part-time status. Most part-time attorneys want the opportunity and ability to maintain fulfilling careers that they can continue to develop, while at the same time cutting back on their work. The following quotes summarize a win-win scenario in which part-time attorneys are able to pursue career development on a part-time schedule, while the firm reaps rewards associated with retaining an attorney committed to a productive career with the firm that is willing to help them develop.

I really wish firms would adopt alternative tracks that are not just for exceptions (in actual practice). Developing long-term plans for part-timers that suggest actual career growth and development would benefit both the part-timers and the firm. For the firm, such plans would help significantly with recruiting and retention. The resistance to this is baffling - I cannot believe that firm economics are so tight that such an alternative would be detrimental to the fundamental model, especially

when law firms are currently losing so many talented mid and senior level associates.

Part-time attorneys should have a career path to partnership as well as interest in continuing the growth of the attorney's career with respect to business development. The former wasn't an option and the latter completely ceased when I went part-time. I had to go back to full-time to have any "buy-in" into my career by the firm.

Ultimately, commitment from a firm's leadership to supporting part-time attorneys is clearest when demonstrated in practice. When firms have partners who visibly work on part-time schedules, it sends the clearest message of respect and support for others to do the same:

I am very fortunate to work with three partners who place their family responsibilities before their work responsibilities. Our senior partner has practiced law for 38 years and regularly takes time off to spend with his two granddaughters. One of my partners has practiced for 25 years and she chose our area of law (estate planning) because she can schedule appointments around the needs of her family, and in turn allows me to do the same. My other partner... schedules her appointments around Montessori pick up and drop off times.

One woman's positive experience with achieving partner on a part-time schedule was enhanced by having a group and mentor to work with who could help her maintain a workable schedule:

I was very pleased with my part-time (reduced hours - I worked 80% of a full schedule) arrangement for the 6 years I did it. I did sometimes work more than agreed upon; however, the firm compensated me for that additional work. I also made non-equity partner as a part-timer and made equity partner having worked a part-time schedule. However, when I became an equity partner, I had to go back to a full-time schedule. The firm is very flexible in its reduced hours arrangements and they vary greatly throughout the firm. Making partner as a part-timer was a huge hurdle. I also had a good practice group and mentor who worked with me to keep a reasonable schedule.

Providing additional ancillary support such as establishing mentoring programs to enable the ease of part-time schedule use can be beneficial to both the employer as well as the part-time attorney. Implementing such support would not be costly; it would simply make use of the human resources already available at the firm.

Other support for part-time work arrangements might include implementing technological aids to ease in communication between the firm and the part-time attorney and between part-time attorneys and their clients. One attorney commented on the reliance of information and communication technologies that helped her part-time arrangement succeed:

I am thrilled with my part-time arrangement. I work independently from home and communicate with the partner by email and phone. Documents are generally shared and transmitted via a shared server. Other employers could probably improve part-time arrangements by using these methods of communication as well.

9. Summary

Results from this study suggest that the key to successful part-time policy implementation and attorney retention lies at the intersection of multiple related issues:

- Formal Policy Availability and Communication
- Clear Parameters of Part-Time Expectations
 - Workload Adjustment
 - Flexibility
- Leadership Commitment (Addressing the Ambivalence)
- Redefining Success

One attorney's experience sums up several of the positive outcomes of part-time work arrangements when policies are clearly understood, expectations clearly delineated, the workload is appropriately scaled, flexibility is infused throughout, and the arrangement is fully supported by the firm leadership:

I would say that my experience was very positive. The success of this arrangement was due in large part to the fact that I worked primarily for one partner and that he and I reached a very clear understanding as to expectations and availability prior to beginning the part-time arrangement. Importantly, we both had input into what would work in terms of hours and pay. We then respected the limitations we set as much as possible, and we both tried to be as flexible as possible with each other - - meaning that generally I worked the days and times agreed, but also there were weeks the Firm needed me to work more hours than my part time schedule, and there were other weeks I needed to work less hours due to my family obligations. Also, importantly, the change in my responsibility on cases while working for this partner was not decreased. I merely had fewer cases. This allowed me to still achieve a high degree of professional satisfaction. I think the keys to the success of my part time arrangement were setting out clear expectations from the beginning, flexibility, respect for my level of experience and legal ability, and my personal commitment to ensuring that clients' needs were met (even if, at times, this may have required me to work outside the agreed times and hours).

As women increasingly enter the legal profession and men and women both increasingly demand a balance between work and personal life, law firms must shift the way they do business in order to successfully recruit and retain a high-quality workforce and to stay competitive. Developing fair, flexible, and clearly communicated policies around

part-time work is a critical first step in firms' necessary cultural shift to accommodate changing social demographic realities.

It's about time.

Appendix A. Methodology

In 2004 the Georgia Association for Women Lawyers (“GAWL”) published their findings of a multi-phase research project. In one phase, GAWL surveyed 37 Atlanta-based law firms with 10 or more attorneys to gain an understanding of their existing part-time policies and practices. A second phase of the project surveyed lawyers who had worked under a part-time arrangement at any time during the previous three years. The third and final phase of the initial study focused on lawyers in the Atlanta area who had left a law firm at some point in the previous three years.

