

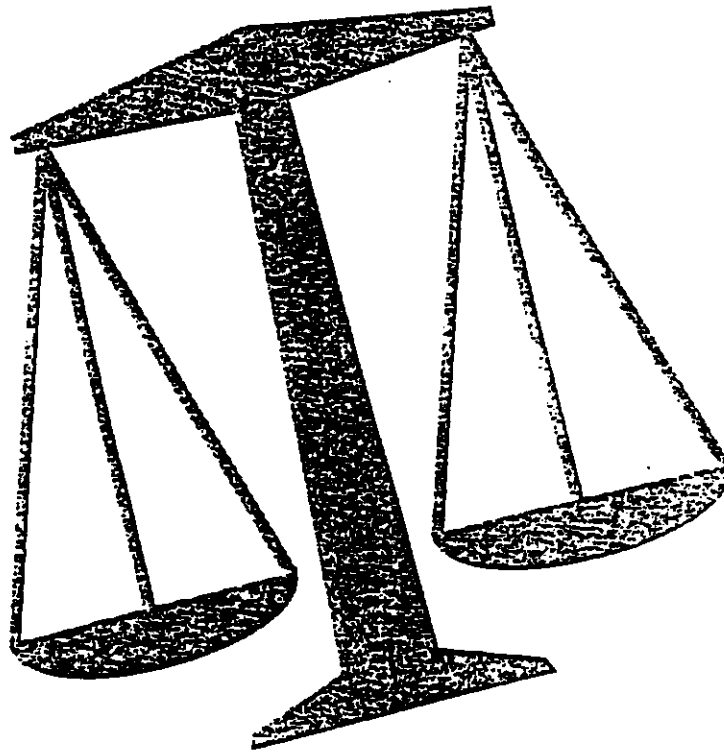
MSBA



MINNESOTA STATE BAR ASSOCIATION

SAGE

**THE SELF-AUDIT FOR GENDER EQUITY:
AN ATTITUDINAL SURVEY**



The Minnesota State Bar Association has a long-standing commitment to enhancing women lawyers' opportunities for success and satisfaction within the profession. SAGE, the Self-Audit for Gender Equity, is further evidence of that commitment. SAGE will systematically measure the progress that legal employers in the state are making toward ensuring the full participation of women in the legal profession.

You have received a survey because your firm is one of the Minnesota legal employers that volunteered to participate in the SAGE program. When your firm agreed to participate, it publicly committed to the program's goals and agreed to complete an annual self-audit. The self-audit is designed to gather both objective data about gender-related issues and attitudes about the job satisfaction of the firm's lawyers. In order for SAGE to succeed, it is important that the questionnaire be completed by all male and female lawyers at your firm and returned in the manner designated by your firm. Your firm is aware that the most honest feedback will be obtained if all responses are made confidentially. The responses from this attitudinal survey will stay within the firm; participating firms have agreed to present the results to lawyers within the firm.

The survey was designed by the University of Minnesota Center for Survey Research working with the MSBA Women in the Legal Profession Committee. If you have any questions about the survey, please call Rossana Armson, Director of the Minnesota Center for Survey Research, at (612) 627-4282. Thank you again for your participation in this important effort.

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Please circle the number which corresponds most closely to your opinion or situation, or fill in the information requested. If there are any questions you don't care to answer or feel uncomfortable answering, please skip those particular questions and complete the rest of the survey.

A. HIRING

Q1. Does your firm make a special effort to recruit female lawyers? *(Circle one.)*

- 1. Yes
- 2. No
- 3. Don't know

—>

Q1a. Please explain: (for example, hosting a reception at MWL)

Q1b. Is the effort meaningful? *(Circle one.)*

- 1. Yes
- 2. No

Q2. Did you encounter gender discrimination when interviewing for the job at your firm? *(Circle one.)*

- 1. Yes
- 2. No
- 3. Don't know

—>

Q2a. Please explain:

Q3. Are you aware of, or have you heard of, any discrimination based on gender experienced by others who have interviewed for jobs at your firm? (*Circle one.*)

- 1. Yes
- 2. No

—>

Q3a. Please explain:

Q4. Does your firm have written criteria or policies for recruiting and hiring? (*Circle one.*)

- 1. Yes
- 2. No
- 3. Don't know

—>

Q4a. Do you feel that your firm follows/implements its written criteria or policies on recruiting and hiring? (*Circle one.*)

- 1. Yes
- 2. No

Q4b. How satisfied are you with your law firm's hiring criteria? (*Circle one.*)

- 1. Very satisfied
- 2. Somewhat satisfied
- 3. Somewhat dissatisfied
- 4. Very dissatisfied

Q5. How satisfied are you with the mechanism in place at your firm for complaints regarding hiring practices? (*Circle one.*)

- 1. Very satisfied
- 2. Somewhat satisfied
- 3. Somewhat dissatisfied
- 4. Very dissatisfied
- 5. I know of no complaint mechanism

Q6. In what ways do female lawyers in your firm participate in the recruiting and hiring of new law school graduates? (Circle one answer for each item.)

	Participate in a meaningful <u>way</u>	Participate, but not in a <u>meaningful way</u>	Do not <u>participate</u>	Don't <u>know</u>
a. Recruiting	1	2	3	4
b. Screening	1	2	3	4
c. Interviewing job applicants	1	2	3	4
d. Making recommendations about hiring	1	2	3	4
e. Making the final decision about hiring	1	2	3	4
f. Other (SPECIFY) _____	1	2	3	4

Q7. In what ways do female lawyers in your firm participate in the recruiting and hiring of new lateral associates and partners? (Circle one answer for each item.)

	Participate in a meaningful <u>way</u>	Participate, but not in a <u>meaningful way</u>	Do not <u>participate</u>	Don't <u>know</u>
a. Recruiting	1	2	3	4
b. Screening	1	2	3	4
c. Interviewing job applicants	1	2	3	4
d. Making recommendations about hiring	1	2	3	4
e. Making the final decision about hiring	1	2	3	4
f. Other (SPECIFY) _____	1	2	3	4

B. RETENTION AND PROMOTION

Q8. In your opinion, how difficult is it for male and female lawyers to move into partnership/ shareholder positions at your firm? (Circle one answer for each item.)

	Very <u>Difficult</u>	Somewhat <u>Difficult</u>	Not Very <u>Difficult</u>	Not At All <u>Difficult</u>
a. For male lawyers	1	2	3	4
b. For female lawyers	1	2	3	4

Q9. In your opinion, how committed is your firm's senior management to maintaining a work place where female lawyers are hired, retained, and promoted on a non-discriminatory basis? (Circle one.)

- 1. Very committed —>
- 2. Somewhat committed —>
- 3. Not very committed
- 4. Not at all committed

Q9a. How is this level of commitment demonstrated?

Q10. Does your firm have specific criteria for promotion to partnership/shareholder? (Circle one.)

- 1. Yes —>
- 2. No
- 3. Don't know

Q10a. Do you know what these criteria are?

- 1. Yes
- 2. No

Q10b. Do you believe that other lawyers at your firm know the criteria? (Circle one.)

- 1. Yes, all lawyers
- 2. Yes, lawyers being considered for partnership
- 3. Yes, some lawyers
- 4. No

Q10c. How were the criteria communicated to you? (Circle all that apply.)

- a. In writing
- b. Presented orally at a meeting
- c. In a policy statement
- d. Informal conversation
- e. Other (SPECIFY) _____
- f. Have NOT been communicated to me

Q10d. Do you believe that your firm periodically assesses its criteria for partnership? (Circle one.)

- 1. Yes, and they are changed
- 2. Yes, but they are never changed
- 3. No

Q10e. Do you believe that your firm actually uses criteria other than the stated criteria when making a decision about promotion to partnership? (Circle one.)

