

SAGE
THE SELF-AUDIT FOR GENDER EQUITY:
A SURVEY OF MINNESOTA PUBLIC LEGAL EMPLOYERS

Please circle the number which corresponds most closely to your opinion or situation, or fill in the information requested. In order to establish a baseline of information about Minnesota public legal employers for comparison with future years, please answer the following questions. This information will be used to provide a summary of all participating public legal employers. No identifying information about an individual public legal employer will be voluntarily released.

A. HIRING

Q1. How many lawyers were employed by your organization at MINNESOTA locations on December 31, 1999?

NUMBER: _____

For the remaining questions (Q2 - Q43), please provide information only for MINNESOTA locations.

Q2. How many male and female lawyers were employed by your organization on December 31, 1999 in the following types of positions? *(Please count each person only once.)*

<u>Type of Position</u>	<u>Number of Male Lawyers</u>	<u>Number of Female Lawyers</u>
a. Summer positions or clerkships (during 1999)	_____	_____
b. Contract/temporary attorneys (e.g., grant funded)	_____	_____
c. Attorneys with less than five years of experience	_____	_____
d. Non-supervisory attorneys with five or more years of experience	_____	_____
e. Supervisory attorneys	_____	_____
f. Division heads/lead attorneys	_____	_____
g. Other (SPECIFY) _____	_____	_____

Q3. Does your organization make a special effort to recruit female lawyers?

- 1. Yes —>
- 2. No

Q3a. Please describe: (for example hosting a reception at Minnesota Women Lawyers)

Q4. For each of the past three years, how many OFFERS did your organization make to male and female lawyers for the following positions? *(If your organization uses different titles, please list in the category most similar to your titles.)*

	Calendar Year 1999		Calendar Year 1998		Calendar Year 1997	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
a. Summer positions or clerkships	_____	_____	_____	_____	_____	_____
b. Contract/temporary attorneys	_____	_____	_____	_____	_____	_____
c. Attorneys with less than five years of experience	_____	_____	_____	_____	_____	_____
d. Non-supervisory attorneys with five or more years of experience	_____	_____	_____	_____	_____	_____
e. Supervisory attorneys	_____	_____	_____	_____	_____	_____
f. Division heads/lead attorneys	_____	_____	_____	_____	_____	_____
g. Other (SPECIFY) _____	_____	_____	_____	_____	_____	_____
h. Of all attorneys with less than five years of experience, how many were lateral positions?	_____	_____	_____	_____	_____	_____

Q5. For each of the past three years, how many male and female lawyers ACCEPTED offers from your organization for the following positions?

	Calendar Year 1999		Calendar Year 1998		Calendar Year 1997	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
a. Summer positions or clerkships	_____	_____	_____	_____	_____	_____
b. Contract/temporary attorneys	_____	_____	_____	_____	_____	_____
c. Attorneys with less than five years of experience	_____	_____	_____	_____	_____	_____
d. Non-supervisory attorneys with five or more years of experience	_____	_____	_____	_____	_____	_____
e. Supervisory attorneys	_____	_____	_____	_____	_____	_____
f. Division heads/lead attorneys	_____	_____	_____	_____	_____	_____
g. Other (SPECIFY) _____	_____	_____	_____	_____	_____	_____
h. Of all attorneys with less than five years of experience, how many were lateral positions?	_____	_____	_____	_____	_____	_____

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

	<u>Participate fully & play a major role</u>	<u>Participate, but do NOT play a major role</u>	<u>Do not participate</u>	<u>Don't 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 organization participate in the recruiting and hiring of new lateral attorneys and division heads/lead attorneys? (Circle one answer for each item.)

	Participate fully & play a major role	Participate, but do NOT play a major role	Do not participate	Don't know
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

Q8. Is the FINAL decision about whether a lawyer is hired made by one person or by a group?

1. By one person —>

Q8a. Is the person male or female?

1. Male
2. Female

Q8b. What is this person's title?

TITLE: _____

2. By a group —>

Q8c. How many lawyers are in the group that makes the FINAL decision about whether a lawyer is hired?