The current study follows up on the 2004 report and expands on the initial study beyond the Atlanta area to include law firms across the state of Georgia.

Data and Samples

1. Firm Survey

The Princeton Research Group (PRG) was contracted by GAWL to assist in the data collection effort. A total of 200 Georgia-based law firms employing 10 or more attorneys were contacted for participation in the study. A list of participating firms is included in Appendix B. The introductory letter also included a slightly abbreviated version of the telephone survey. These materials may be found in Appendices C and D of this report.

In all, PRG completed a total of 59 telephone surveys and received 25 completed mail surveys. The data were collected from a total of 84 Georgia law firms, representing an overall response rate of approximately 41%. The data collection took place during the month of March, 2007. On average, each telephone survey lasted approximately seven minutes in length.

2. Individual Online Surveys

Requests for participation in the individual online surveys were sent via email to attorneys in the state of Georgia, with an emphasis on attorneys in the greater Atlanta area. The survey data were collected via SurveyMonkey.com, an online survey tool.

2.1 Female Lawyers

Requests for participation in the first individual online survey were sent via email to 2,000 women attorneys in Georgia. The recruitment pool consisted of: (1) Every female attorney member of the Atlanta Bar Association (identified as female by first name) with a listed e-mail address (the majority had listed e-mail addresses), (2) Every member of the Georgia Association for Women Lawyers, (3) An approximate 25% sample of all female attorneys listed on the Georgia Bar Association website with an e-mail address practicing in a few select cities in Georgia. A total of 386 respondents completed the online survey, representing a response rate of 19.3%.

The online survey recruitment email was sent on April 2, 2007, and the survey closed on May 4, 2007, providing for a one-month data collection period. The female attorney survey questions are contained in Appendix E.

2.2 Male Lawyers

Requests for participation in the male individual online survey were sent via email to male attorneys employed at the firms participating in the firm survey. Ten male attorneys were randomly selected from each of the participating firms. All male attorneys received email invitations to participate in the online survey among firms containing ten or fewer male attorneys, comprising a total of 441 male attorneys recruited for participation.

A total of 29 respondents completed the online survey, representing a 6.7% response rate.

The online survey recruitment email was sent on September 4, 2007 and the survey closed on October 1, 2007, providing for a one-month data collection period. The survey questions for male attorneys are included in Appendix F.

Appendix B. Participating Firms

Allen, Kopet & Associates, PLLC
Alston & Bird
Anderson, Walker & Reichert, LLP
ANONYMOUS
Arnall Golden Gregory LLP
Baker, Donelson, Bearman, Caldwell & Berkowitz
Blasingame, Burch, Garrard & Ashley, P.C.
Bodker, Ramsey, Andrews, Winograd & Wildstein, P.C.
Bondurant, Mixson & Elmore, LLP
Bouhan, Williams & Levy, LLP
Brinson, Askew, Berry, Seigler, Richardson & Davis, LLP
Bryant Miller Olive
Budd Lerner*
Burr & Forman, LLP
Butler, Wooten & Fryhofer, LLP
Cantor Colburn, LLP
Carlock, Copeland, Semler & Stair, LLP
Casey Gilson Leibel, P.C.
Coleman, Talley, Newbern, Kurrie, Preston & Holland, LLP
Constangy, Brooks & Smith, LLC
Cox Byington, P.C.
Cozen O'Connor
Cushing, Morris, Armbruster & Montgomery, LLP
Decker, Hallman, Barber & Briggs
Dillard & Galloway, LLC
Duane Morris, LLP
Dupree, King & Kimbrough, LLP
Fellows, Johnson & LaBriola, LLP
Fields, Howell, Athans & McLaughlin, LLP
Finley & Buckley, P.C.
Ford & Harrison
Franzen & Salzano, P.C.
Gambrell & Stolz, L.L.P.
Gardner Groff Santos & Greenwald, P.C.
Gilbert, Harrell, Sumerford & Martin, P.C.
Glover & Davis, P.A.
Hall, Booth, Smith & Slover
Hatcher, Stubbs, Land, Hollis & Rothschild, LLP
Hendrick, Phillips, Salzman & Flatt, P.C.
Holland & Knight
Hull, Towill, Norman, Barrett & Salley
Insley & Race, LLC
James, Bates, Pope & Spivey, LLP
Kasowitz, Benson, Torres & Friedman, LLP
Kessler, Schwarz & Solomiany, P.C.
Kilpatrick Stockton LLP
Lamberth, Cifelli, Stokes & Stout, P.A.
Love, Willingham, Peters, Gilleland & Monyak, LLP
Lowendick, Cuzdey, Ehrmann, Wagner & Stine, LLC
Mabry & McClelland, LLP
Macey, Wilensky, Kessler, Howick & Westfall, LLP
Martin & Jones
Martin Snow
McGuire Woods
McKenna Long & Aldridge LLP
Menden, Freiman & Zitron, LLP
Moore Ingram Johnson & Steele, L.L.P.
Morris, Manning & Martin, LLP
Ogletree, Deakins, Nash, Smoak & Stewart, P.C.
Oliver, Maner & Gray, LLP
Owen, Gleaton, Egan, Jones & Sweeney, LLP
Parker, Hudson, Rainer & Dobbs LLP
Paul, Hastings, Janofsky & Walker, LLP
Perrotta, Cahn & Prieto, P.C.
Pursley Lowery Meeks, LLP
Schreeder, Wheeler & Flint, LLP
Seacrest, Karesh, Tate & Bicknese, LLP
Sell & Melton, L.L.P.
Shapiro Fussell Wedge & Martin, LLP
Shea Stokes ALC
Siskind Susser Bland Immigration Lawyers
Speed & Seta, LLC
Spell Pless Davis Sauro
Sponcler & Tharpe, LLC
Stewart, Melvin & Frost, LLP
Thomas, Kayden, Horstemeyer & Risley, L.L.P.
Thomerson Spears & Robl, LLC
Tisinger Vance, P.C.
Wargo & French, LLP
Webb, Tanner, Powell, Mertz & Wilson, LLP
Weinberg, Wheeler, Hudgins, Gunn & Dial, LLC
Westmoreland, Patterson, Moseley & Hinson, LLP
Whelchel & Dunlap, LLP
Woodcock Washburn LLP