- 1. Yes —> Please explain:
- 2. No

Q11. In your opinion, are there any factors that are **UNIQUELY** relevant to the advancement of **FEMALE** lawyers at your law firm? (*Circle one.*)

- 1. Yes —>
- 2. No

Q11a. Please explain:

Q12. In your opinion, how difficult is it for male and female lawyers to move between practice areas at your firm? (*Circle one answer for each item.*)

	<u>Very Difficult</u>	<u>Somewhat Difficult</u>	<u>Not Very Difficult</u>	<u>Not At All Difficult</u>
a. For male lawyers	1	2	3	4
b. For female lawyers	1	2	3	4

Q13. Do you believe that your firm has taken steps to remove any barriers to the advancement of female lawyers? (*Circle one.*)

- 1. Yes —>
- 2. No —>

Q13a. Please explain:

Q14. What suggestions do you have for your firm to remove any barriers to the advancement of female lawyers?

C. INVOLVEMENT IN LEADERSHIP/GOVERNANCE

Q15. Does your firm actively encourage the development of leadership skills on the part of its male and female lawyers? *(Circle one answer for each item.)*

	<u>Yes</u>	<u>No</u>	<u>Don't Know</u>
a. For male lawyers	1	2	3
b. For female lawyers	1	2	3

c. Please briefly describe your answers:

Q16. How difficult is it for male and female lawyers to become involved in your firm's leadership? *(Circle one answer for each item.)*

	<u>Very Difficult</u>	<u>Somewhat Difficult</u>	<u>Not Very Difficult</u>	<u>Not At All Difficult</u>	<u>Don't Know</u>
a. For male lawyers	1	2	3	4	5
b. For female lawyers	1	2	3	4	5

Q17. Do you believe that most male and female lawyers have equal opportunities for leadership positions within your firm? *(Circle one.)*

- 1. Yes
- 2. No

—>

Q17a. Please explain:

Q18. Do you believe that YOU have equal opportunities for leadership positions within your firm? *(Circle one.)*

- 1. Yes
- 2. No

—>

Q18a. Please explain:

Q19. Are you aware of any specific efforts made by your firm to encourage leadership participation by female lawyers? (*Circle one.*)

1. Yes
2. No

—>

Q19a. Please describe:

D. COMPENSATION

Q20. Does your firm have specific criteria for determining compensation? (*Circle one.*)

1. Yes
2. No
3. Don't know

—>

Q20a. Do you know what these criteria are?

1. Yes
2. No

Q20b. Do you believe that other lawyers at your firm know the criteria? (*Circle one.*)

1. Yes, all lawyers
2. Yes, some lawyers
3. No

Q20c. How were the criteria communicated to you? (*Circle all that apply.*)

- a. In writing
- b. Presented orally at a meeting
- c. In a policy statement
- d. Informal conversation
- e. Other (SPECIFY) _____
- f. Have NOT been communicated to me

Q20d. Do you believe that your firm periodically assesses its compensation criteria? (*Circle one.*)

1. Yes, and they are changed
2. Yes, but they are never changed
3. No

Q20e. Do you believe that your firm actually uses criteria other than the stated criteria when making a decision about compensation? (*Circle one.*)

1. Yes
2. No

Q21. In your opinion, what criteria does your firm use when making compensation decisions?
(Circle all that apply for each item.)

	<u>Associate</u>	<u>Equity Partner/ Shareholder</u>	<u>Non-Equity Partner</u>
a. Bar Association work	1	2	3
b. Billable hours	1	2	3
c. Business generation	1	2	3
d. Client feedback	1	2	3
e. Community/charity service	1	2	3
f. Firm administration/committee involvement	1	2	3
g. Gender	1	2	3
h. Mentoring experience (as a mentor)	1	2	3
i. Non-firm income contributed to the firm	1	2	3
j. Pro bono work	1	2	3
k. Professional contributions (teaching CLE, publishing)	1	2	3
l. Quality of work	1	2	3
m. Results of performance evaluations	1	2	3
n. Seniority (lockstep)	1	2	3
o. Supervisory experience	1	2	3
p. Other (SPECIFY) _____	1	2	3
q. Other (SPECIFY) _____	1	2	3
r. Other (SPECIFY) _____	1	2	3
s. No evaluation criteria	1	2	3
t. Don't know	1	2	3

Q22. Which three of the above criteria do you believe are most important to management at your firm when making compensation decisions? *(Rank the top three.)*

- a. #1 _____
- b. #2 _____
- c. #3 _____

Q23. Does your firm encourage or discourage discussion/comparison of compensation among its male and female lawyers? (Circle one.)