Number of Male
Lawyers

Number of Female
Lawyers

Q9. Does your organization have written criteria or policies for recruiting and hiring?

1. Yes
2. No

B. RETENTION AND PROMOTION

Q10. For each of the past three years, how many male and female lawyers were **ELIGIBLE** for promotions to supervisory or division head/lead attorney positions within your organization?

	Calendar Year 1999		Calendar Year 1998		Calendar Year 1997	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
a. Supervisory positions	_____	_____	_____	_____	_____	_____
b. Division head/lead attorney positions	_____	_____	_____	_____	_____	_____
c. Other positions (SPECIFY) _____	_____	_____	_____	_____	_____	_____

Q11. Of the above number of male and female lawyers who were eligible, how many male and female lawyers were **CONSIDERED** for promotions to supervisory or division head/lead attorney positions within your organization each year?

	Calendar Year 1999		Calendar Year 1998		Calendar Year 1997	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
a. Supervisory positions	_____	_____	_____	_____	_____	_____
b. Division head/lead attorney positions	_____	_____	_____	_____	_____	_____
c. Other positions (SPECIFY) _____	_____	_____	_____	_____	_____	_____

Q12. Of the above number of male and female lawyers who were considered, how many **RECEIVED** promotions to supervisory or division head/lead attorney positions within your organization each year?

	Calendar Year 1999		Calendar Year 1998		Calendar Year 1997	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
a. Supervisory positions	_____	_____	_____	_____	_____	_____
b. Division head/lead attorney positions	_____	_____	_____	_____	_____	_____
c. Other positions (SPECIFY) _____	_____	_____	_____	_____	_____	_____

Q13. Does your organization have specific criteria for promotions?

1. Yes —>

2. No

Q13a. Do lawyers at your organization know the criteria?
(Circle one.)

1. Yes, all lawyers
2. Yes, lawyers being considered for promotion
3. No

Q13b. How are the criteria communicated to lawyers within your organization? (Circle all that apply.)

- a. In writing
- b. Presented orally at a meeting
- c. In a policy statement
- d. Statement posted in a highly visible area
- e. Other (SPECIFY) _____
- f. Have NOT been communicated to lawyers

Q14. Over each of the past three years, how many male and female lawyers left your organization (both voluntarily and involuntarily)?

	Calendar Year 1999		Calendar Year 1998		Calendar Year 1997	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
a. Attorneys with less than five years of experience	_____	_____	_____	_____	_____	_____
b. Non-supervisory attorneys with five or more years of experience	_____	_____	_____	_____	_____	_____
c. Supervisory attorneys	_____	_____	_____	_____	_____	_____
d. Division heads/lead attorneys	_____	_____	_____	_____	_____	_____
e. Other (SPECIFY) _____	_____	_____	_____	_____	_____	_____

Q15. Of the male and female lawyers who left your organization during 1999, how many left for each of the following?

	Corporate or Business Law		Gov't/Public Law (judiciary, academia, gov't agencies, etc.)		A Private Law Firm		Taking Time for Family Responsibilities		Other (Don't Know, Deceased, Retired)	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
a. Attorneys with less than 5 years of experience	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
b. Non-supervisory attorneys with 5+ years of experience	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
c. Supervisory attorneys	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____
d. Division heads/lead attorneys	_____	_____	_____	_____	_____	_____	_____	_____	_____	_____

C. INVOLVEMENT IN GOVERNANCE

Q16. How many male and female lawyers are members of the following committees at your organization? (Please provide actual numbers, percentages will be calculated later.)

<u>Type of Position</u>	<u>Number of Male Lawyers</u>	<u>Number of Female Lawyers</u>
a. New attorney committee	_____	_____
b. Compensation committee	_____	_____
c. Diversity committee	_____	_____
d. Executive/management committee	_____	_____
e. Facilities/plant committee	_____	_____
f. Hiring/recruitment committee	_____	_____
g. Long-range planning committee	_____	_____
h. Promotion committee	_____	_____
i. Technology committee	_____	_____
j. Other (SPECIFY) _____	_____	_____
k. Other (SPECIFY) _____	_____	_____

D. COMPENSATION

In order to establish a baseline of information about Minnesota public legal employers for comparison with future years, please answer the following questions. This information will be used to provide a summary of all participating public legal employers. No identifying information about an individual public legal employer will be voluntarily released.