* Budd Lerner has since moved their offices from Georgia to New Jersey and to date, no longer maintains offices in Georgia.

Appendix C. Introductory Letter

Re: Survey on Part-time Policies and Practices in Georgia
Law Firms

Dear Colleague:

As you may recall, in February 2004, the Georgia Association for Women Lawyers (GAWL) and the Women in the Profession Committee of the Atlanta Bar Association (WIP) published a study entitled *It's About Time – Part-Time Policies and Practices in Atlanta Law Firms*. It was a three-part study of part-time practices and policies of all law firms employing at least ten attorneys in the 12-county metropolitan Atlanta area. A copy of the report may be obtained online at <http://www.gawl.org/gawl/docs/Its%20About%20TimeFinal.pdf>.

We are currently conducting a follow-up study of the part-time policies and practices of all Georgia law firms employing at least ten attorneys, and request your participation in this important new two-part study. The first part of this study is a law firm survey, and the second part is a confidential online survey available to all female attorneys in Georgia. Consequently, we need your assistance with respect to the first of these surveys.

We have retained the highly regarded Princeton Research Group (“PRG”) to prepare and refine our survey questions, disseminate the survey, compile the survey results and assist in preparing a credible final report. Therefore, please complete the enclosed survey for your firm and return it by **March 12, 2007 to: The Princeton Research Group, Inc. (It’s About Time II), 2 Rachel Court, Suite 3B, Stewartsville, NJ 08886**. Be sure to include a statement of your firm’s part-time policies with your response. A PRG representative will call you in the weeks following your receipt of this survey, and if you prefer, you may provide your responses directly to PRG via telephone. The responses to the surveys will be compiled based on size of the firm, type of practice and other relevant factors. Additionally, the answers to the surveys may be published in the final report.

We greatly appreciate your assistance with this important project. To show our appreciation, GAWL will publish the names of, and a thank-you to, the firms that respond to the survey. Accordingly, please ensure that you return the survey with your responses to the Princeton Research Group by **March 12, 2007**.

We greatly appreciate your cooperation.

Amy Kolczak
Vice President, Public Affairs

Holly Gentry
Co-Chair, It's About Time
Committee

Alicia Grahn Jones
Co-Chair, It's About Time
Committee

Appendix D. Firm Survey

**GAWL
It's About Time II FINAL PHONE
The Princeton Research Group, Inc.**

Q1. How many lawyers does your firm currently employ?

Q2. How many of the lawyers currently employed by your firm are female?

Q3. How many partners does your firm currently employ?

Q4. How many of the partners are female?

Q5. How many lawyers have ever made partner at your firm while working under a part-time arrangement?

Q6. How many female lawyers have ever made managing partner at your firm?

Q7. In total, how many lawyers left your firm in 2006?

Q8. How many of the lawyers that left your firm in 2006 were female?

Q9. How many part-time lawyers does your firm currently employ?

_____ None 1 (Skip to Q13)

Q10. How many of the part-time lawyers currently employed by your firm are female?

_____ 1
None

Q11. How many of your part-time lawyers are litigators?

_____ 1
None

Q12. How many of your part-time lawyers are transactional lawyers?

_____ (Skip to Q15)
None 1 (Skip to Q15)
Don't Know 2 (Skip to Q15)

Q13. Has your firm ever employed an attorney working on a part-time basis?

Yes 1 (Skip to Q15)
No 2
D/K 3

Q14. Have you ever had an attorney request part-time work?

Yes 1
No 2

Q15. Would your firm consider hiring a new lawyer to work on a part-time basis?

Yes 1
No 2

Q16. Have you ever had an attorney leave the firm because you did not offer them part-time work?

Yes 1
No 2

(IF ANSWER TO Q13 WAS 'NO' OR 'D/K', ASK Q17. OTHERWISE SKIP TO Q19)

Q17. What concerns do you have in offering part-time arrangements?