- 1. Encourages —>
- 2. Neither —>
- 3. Discourages —>
- 4. Don't know

Q23a. Please explain:

Q24. Does your firm clearly articulate reasons for individual compensation decisions? (Circle one.)

- 1. Yes
- 2. No
- 3. Don't know

Q25. Do you believe that male and female lawyers are fairly compensated at your firm? (Circle one answer for each item.)

	<u>Yes</u>	<u>No</u>
a. Male lawyers	1	2
b. Female lawyers	1	2

c. Please briefly describe your answers:

Q26. Do you believe that taking a leave of absence for any reason, taking parental leave, or reducing work hours has a negative effect on COMPENSATION for male and female lawyers at your firm? (Circle one answer for each item.)

	<u>Leave of Absence for Any Reason</u>		<u>Taking Parental Leave</u>		<u>Reducing Work Hours</u>	
	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>
a. For male lawyers	1	2	1	2	1	2
b. For female lawyers	1	2	1	2	1	2

c. Please briefly describe your answers:

Q27. Do you believe that taking a leave of absence for any reason, taking parental leave, or reducing work hours has a negative effect on PROMOTION for male and female lawyers at your firm? (Circle one answer for each item.)

	<u>Leave of Absence for Any Reason</u>		<u>Taking Parental Leave</u>		<u>Reducing Work Hours</u>	
	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>
a. For male lawyers	1	2	1	2	1	2
b. For female lawyers	1	2	1	2	1	2
c. Please briefly describe your answers:						

Q28. Do you believe that taking a leave of absence for any reason, taking parental leave, or reducing work hours has a negative effect on opportunities for PARTNERSHIP for male and female lawyers at your firm? (Circle one answer for each item.)

	<u>Leave of Absence for Any Reason</u>		<u>Taking Parental Leave</u>		<u>Reducing Work Hours</u>	
	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>
a. For male lawyers	1	2	1	2	1	2
b. For female lawyers	1	2	1	2	1	2
c. Please briefly describe your answers:						

Q29. Do you believe that taking a leave of absence for any reason, taking parental leave, or reducing work hours has a negative effect on WORK ASSIGNMENTS for male and female lawyers at your firm? (Circle one answer for each item.)

	<u>Leave of Absence for Any Reason</u>		<u>Taking Parental Leave</u>		<u>Reducing Work Hours</u>	
	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>
a. For male lawyers	1	2	1	2	1	2
b. For female lawyers	1	2	1	2	1	2
c. Please briefly describe your answers:						

Q30. Is your firm supportive of those male and female lawyers who take a leave of absence for any reason, take parental leave, or reduce work hours? *(Circle one answer for each item.)*

	<u>Leave of Absence for Any Reason</u>		<u>Take Parental Leave</u>		<u>Reduce Work Hours</u>	
	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>	<u>Yes</u>	<u>No</u>
a. For male lawyers	1	2	1	2	1	2
b. For female lawyers	1	2	1	2	1	2
c. Please briefly describe your answers:						

E. WORK LIFE AND CULTURE

Q31. Do you believe that your firm has a pleasant workplace atmosphere? *(Circle one answer for each item.)*

	<u>Yes</u>	<u>No</u>
a. For male lawyers	1	2
b. For female lawyers	1	2
c. For YOU	1	2
d. Please briefly explain your answers:		

Q32. Does your firm provide or pay for any of the following services for lawyers on a routine basis? *(Circle one answer for each item.)*

	<u>Yes</u>	<u>No</u>	<u>Don't Know</u>
a. Safety escort	1	2	3
b. Weekend parking	1	2	3
c. Evening parking	1	2	3
d. Taxi service	1	2	3
e. Reimbursement for health care expenses	1	2	3
f. Pre-tax deduction for health care expenses	1	2	3

Q33. Does your firm provide or pay for any of the following child care assistance for lawyers on a routine basis? (Circle one answer for each item.)