Q17. How are compensation decisions made at your organization? (Circle one answer for each item.)

	Comp Set by Legislative/ Board Decision <u>Only</u>	Actual Comp Set by Seniority (<u>Lock-Step</u>)	Comp Set by Collective Bargaining <u>Only</u>	Comp RANGE Set by Collective Barg, Actual Comp also based on Other Decisions as Well	Actual Comp Determined by Supervisor Decision <u>Only</u>	Actual Comp Determined by Seniority AND Supervisor Decision
a. Attorneys with less than 5 years of experience	1	2	3	4	5	6
b. Non-supervisory attorneys with 5 or more years of experience	1	2	3	4	5	6
c. Supervisory attorneys	1	2	3	4	5	6
d. Division Heads/ Lead Attorneys	1	2	3	4	5	6

(IF THERE IS NO DISCRETION IN SETTING ANY ATTORNEY'S COMPENSATION, PLEASE SKIP TO Q22 ON PAGE 11)

Q18. If there IS discretion in setting any attorney's compensation, are actual compensation decisions made by one person or by a group?

1. By one person —>

<p>Q18a. Is the person male or female?</p> <p>1. Male</p> <p>2. Female</p>
--

2. By a group —>

<p>Q18b. How many lawyers are in the group that makes compensation decisions?</p> <p align="center">Number of Male <u>Lawyers</u></p> <p align="center">_____</p> <p align="center">Number of Female <u>Lawyers</u></p> <p align="center">_____</p>

Q19. How many male and female lawyers in EACH of the following categories within your organization receive the top 25% (the highest quartile) monetary compensation as compared to other lawyers in that same category?

<u>Type of Position</u>	<u>Number of Male Lawyers</u>	<u>Number of Female Lawyers</u>
a. Attorneys with less than five years of experience	_____	_____
b. Non-supervisory attorneys with five or more years of experience	_____	_____
c. Supervisory attorneys	_____	_____
d. Division heads/lead attorneys	_____	_____
e. Other (SPECIFY) _____	_____	_____

Q20. How many male and female lawyers in EACH of the following categories within your organization receive the bottom 25% (the lowest quartile) monetary compensation as compared to other lawyers in that same category?

<u>Type of Position</u>	<u>Number of Male Lawyers</u>	<u>Number of Female Lawyers</u>
a. Attorneys with less than five years of experience	_____	_____
b. Non-supervisory attorneys with five or more years of experience	_____	_____
c. Supervisory attorneys	_____	_____
d. Division heads/lead attorneys	_____	_____
e. Other (SPECIFY) _____	_____	_____

Q21. What criteria does your organization use when making compensation decisions? (Circle all that apply for each item.)

	Attorneys with less than 5 years of <u>experience</u>	Non-supervisory attorneys with 5+ years of <u>experience</u>	Supervisory <u>Attorneys</u>	Division Heads/Lead <u>Attorneys</u>
a. Bar Association work	1	2	3	4
b. Client/Board feedback	1	2	3	4
c. Community/charity service	1	2	3	4
d. Communication skills	1	2	3	4
e. Efficiency of legal work	1	2	3	4
f. Mentoring experience (as a mentor)	1	2	3	4
g. Organization administration/ committee involvement	1	2	3	4
h. Organizational skills	1	2	3	4
i. Pro bono work	1	2	3	4
j. Professional contributions (teaching CLE, publishing)	1	2	3	4
k. Quality of legal work	1	2	3	4
l. Results of performance evaluations	1	2	3	4
m. Supervisory experience	1	2	3	4
n. Trial skills	1	2	3	4
o. Other (SPECIFY) _____	1	2	3	4
p. Other (SPECIFY) _____	1	2	3	4
q. No evaluation criteria	1	2	3	4

E. WORK LIFE AND ORGANIZATIONAL CULTURE

Q22. Does your organization have a written parental leave policy?

- 1. Yes —>
- 2. No

Q22a. Does this policy include parental leave for adoption?