Q18. Are you aware of the Georgia Association for Women Lawyers “It’s About Time” study published in 2003?

Yes 1
No 2

(SKIP TO Q43)

(Note: Only those who have never had a part-time attorney at the firm follow this skip)

Q19. Do you currently have a formal, written part-time work policy?

Yes 1
No 2 (Skip to Q21)
D/K 3 (Skip to Q21)

Q20. Do you provide your written part-time policy to all of your attorneys?

Yes 1 (Skip to Q22)
No 2 (Skip to Q22)

Q21. Does your firm have a formal non-written part-time work policy?

Yes 1
No 2 (Skip to Q29)
D/K 2 (Skip to Q29)

Q22. How does your firm define part-time?

Billable hours per year 1 _____ (How Many?)
Days or hours in the office 2 _____ (How Many?)
Other 3 _____ (What?)

Q23. Have you ever used your part-time policy for recruiting purposes?

Yes 1
No 2

Q24. When was your formal part-time policy first instituted?

- Prior to 2000 1
- 2000 – 2002 2
- 2003 – 2005 3 (Skip to Q26)
- 2005 – Current 4 (Skip to Q26)
- D/K 5

Q25. Have you made any changes in your part-time policy since 2003?

- Yes 1
- No 2 (Skip to Q29)

Q26. Are you aware of the Georgia Association for Women Lawyers “It’s About Time” study published in 2003?

- Yes 1
- No 2 (Skip to Q30)

Q27. Did you use or consider the “It’s About Time” study in drafting or revising your part-time policy?

- Yes 1
- No 2 (Skip to Q30)

Q28. More specifically, did you use or consider the ‘Best Practices’ section in drafting or revising your part-time policy?

- Yes 1 (Skip to Q30)
- No 2 (Skip to Q30)

Q29. Are you aware of the Georgia Association for Women Lawyers “It’s About Time” study published in 2003?

- Yes 1
- No 2

Q30. Do attorneys at your firm have to reach a certain seniority level before being eligible for part-time employment?

- Yes 1
- No 2

Q31. Do your part-time lawyers typically receive annual pay raises?

- Yes 1
- No 2

Q32. Does your firm pay bonuses to full-time lawyers?

Yes 1
No 2 (Skip to Q34)

Q33. Do you pay bonuses to part-time lawyers?

Yes 1
No 2

Q34. Do you provide billable credit for pro bono representation by full-time lawyers?

Yes 1
No 2 (Skip to Q36)

Q35. Do you provide the same credit for part-time lawyers?

Yes 1
No 2

Q36. Do you provide equal benefits to part-time lawyers and full-time lawyers?

Yes 1
No 2

Q37. Do you provide equal secretarial support to part-time lawyers and full-time lawyers?

Yes 1
No 2

Q38. Is the partnership track for a full-time attorney different from the partnership track for a part-time attorney?

Yes 1
No 2 (Skip to Q40)

Q39. How do the partnership tracks vary?

Q40. How have part-time arrangements for attorneys benefited your firm?

Q41. Have you had any negative experiences in allowing attorneys to work part-time?

- Yes 1
No 2 (Skip to Q43)

Q42. Please briefly describe these negative experiences.

Q43. What is your title?

- Partner 1
Associate 2
Other _____ 3

Q44. And finally, what is the name of your firm?

Q45. Note the gender of the respondent

- Male 1
Female 2

Appendix E. Female Attorney Survey

- 1) When did you graduate from law school?
 - a) Prior to 1950
 - b) Between 1950 and 1964
 - c) Between 1965 and 1974
 - d) Between 1975 and 1984
 - e) Between 1985 and 1994
 - f) Between 1995 and 2004
 - g) After 2004

 - 2) Please describe your current employer:
 - a) Law firm – less than 10 attorneys
 - b) Law firm – more than 10 attorneys, less than 50 attorneys
 - c) Law firm – more than 50 attorneys, less than 100 attorneys
 - d) Law firm – more than 100 attorneys
 - e) Corporation
 - f) Government
 - g) Non-profit organization
 - h) I am not currently employed outside the home (Please skip ahead to question 22.)
 - i) Other _____

 - 3) Please indicate your current title:
 - a) Junior Associate
 - b) Senior Associate
 - c) Partner
 - d) Of Counsel
 - e) Senior Attorney
 - f) Other

 - 4) Are you considering leaving your current employer? If so, why?
 - a) Yes, for more money
 - b) Yes, for more hours
 - c) Yes, for a different practice area
 - d) Yes, because of professional dissatisfaction
 - e) Yes, for a new location
 - f) Yes, for fewer hours
 - g) Yes, other reason (Please specify)_____
 - h) No

 - 5) During your most recent full-time position, approximately how many hours do/did you bill per year?
 - a) Less than 1700
 - b) 1701-1800
 - c) 1801-1900
-