	<u>Yes</u>	<u>No</u>	<u>Don't Know</u>
a. On-site child care	1	2	3
b. Subsidized child care	1	2	3
c. Reimbursement for child care expenses	1	2	3
d. Pre-tax deduction for child care expenses	1	2	3
e. Sick child care	1	2	3
f. Emergency child care	1	2	3
g. Evening child care	1	2	3
h. Other (SPECIFY) _____	1	2	3
i. No child care assistance is provided	1	2	3

Q34. Have you personally experienced resistance to full acceptance of female lawyers within your firm? (Circle one.)

1. Yes
2. No

—> Q34a. Please explain:

Q35. Does your firm have a respectful atmosphere relating to family or personal obligations (e.g. need to say going to a "meeting" vs. going to child's soccer game)? (Circle one.)

1. Yes
2. No
3. Don't know

Q36. Is parental leave at your firm treated differently from leave taken for other purposes, such as recovery from a heart attack or alcoholism treatment? (Circle one.)

1. Yes
2. No
3. Don't know

—> Q36a. How is it treated differently?

Q37. Do you believe that male and female lawyers are encouraged to discuss issues relating to gender in an open manner at your firm? (*Circle one.*)

- 1. Yes —>
- 2. No

Q37a. Please explain:

Q38. Do you believe that female lawyers feel excluded at your firm at any time? (*Circle one.*)

- 1. Yes, most of the time —>
- 2. Yes, some of the time —>
- 3. No

Q38a. Please explain:

Q39. Are female lawyers at your firm expected to act differently than male lawyers in their roles as colleagues and employees? (*Circle one.*)

- 1. Yes —>
- 2. No
- 3. Don't know

Q39a. Please explain:

Q40. Do you believe you are a valued and integral member of your firm? (*Circle one.*)

- 1. Yes —>
- 2. No

Q40a. Please explain:

Q41. Do you believe your legal work is valued commensurate with other male and female lawyers of similar experience and expertise at your firm? (*Circle one.*)

- 1. Yes —>
- 2. No

Q41a. Please explain:

Q42. Do you believe that male and female lawyers have the same opportunity to PARTICIPATE in your firm's client related social activities? (*Circle one.*)

- 1. Yes
- 2. No

—>

Q42a. Please explain:

Q43. Do you believe that most female lawyers feel WELCOMED into your firm's client related social activities? (*Circle one.*)

- 1. Yes
- 2. No

—>

Q43a. Please explain:

Q44. Do you believe that male and female lawyers have the same opportunity to PARTICIPATE in your firm's non-client related social activities? (*Circle one.*)

- 1. Yes
- 2. No

—>

Q44a. Please explain:

Q45. Do you believe that most female lawyers feel WELCOMED into your firm's non-client related social activities? (*Circle one.*)

- 1. Yes
- 2. No

—>

Q45a. Please explain:

F. ANTI-DISCRIMINATION AND SEXUAL HARASSMENT

Q46. Does your firm evaluate a lawyer's attitudes toward diversity/gender bias in the following situations? (*Circle one answer for each item.*)

	<u>Yes, Routinely</u>	<u>Yes, When a Problem Arises</u>	<u>No</u>	<u>Don't Know</u>
a. During the hiring of that lawyer	1	2	3	4
b. During periodic performance evaluations	1	2	3	4
c. During compensation evaluations	1	2	3	4
d. At promotion	1	2	3	4
e. Before a partnership offer	1	2	3	4

Q47. In your opinion, has your firm responded appropriately to complaints from its male and female lawyers about gender discrimination or sexual harassment by colleagues, clients, opposing counsel, or court personnel? (*Circle one answer for each item.*)

	<u>Yes, Always</u>	<u>Yes, Sometimes</u>	<u>No</u>
a. By other lawyers at this law firm	1	2	3
b. By colleagues at other firms, clients, opposing counsel, or court personnel	1	2	3
c. Please briefly describe your answers:			

Q48. In your opinion, do most female lawyers at your firm believe they have prompt, meaningful access to leadership when and if there are incidents of inappropriate behavior by colleagues, clients, opposing counsel, or court personnel? (*Circle one answer for each item.*)