- 1. Yes
- 2. No

Q23. Do lawyers receive paid parental leave? (Circle one.)

- 1. Yes, all lawyers —>
- 2. Yes, some lawyers —>
- 3. No

Q23a. For how many weeks?

WEEKS: _____

Q24. For each of the past three years, how many male and female lawyers have taken parental leave?

	Calendar Year 1999		Calendar Year 1998		Calendar Year 1997	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
a. Attorneys with less than five years of experience	_____	_____	_____	_____	_____	_____
b. Non-supervisory attorneys with five or more years of experience	_____	_____	_____	_____	_____	_____
c. Supervisory attorneys	_____	_____	_____	_____	_____	_____
d. Division heads/lead attorneys	_____	_____	_____	_____	_____	_____
e. Other (SPECIFY) _____	_____	_____	_____	_____	_____	_____

Q25. Does your organization have a sabbatical policy?

- 1. Yes, a policy that is informal —>
- 2. Yes, a written policy —>
- 3. No

Q25a. How many lawyers have taken sabbaticals in the past year?

Number of Male <u>Lawyers</u>	Number of Female <u>Lawyers</u>
_____	_____

Q26. Does your organization have a policy on alternative work schedules, such as part-time work, job-sharing, flexible hours or telecommuting? (Circle one.)

- 1. Yes, an informal policy —>
- 2. Yes, a written policy —>
- 3. No

Q26a. Are alternative work schedules available to all lawyers?

- 1. Yes
- 2. No

Q27. In 1999, did any lawyers at your organization have alternative work schedules? (Circle all that apply.)

- a. Yes, part-time work —>
- b. Yes, job-sharing —>
- c. Yes, flexible hours —>
- d. Yes, telecommuting —>
- e. We allow alternative work schedules, but no one is participating
- f. We do not allow alternative work schedules

Q27a. Which of the following describes the reasons these lawyers choose to have alternative work schedules? (Circle all that apply.)

- a. Nearing retirement
- b. Taking time for family responsibilities
- c. Other (SPECIFY)

Q28. For each of the past three years, how many male and female lawyers in each of the following categories made use of an alternative work schedule?

	Calendar Year 1999		Calendar Year 1998		Calendar Year 1997	
	Male	Female	Male	Female	Male	Female
a. Summer positions or clerkships	_____	_____	_____	_____	_____	_____
b. Contract/temporary attorneys	_____	_____	_____	_____	_____	_____
c. Attorneys with less than five years of experience	_____	_____	_____	_____	_____	_____
d. Non-supervisory attorneys with five or more years of experience	_____	_____	_____	_____	_____	_____
e. Supervisory attorneys	_____	_____	_____	_____	_____	_____
f. Division heads/lead attorneys	_____	_____	_____	_____	_____	_____
g. Other (SPECIFY) _____	_____	_____	_____	_____	_____	_____

Q29. Are benefits different for a lawyer at your organization who works LESS than full-time?

1. Yes, lawyers who work LESS than full-time have fewer benefits than those who work full-time.
2. No, lawyers who work LESS than full-time and those who work full-time have the same benefits.
3. Other (SPECIFY) _____

F. ANTI-DISCRIMINATION AND SEXUAL HARASSMENT

Q30. Does your organization provide any anti-discrimination training that covers gender discrimination? (*Circle one.*)

1. For all employees —>
2. Only for new lawyers —>
3. For all lawyers —>
4. Other (SPECIFY) —>

5. Do not have such training
(SKIP TO Q31 ON THE NEXT PAGE)

Q30a. How is this training conducted? (*Circle one.*)

1. By a member of the organization
2. By a consultant
3. By sending people to seminars
4. By showing a video
5. Other (SPECIFY)

Q30b. Is this training mandatory or voluntary?

1. Mandatory
2. Voluntary

Q30c. How often is this training conducted?

1. Every year
2. When new people are hired
3. Other (SPECIFY) _____

Q30d. When was the last training conducted?