-
- d) 1901-2000
 - e) 2001-2100
 - f) 2101-2200
 - g) 2201-2300
 - h) More than 2300
 - i) Not applicable
- 6) Do you find it difficult to manage the demands of work and personal/family life?
- a) Always
 - b) Sometimes
 - c) Never
- 7) How often do you feel you have to put work before personal/family life?
- a) Never
 - b) Rarely
 - c) Sometimes
 - d) Often
 - e) Always
- 8) Do you perceive that advancement at your current place of employment depends on placing your career before your personal/family life?
- a) Yes
 - b) No
- 9) Do you feel you are placed at a disadvantage because you are compared with male colleagues who may have spouses who do not work outside of the home?
- a) Yes
 - b) No
- 10) Are you satisfied with your current level of day-to-day job flexibility?
- a) Yes
 - b) No
- 11) When faced with the choice about where to work, how important is it to find an employer who respects and supports family and personal commitments?
- a) Very important
 - b) Somewhat important
 - c) Not at all important
-

-
- 12) Regardless of whether you, personally, are interested in them, do you look favorably on employers that allow for part-time or flexible work arrangements?
 - a) Yes
 - b) No
 - 13) Do you perceive part-time or flexible work arrangements to be career limiting?
 - a) Yes
 - b) No
 - 14) In your opinion, does your current employer adequately support part-time or flexible work arrangements?
 - a) Yes
 - b) No
 - 15) Do you perceive that your employer provides effective leadership and visible role models in terms of part-time or flexible work arrangements?
 - a) Yes
 - b) No
 - 16) If you chose to work part-time or with a flexible work arrangement at your current employer, do you believe your professional development would be limited?
 - a) Yes
 - b) No
 - 17) If you chose to work part-time or with a flexible work arrangement at your current employer, do you believe your employer would view you as being less committed?
 - a) Yes
 - b) No
 - 18) Do you view lawyers that choose to work part-time or with a flexible work arrangement as being less committed?
 - a) Always
 - b) Sometimes
 - c) Never
 - 19) Does your current employer allow for part-time or flexible work arrangements?
 - a) Yes
 - b) No
 - c) I don't know
-

-
- 20) Does your current employer have a written policy regarding part-time and/or flexible work arrangements?
- a) Yes
 - b) No (Please skip to question 22.)
 - c) I don't know (Please skip to question 22.)
- 21) How was your employer's Part-Time or Flexible Work Arrangement Policy communicated to you? (Please check all that apply.)
- a) I was given a hard copy of the policy
 - b) It is available electronically
 - c) It was discussed during recruiting
 - d) Through conversations with other attorneys
 - e) It was never directly communicated to me
 - f) Other
- 22) Would you potentially be interested in using a part-time or flexible work arrangement in the future?
- a) Yes
 - b) No
- 23) As a lawyer, have you ever left a place of employment?
- a) Yes (Please continue to question 24.)
 - b) No (Please skip to question 27.)
- 24) In what year did you leave your most recent place of employment? _____
- 25) Were you a partner when you left?
- a) Yes
 - b) No
- 26) Why did you decide to leave your former employer? (Please select all that apply)
- a) More money
 - b) Wanted a different schedule
 - c) Chance to work in a different practice area
 - d) Professional dissatisfaction
 - e) More attractive geographic location
 - f) Wanted fewer hours
 - g) Other reason (specify) _____

-
- 27) As a lawyer, have you ever used a part-time or flexible work arrangement at any place of employment?
- a) Yes, I am currently using a part-time or flexible work arrangement.
 - b) Yes, while I am not using one currently, I have used a part-time or flexible work arrangement in the past.
 - c) No (Your portion of the survey is finished. Thank you.)
- 28) If yes, please describe your arrangement:
- a) Part Time
 - b) Compressed Work Week
 - c) Flexible Work Arrangement
 - d) Job Sharing
 - e) Other _____
- 29) How long did you work for your employer before working part-time or having a flexible work arrangement?
- a) Less than 1 year
 - b) 1-2 years
 - c) 3-4 years
 - d) 5-7 years
 - e) More than 7 years
- 30) Why did you decide to work part-time? [Check all that apply.]
- a) I wanted more time with my child/children
 - b) Health-related reason - Personal
 - c) Health-related reason – Spouse/Partner
 - d) I wanted to do more volunteer work
 - e) I needed time for professional development
 - f) I was tired of working full-time
 - g) I wanted to live my life at a slower pace
 - h) I had/have care-giving responsibilities to parents/relatives other than my children
 - i) Other _____
- 31) Are/were you satisfied with your part-time or flexible work arrangement?
- a) Yes
 - b) No