	<u>Yes, Always</u>	<u>Yes, Sometimes</u>	<u>No</u>
a. By other lawyers at this law firm	1	2	3
b. By colleagues at other firms, clients, opposing counsel, or court personnel	1	2	3
c. Please briefly describe your answers:			

Q49. Do you believe that your firm is committed to gender fairness in the workplace? (*Circle one.*)

- 1. Yes —>
- 2. No —>

Q49a. Please explain:

Q50. Does your firm actively seek input from its male and female lawyers on how to maintain a commitment to gender fairness in the workplace? (*Circle one.*)

- 1. Yes —>
- 2. No —>
- 3. Don't know

Q50a. Please explain:

Q51. In your opinion, do most female lawyers at your firm feel comfortable approaching management with concerns about gender issues? (*Circle one.*)

- 1. Yes —>
- 2. No —>

Q51a. Please explain:

Q52. In your opinion, are there manifestations, either overt or subtle, of gender discrimination at your firm? (*Circle one.*)

- 1. Yes —>
- 2. No

Q52a. Please explain:

G. PROFESSIONAL GROWTH (LEGAL SKILLS AND BUSINESS DEVELOPMENT)

Q53. Does your firm have formalized criteria or a system to distribute work to lawyers? (*Circle one.*)

- 1. Yes, for associates —>
- 2. Yes, for partners —>
- 3. Yes, for both —>
- 4. No
- 5. Don't know

Q53a. Please describe:

Q54. In your opinion, has gender ever been a factor in assignment of work to lawyers at your firm? (*Circle one.*)

- 1. Yes —>
- 2. No

Q54a. Please explain:

Q55. Does your firm have formal or informal mentoring programs? (*Circle one.*)

- 1. Yes, formal —>
- 2. Yes, informal —>
- 3. No
- 4. Don't know

Q55a. Who receives the mentoring?

Q56. Does your firm encourage non-traditional marketing (e.g., alternatives to golf and sporting events)? (*Circle one.*)

- 1. Yes —>
- 2. No —>
- 3. Don't know

Q56a. Please explain:

Q57. Does the firm management promote business development opportunities in which female lawyers can fully participate? *(Circle one.)*

- 1. Yes —>
- 2. No —>
- 3. Don't know

57a. Please explain:

Q58. Do you believe that new male and female associates at your firm have the opportunity to participate equally in all types of training activities? *(Circle one.)*

- 1. Yes —>
- 2. No —>

Q58a. Please explain:

Q59. Do you believe that your firm has different expectations for male and female lawyers? *(Circle one.)*

- 1. Yes —>
- 2. No

Q59a. Please explain:

Q60. How would you rate opportunities for male and female lawyers at your firm to serve as lead counsel? *(Circle one answer for each item.)*

	<u>Very Good</u>	<u>Good</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Don't Know</u>
a. Male lawyers	1	2	3	4	5
b. Female lawyers	1	2	3	4	5

Q61. How would you rate opportunities for professional growth for male and female lawyers at your firm? *(Circle one answer for each item.)*

	<u>Very Good</u>	<u>Good</u>	<u>Poor</u>	<u>Very Poor</u>	<u>Don't Know</u>
a. Male lawyers	1	2	3	4	5
b. Female lawyers	1	2	3	4	5

Q62. Do male lawyers have informal opportunities for professional growth at your firm that female lawyers do not have? (*Circle one.*)

1. Yes —>
2. No
3. Don't know

Q62. Please explain:

H. DEMOGRAPHIC INFORMATION

Q63. Are you male or female?

1. Male
2. Female

Q64. What legal experience did you have before you were recruited to your firm? (*Circle all that apply.*)

- a. Judicial clerkship
- b. Practice of law at another firm
- c. Summer clerkship at this firm
- d. None of the above
- e. Other (SPECIFY) _____

Q65. What position do you currently hold at your firm? (*Circle one.*)

1. Clerkship
2. Associate
3. Partner/shareholder
4. Contract or staff attorney
5. Of counsel
6. Other (SPECIFY) _____

I. OTHER

Q66. Is there any other information you would like to share about the experiences of women in the legal profession at your firm?

Thank you for your participation in this effort!