_____/_____
Month Year

Q30e. How often are lawyers required to attend?
(*Circle one.*)

1. Annually
2. Every 2 years
3. Every 3-5 years
4. Less often

Q31. Does your organization provide any training that focuses on sexual harassment issues?
(Circle one.)

- 1. For all employees —>
- 2. Only for new lawyers —>
- 3. For all lawyers —>
- 4. Other (SPECIFY) —>

5. Do not have such training
(SKIP TO Q32 ON THE NEXT PAGE)

Q31a. How is this training conducted? (Circle one.)

- 1. By a member of the organization
- 2. By a consultant
- 3. By sending people to seminars
- 4. By showing a video
- 5. Other (SPECIFY) _____

Q31b. Is this training mandatory or voluntary?

- 1. Mandatory
- 2. Voluntary

Q31c. How often is this training conducted?

- 1. Every year
- 2. When new people are hired
- 3. Other (SPECIFY) _____

Q31d. When was the last training conducted?

Month Year

Q31e. How often are lawyers required to attend?
(Circle one.)

- 1. Annually
- 2. Every 2 years
- 3. Every 3-5 years
- 4. Less often

Q32. Does your organization have a written anti-discrimination policy that covers gender discrimination?

- 1. Yes -->
- 2. No

Q32a. When was the policy adopted? *(Circle one.)*

- 1. Less than 2 years ago
- 2. 2 - 5 years ago
- 3. Over 5 years ago

Q32b. How is the policy communicated within your organization? *(Circle all that apply.)*

- a. Presented orally at a meeting
- b. In a policy statement
- c. Statement posted in a highly visible area
- d. Other (SPECIFY) _____

Q33. Does your organization have a written sexual harassment policy?

- 1. Yes -->
- 2. No

Q33a. When was the policy adopted? *(Circle one.)*

- 1. Less than 2 years ago
- 2. 2 - 5 years ago
- 3. Over 5 years ago

Q33b. How is the policy communicated within your organization? *(Circle all that apply.)*

- a. Presented orally at a meeting
- b. In a policy statement
- c. Statement posted in a highly visible area
- d. Other (SPECIFY) _____

Q34. What procedures and practices are in place for receiving gender discrimination and sexual harassment complaints? *(Circle all that apply.)*

- a. Designated male supervisor receives complaints
- b. Designated male staff member, who is not a supervisor, receives complaints
- c. Designated female supervisor receives complaints
- d. Designated female staff member, who is not a supervisor, receives complaints
- e. Other (SPECIFY) _____
- f. There is no procedure to receive complaints

Q35. Please briefly describe your procedures and policies for investigating and formally responding to complaints.

Q36. Does your organization evaluate a lawyer's attitudes toward diversity/gender bias in the following situations?

	<u>Yes, Routinely</u>	<u>Yes, When a Problem Arises</u>	<u>No</u>
a. During the hiring of that lawyer	1	2	3
b. During periodic performance evaluations	1	2	3
c. During compensation evaluations	1	2	3
d. At promotion	1	2	3

G. PROFESSIONAL GROWTH (LEGAL SKILLS AND BUSINESS DEVELOPMENT)

Q37. Does your organization have formalized criteria or a system to distribute work to lawyers?
(Circle one.)

- 1. Yes, for attorneys with less than five years of experience --->
- 2. Yes, for non-supervisory attorneys with five or more years of experience --->
- 3. Yes, for supervisory attorneys --->
- 4. Yes, for division heads/lead attorneys --->
- 5. Yes, for all attorneys --->
- 6. No

Q37a. Please describe:

Q38. For each lawyer at your organization on December 31, 1999, please provide the following information. You may use initials to identify lawyers. This information will be used to provide a summary of the number of male and female lawyers by type of position, employment status, years of practice, and practice area for your organization. Please make copies of this page as needed. If you have this information on a computerized database, please call the Minnesota Center for Survey Research at (612) 627-4282 to discuss alternative ways to provide the necessary information.

No identifying information about an individual lawyer will be voluntarily released.

Even if you choose not to fill out the last column, please fill out the rest of the grid. (Please circle your answers.)