-
- 32) Has (or did) your part-time arrangement changed (change) at any time?
- a) Yes, I have increased the number of days or hours that I work per week, but I still work a reduced or flexible schedule
 - b) Yes, I have further reduced the number of days or hours that I work per week
 - c) Yes, I went back to full-time
 - d) No
 - e) Other _____
- 33) If you worked part-time or with a flexible work arrangement last year, please tell us:
- a) Your required billable hours: _____
 - b) Your actual billable hours: _____
 - c) Your total hours worked: _____
 - d) The required billable hours for a full-time attorney at your place of employment: _____
- 34) Did (or will) your part-time arrangement affect your road to partnership? Check all that apply please.
- a) Yes, it will take me longer to make partner.
 - b) Yes, the firm considers part-time people "off track".
 - c) Yes, some partners would never vote for a part-time attorney.
 - d) Yes, my value to the firm is discounted due to my part-time arrangement.
 - e) Yes, I am unable to attend many firm social events that are useful for bonding with senior members of the firm.
 - f) No, my road to partnership has not been affected by my part-time arrangement.
 - g) Other
- 35) Does (or did) your part-time arrangement affect how other members of the firm view (viewed) your abilities and your commitment to the firm? Check all that apply please.
- a) Yes, some partners question(ed) my commitment to the firm and to my work.
 - b) Yes, some partners will (would) no longer work with me or give me assignments.
 - c) Yes, some partners do (did) not consider me a team participant.
 - d) Yes, other attorneys tend(ed) to view me as marginal and/or problematic.

-
- e) Yes, social or personal contacts with associates deteriorated or diminished.
 - f) Yes, they tend(ed) to view me as a “partial” member of the firm.
 - g) No, my part-time arrangement has not affected how other members of the firm view my abilities and commitment
 - h) Other_____
- 36) Does (or did) your part-time arrangement decrease your involvement with:
- a) Firm committees?
 - (a) Yes
 - (b) No
 - b) Firm social events?
 - (a) Yes
 - (b) No
 - c) Business development?
 - (a) Yes.
 - (b) No.
 - d) Pro-bono work?
 - (a) Yes
 - (b) No
- 37) Has (or did) the quality of your assignments changed (change) during the period of your part-time arrangement?
- a) Yes, quality has decreased.
 - b) Yes, quality has increased
 - c) No.
- 38) While working part-time or a flexible work schedule, what type of law did you practice?
- a) Civil Litigation
 - b) Transactional
 - c) Criminal
 - d) Other
- 39) Did you change your area of practice when you went to part-time or a flexible work schedule?
- a) Yes, from civil litigation to transactional.
 - b) Yes, from civil litigation to criminal.
 - c) Yes, from transactional to civil litigation.
 - d) Yes, from criminal to civil litigation.
 - e) Yes, from criminal to transactional.
 - f) Yes, from transactional to criminal
 - g) Yes, other
 - h) No
-

-
- 40) Has (or did) your part-time arrangement affected your sense of “belonging” in your firm?
- a) Yes
 - b) No
- 41) Has (or did) your part-time arrangement affected (affect) your interaction with:
- a) Partners?
 - (a) Yes
 - (b) No
 - b) Associates?
 - (a) Yes
 - (b) No
 - c) Clients?
 - (a) Yes
 - (b) No
- 42) While part-time, did you or do you use a designation such as “Of Counsel” or “Senior Attorney”?
- a) Yes
 - b) No
- 43) Has (or did) anyone at your firm worked (work) with you to develop your part-time arrangement?
- a) Yes
 - b) No
- 44) Does (or did) anyone at your firm meet with you on a regular basis to discuss how your part-time arrangement is (was) working for you and/or the firm?
- a) Yes
 - b) No
- 45) Please describe for us your level of satisfaction with your part-time or flexible work arrangement(s) and any ways in which you believe employers could improve their part-time or flexible work arrangements.

Appendix F. Male Attorney Survey

- 1) When did you graduate from law school?
 - a) Prior to 1950
 - b) Between 1950 and 1964
 - c) Between 1965 and 1974
 - d) Between 1975 and 1984
 - e) Between 1985 and 1994
 - f) Between 1995 and 2004
 - g) After 2004

- 2) Please describe your current employer:
 - a) Law firm – less than 10 attorneys
 - b) Law firm – more than 10 attorneys, less than 50 attorneys
 - c) Law firm – more than 50 attorneys, less than 100 attorneys
 - d) Law firm – more than 100 attorneys
 - e) Corporation
 - f) Government
 - g) Non-profit organization
 - h) I am not currently employed outside the home (Please skip ahead to question 22.)
 - i) Other _____

- 3) Please indicate your current title:
 - a) Junior Associate
 - b) Senior Associate
 - c) Equity Partner
 - d) Non-equity Partner
 - e) Of Counsel
 - f) Senior Attorney
 - g) Other

- 4) Are you considering leaving your current employer? If so, why?
 - a) Yes, for more money
 - b) Yes, for more money
 - c) Yes, for more hours
 - d) Yes, for a different practice area
 - e) Yes, because of professional dissatisfaction
 - f) Yes, for a new location
 - g) Yes, for fewer hours
 - h) Yes, other reason (Please specify)_____
 - i) No

-
- 5) During your most recent full-time position, approximately how many hours do/did you bill per year?
- a) Less than 1700
 - b) 1701-1800
 - c) 1801-1900
 - d) 1901-2000
 - e) 2001-2100
 - f) 2101-2200
 - g) 2201-2300
 - h) More than 2300
 - i) Not applicable
- 6) During your most recent full-time position, approximately how many hours do/did you work (billable and non-billable) per year?
- a) Less than 1700
 - b) 1701-1800
 - c) 1801-1900
 - d) 1901-2000
 - e) 2001-2100
 - f) 2101-2200
 - g) 2201-2300
 - h) More than 2300
- 7) If you were able to arrange your own schedule, how many hours per week would you work?
- a) Less than 30
 - b) 30-35
 - c) 35-40
 - d) 40-45
 - e) 45-50
 - f) 50-55
 - g) 55-60
 - h) More than 60
- 8) In order to work fewer hours a week, would you be willing to (mark all that are appropriate):
- a) receive less in compensation
 - b) receive fewer benefits
 - c) receive no benefits
 - d) accept assignments of decreased quality
 - e) leave the partnership track
 - f) leave a partnership position
 - g) Other

-
- 9) If you were to work 80% of the hours you presently work, how much would you expect to get paid?
- a) 100% of what I presently make
 - b) 90% of what I presently make
 - c) 80% of what I presently make
 - d) 70% of what I presently make
 - e) 60% of what I presently make
 - f) 50% of what I presently make
 - g) 40% of what I presently make
 - h) 30% of what I presently make
 - i) 20% of what I presently make
 - j) 10% of what I presently make
- 10) Do you find it difficult to manage the demands of work and personal/family life?
- a) Always
 - b) Sometimes
 - c) Never
- 11) How often do you feel you have to put work before personal/family life?
- a) Never
 - b) Rarely
 - c) Sometimes
 - d) Often
 - e) Always
- 12) Are you satisfied with your current level of day-to-day job flexibility?
- a) Yes
 - b) No
- 13) When faced with the choice about where to work, how important is it to find an employer who respects and supports family and personal commitments?
- a) Very important
 - b) Somewhat important
 - c) Not at all important
- 14) Regardless of whether you, personally, are interested in them, do you look favorably on employers that allow for part-time or flexible work arrangements?
- a) Yes
 - b) No

-
- 15) Do you perceive part-time or flexible work arrangements to be career limiting?
- a) Yes
 - b) No
- 16) In your opinion, does your current employer adequately support part-time or flexible work arrangements?
- a) Yes
 - b) No
- 17) If you chose to work part-time or with a flexible work arrangement at your current employer, do you believe your professional development would be limited?
- a) Yes
 - b) No
- 18) If you chose to work part-time or with a flexible work arrangement at your current employer, do you believe your employer would view you as being less committed?
- a) Yes
 - b) No
- 19) Do you view lawyers that choose to work part-time or with a flexible work arrangement as being less committed?
- a) Always
 - b) Sometimes
 - c) Never
- 20) Does your current employer allow for part-time or flexible work arrangements?
- a) Yes
 - b) No
 - c) I don't know
- 21) Does your current employer have a written policy regarding part-time and/or flexible work arrangements?
- a) Yes
 - b) No (Please skip to question 22.)
 - c) I don't know (Please skip to question 22.)
- 22) How was your employer's Part-Time or Flexible Work Arrangement Policy communicated to you? (Please check all that apply.)
- a) I was given a hard copy of the policy
 - b) It is available electronically
 - c) It was discussed during recruiting
-

-
- d) Through conversations with other attorneys
 - e) It was never directly communicated to me
 - f) Other
- 23) Would you potentially be interested in using a part-time or flexible work arrangement in the future?
- a) Yes
 - b) No
- 24) As a lawyer, have you ever left a place of employment?
- a) Yes (Please continue to question 24.)
 - b) No (Please skip to question 27.)
- 25) In what year did you leave your most recent place of employment? _____
- 26) Were you a partner when you left?
- a) Yes
 - b) No
- 27) Why did you decide to leave your former employer? (Please select all that apply)
- a) More money
 - b) To become an equity partner
 - c) To become a non-equity partner
 - d) Wanted a different schedule
 - e) Chance to work in a different practice area
 - f) Professional dissatisfaction
 - g) More attractive geographic location
 - h) Wanted fewer hours
 - i) Other reason (specify) _____
- 28) As a lawyer, have you ever used a part-time or flexible work arrangement at any place of employment?
- a) Yes, I am currently using a part-time or flexible work arrangement.
 - b) Yes, while I am not using one currently, I have used a part-time or flexible work arrangement in the past.
 - c) No (Your portion of the survey is finished. Thank you.)
- 29) If yes, please describe your arrangement:
- a) Part Time
 - b) Compressed Work Week
 - c) Flexible Work Arrangement
 - d) Job Sharing
 - e) Other _____
-

-
- 30) How long did you work for your employer before working part-time or having a flexible work arrangement?
- a) Less than 1 year
 - b) 1-2 years
 - c) 3-4 years
 - d) 5-7 years
 - e) More than 7 years
- 31) Why did you decide to work part-time? [Check all that apply.]
- a) I wanted more time with my child/children
 - b) Health-related reason - Personal
 - c) Health-related reason – Spouse/Partner
 - d) I wanted to do more volunteer work
 - e) I needed time for professional development
 - f) I was tired of working full-time
 - g) I wanted to live my life at a slower pace
 - h) I had/have care-giving responsibilities to parents/relatives other than my children
 - i) Other _____
- 32) Are/were you satisfied with your part-time or flexible work arrangement?
- a) Yes
 - b) No
- 33) Has (or did) your part-time arrangement changed (change) at any time?
- a) Yes, I have increased the number of days or hours that I work per week, but I still work a reduced or flexible schedule
 - b) Yes, I have further reduced the number of days or hours that I work per week
 - c) Yes, I went back to full-time
 - d) No
 - e) Other _____
- 34) If you worked part-time or with a flexible work arrangement last year, please tell us:
- a) Your required billable hours: _____
 - b) Your actual billable hours: _____
 - c) Your total hours worked: _____
 - d) The required billable hours for a full-time attorney at your place of employment: _____