Name or Initials (optional)	Gender		Type of Position				Employment Status		Year First Licensed	Top Two Practice Areas (see list on back of cover letter)	Total Annual Compensation for 1999
	Male	Female	Atty with < 5 Yrs Experience	Non-Supervisory Atty with 5+ Yrs of Experience	Supervisory Attorney	Division Head/Lead Attorney	Full-Time	Part-time or Reduced-time			
PJS	1	2	1	2	3	4	1	2	1991	05,08	\$60,000
1.	1	2	1	2	3	4	1	2			
2.	1	2	1	2	3	4	1	2			
3.	1	2	1	2	3	4	1	2			
4.	1	2	1	2	3	4	1	2			
5.	1	2	1	2	3	4	1	2			
6.	1	2	1	2	3	4	1	2			
7.	1	2	1	2	3	4	1	2			
8.	1	2	1	2	3	4	1	2			
9.	1	2	1	2	3	4	1	2			
10.	1	2	1	2	3	4	1	2			
11.	1	2	1	2	3	4	1	2			
12.	1	2	1	2	3	4	1	2			
13.	1	2	1	2	3	4	1	2			
14.	1	2	1	2	3	4	1	2			
15.	1	2	1	2	3	4	1	2			

Q39. Does your organization have formal or informal mentoring programs? (Circle one.)

- 1. Yes, formal --->
- 2. Yes, informal --->
- 3. No

Q39a. Who receives the mentoring? (Circle all that apply.)

- 1. Male entry level attorneys
- 2. Female entry level attorneys
- 3. Male lateral attorneys and division heads/lead attorneys
- 4. Female lateral attorneys and division heads/lead attorneys
- 5. All new male attorneys
- 6. All new female attorneys
- 7. Any attorney who wants or needs mentoring regardless of their position

Q40. Does your organization use any of the following techniques in training new lawyers? (Circle one answer for each item.)

	<u>Yes, Participation is Mandatory</u>	<u>Yes, Participation is Voluntary</u>	<u>Do Not Use This Technique</u>
a. Orientation	1	2	3
b. Mock litigation	1	2	3
c. In-house seminars	1	2	3
d. Outside seminars	1	2	3
e. Sitting-in with another lawyer	1	2	3
f. Second on transactions or trials	1	2	3
g. Other (SPECIFY) _____	1	2	3

Q41. Does your organization conduct periodic performance evaluations? (Circle one.)

- 1. Yes, for summer positions or clerkships --->
- 2. Yes, for attorneys with less than five years of experience --->
- 3. Yes, for non-supervisory attorneys with five or more years of experience --->
- 4. Yes, for supervisory attorneys --->
- 5. Yes, for division heads/lead attorneys --->
- 6. Yes, for all attorneys --->
- 7. No

Q41a. How often do these performance evaluations occur?

- 1. Annually
- 2. Other (SPECIFY) _____

Q41b. Does your organization have written evaluation criteria for performance evaluations?

- 1. Yes
- 2. No

Q41c. Does your organization have a standard performance evaluation form for lawyers?

- 1. Yes
- 2. No

H. OTHER

Q42. Would you be willing to share copies of the following written criteria or policies with MSBA?
(Circle all that apply.)

If you are willing to share any of these written criteria or policies, you may either return them to the University of Minnesota with your completed survey or you may mail them directly to Erin Riley at the MSBA, 600 Nicollet Mall, Suite 380, Minneapolis, MN 55402.

- a. Written criteria or policies for recruiting and hiring
- b. Written parental leave policy
- c. Written sabbatical policy
- d. Written policy on alternative work schedules
- e. Written anti-discrimination policy that covers gender discrimination
- f. Written sexual harassment policy
- g. Procedures or policies for investigating and formally responding to gender discrimination and sexual harassment complaints
- h. Written criteria or policies for mentoring programs
- i. Written criteria for performance evaluations
- j. Standard performance evaluation form for lawyers

Q43. Is there any other information you would like to share about the experiences of women in the legal profession at your organization?

Thank you for your participation in this effort.

Please return your survey in the enclosed postage-paid envelope to:

Minnesota Center for Survey Research
University of Minnesota
2331 University Avenue SE, Suite 141
Minneapolis, MN 55414-3067