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- 35) Did (or will) your part-time arrangement affect your road to partnership? Check all that apply please.
- a) Yes, it will take me longer to make partner.
 - b) Yes, the firm considers part-time people “off track”.
 - c) Yes, some partners would never vote for a part-time attorney.
 - d) Yes, my value to the firm is discounted due to my part-time arrangement.
 - e) Yes, I am unable to attend many firm social events that are useful for bonding with senior members of the firm.
 - f) No, my road to partnership has not been affected by my part-time arrangement.
 - g) Other
- 36) Does (or did) your part-time arrangement affect how other members of the firm view (viewed) your abilities and your commitment to the firm? Check all that apply please.
- a) Yes, some partners question(ed) my commitment to the firm and to my work.
 - b) Yes, some partners will (would) no longer work with me or give me assignments.
 - c) Yes, some partners do (did) not consider me a team participant.
 - d) Yes, other attorneys tend(ed) to view me as marginal and/or problematic.
 - e) Yes, social or personal contacts with associates deteriorated or diminished.
 - f) Yes, they tend(ed) to view me as a “partial” member of the firm.
 - g) No, my part-time arrangement has not affected how other members of the firm view my abilities and commitment
 - h) Other _____
- 37) Does (or did) your part-time arrangement decrease your involvement with:
- a) Firm committees?
 - b) Yes
 - c) No
 - d) Firm social events?
 - e) Yes
 - f) No
 - g) Business development?
 - h) Yes
 - i) No
 - j) Pro-bono work?
 - k) Yes
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- l) No
- 38) Has (or did) the quality of your assignments changed (change) during the period of your part-time arrangement?
- a) Yes, quality has decreased
 - b) Yes, quality has increased
 - c) No
- 39) While working part-time or a flexible work schedule, what type of law did you practice?
- a) Civil Litigation
 - b) Transactional
 - c) Criminal
 - d) Other
- 40) Did you change your area of practice when you went to part-time or a flexible work schedule?
- a) Yes, from civil litigation to transactional.
 - b) Yes, from civil litigation to criminal.
 - c) Yes, from transactional to civil litigation.
 - d) Yes, from criminal to civil litigation.
 - e) Yes, from criminal to transactional.
 - f) Yes, from transactional to criminal
 - g) Yes, other
 - h) No
- 41) Has (or did) your part-time arrangement affected your sense of “belonging” in your firm?
- a) Yes
 - b) No
- 42) Has (or did) your part-time arrangement affected (affect) your interaction with:
- a) Partners?
 - b) Yes
 - c) No
 - d) Associates?
 - e) Yes
 - f) No
 - g) Clients?
 - h) Yes
 - i) No

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- 43) While part-time, did you or do you use a designation such as “Of Counsel” or “Senior Attorney”?
- a) Yes
 - b) No
- 44) Has (or did) anyone at your firm worked (work) with you to develop your part-time arrangement?
- a) Yes
 - b) No
- 45) Does (or did) anyone at your firm meet with you on a regular basis to discuss how your part-time arrangement is (was) working for you and/or the firm?
- a) Yes
 - b) No
- 46) Please describe for us your level of satisfaction with your part-time or flexible work arrangement(s) and any ways in which you believe employers could improve their part-time or flexible work arrangements.

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ABOUT GEORGIA ASSOCIATION FOR WOMEN LAWYERS

Founded in 1928, the Georgia Association for Women Lawyers (“GAWL”) has been proudly serving the diverse interests of more than 8000 women who are admitted to the State Bar of Georgia for over 75 years. GAWL’s mission is to enhance the welfare and development of women lawyers and to support their interests. Towards that end, GAWL has provided a forum for networking, mentoring, and leadership training. GAWL also seeks to support balance and quality of life for women lawyers and to advocate for a healthy work environment.

Lee Tarte Wallace is the President of the Georgia Association for Women Lawyers. Lee was first in her class at Vanderbilt University, and is an honors graduate of Harvard Law School. In her 20 years in practice, Lee has worked on matters in 20 different states. She represents plaintiffs seriously injured in accidents, or by defective products or nursing home negligence, and whistleblowers. In polling of 24,000 Georgia lawyers, Lee has been named a “Georgia SuperLawyer” every year since the poll began. She also has been named one of the top 50 female lawyers in Georgia, and one of the top 10 product liability lawyers in the state. In 2005 and 2007, Georgia Trend magazine named Lee one of Georgia’s Legal Elite. Lee is past chair of the Product Liability Section of the Georgia State Bar.

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