

Minnesota State Bar Association

**SELF-AUDIT FOR GENDER EQUITY
(SAGE)**

**SURVEY OF PRIVATE LAW FIRMS
1995-2000**

Women in the Legal Profession Committee

October 22, 2002

SAGE EXECUTIVE SUMMARY

Introduction and Overview

In 1999, the Minnesota State Bar Association's Women in the Legal Profession Committee reported the first statistics arising from the SAGE project (Self Audit for Gender Equity). In the introduction to that report, the Committee stated: "[t]he number of women practicing law in Minnesota has increased substantially over the last 20 years. Numerous studies nationally and the Minnesota State Bar Association (MSBA) have found that women lawyers have documented concerns about gender equity and how women are faring in the profession. The MSBA developed the SAGE (Self Audit for Gender Equity) program upon the recommendation of the 1997 Women in the Legal Profession Task Force. The Task Force had been established to not only study issues "... but to find a way to promote and aid gender equity in the legal profession in Minnesota." Since that time, the Committee has continued to collect data and move forward with the plan formulated by the Task Force. Data has been collected from law firms and public entities. The purpose of this summary is to report the first five years of findings for the law firms for the period from 1996-2000. These findings establish a baseline from which progress can be measured over time.

As discussed in the 1999 report, the purpose of SAGE is to further the elimination of gender bias in the legal profession by providing information to legal employers about a number of demographic and cultural aspects of legal employment, ranging from hiring, retention and promotion to marketing, professional development, and life balance. The SAGE program has three elements: an annual objective survey of legal employers, an annual attitudinal survey of their lawyers and a commitment to certain guiding principles. The MSBA intends to aid the efforts of individuals and

legal employers by gathering and providing information provided by the surveys, as well as by developing further programs to aid the achievement of gender equity.

The objective surveys were developed by the MSBA Women in the Legal Profession Committee working with the Minnesota Center for Survey Research. Surveys were sent to firms and legal employers which had volunteered to participate and which employed over ten lawyers. As shown in Table 1 during the first year of the program, 31 law firms completed the survey. For the 1999-2000 time period, 25 firms participated. Eighteen firms participated in all years, while 31 participated in at least one year. Some of the initial law firms were no longer in existence and others chose not to participate in all years. The firms were evenly divided among small, medium and large law firms. The overall response rate was 85%. A list of the participating firms is attached as an appendix.

Table 1. Size of Law Firms:

1997		1998		2000		
<u>Freq.</u>	<u>(%)</u>	<u>Freq.</u>	<u>(%)</u>	<u>(Freq.)</u>	<u>(%)</u>	
8	(33)	8	(33)	9	(36)	1. 11-25 Lawyers
6	(25)	5	(21)	7	(28)	2. 26-58 Lawyers
0	(0)	0	(0)	0	(-)	3. 59-100 Lawyers
10	(42)	11	(46)	9	(36)	4. More than 100 Lawyers

1990s, the number of women as a percentage of almost all populations of lawyers grew during the period numbers were reported, 1997-2000. The numbers mirror nationally reported trends as most women have entered the profession since 1990. Almost 65% of the women covered by the survey were licensed after 1990. In contrast, 35% of the men became licensed after 1990.

Supporting anecdotal information that there are few senior female attorneys, relative to male attorneys, the numbers show the dramatic disparity in the ages of the populations of male and female lawyers. The study also shows that this differential is decreasing. The percentage of female lawyers licensed prior to 1980 remained constant at 2% over the course of the time studied while the

percentage of male lawyers licensed prior to 1980 decreased from 31% to 25% during this same time. Although the chart below does not break down these numbers, the raw data from 2000 shows only one woman was licensed prior to 1970, the other 28 (6.2% of the female population) were licensed in the 1970s. In contrast, the raw data for the year 2000 shows that 12% of the men were licensed prior to 1970 with a total of 25% of the men surveyed licensed in the 1970s or before. As is shown in Table 2, the overall decrease of male lawyers from 31% in 1997 to 25% in 2000, as a percentage of the entire population, is not a result of only the oldest male lawyers leaving the practice of law but also reflects the increasing numbers of younger male lawyers.

Table 2. Decade Licensed by Gender and Percentage of Total Population

Decade	Count	1997 Male	2000	1997 Female	2000	1997 Row Total	Total 2000
Prior to 1980	(#)	570	397	43	29	613	426
	(%)	31%	25%	2%	2%	34%	27%
1980s	(#)	420	332	159	118	579	450
	(%)	23%	21%	9%	7%	32%	28%
1990s	(#)	342	364	278	186	619	642
	(%)	19%	23%	15%	18%	34%	41%
2000s	(#)		28		28		56
	(%)		2%		2%		4%
COLUMN TOTAL		1332	1121	479	453	1,811	1,574
		74%	71%	26%	29%		

(Note: The results in Table 2 are extrapolated from the information provided by those law firms who answered question 38. Since approximately half of the firms answered question 38, there is a discrepancy between the numbers in this Table and the overall numbers stated elsewhere. Several firms completing the survey in 1997 did not complete the 2000 survey, resulting in a drop in overall numbers.)

As noted above, the numbers of women as a percentage of the attorney population increased over the time studied. On December 31, 2000, the 25 firms studied employed 755 associates, 922 equity partners, 72 contract or staff attorneys and 78 other attorneys. Across all categories, 71% of the lawyers employed by these firms were male and 29% were female. Women were much more likely to be employed as associates than to be equity partners. While 44% of the associates were female, 18%

were equity partners. This is a slight improvement since 1997 when women made up 42 % of the associates and 16% of the equity partners.

The increase in women as partner is shown in Table 3. The increase amounts to slightly less than one percent per year. While at first glance this number might seem low, given the numbers of women becoming eligible for partnership in the 1990s, the result should be expected because more men are being hired by the law firms than women and because of the greater number of senior men. The percentage of women as partner should increase more rapidly as the more senior men retire or otherwise cease practicing law. One might expect, however, that the entry to the firms should be closer to 50/50 given the rates of graduation from law school.

Table 3. Composition of Reporting Firms

<u>Type of Position</u>	1997		1998		2000	
	<u>Number of Male Lawyers</u>	<u>Number of Female Lawyers</u>	<u>Number of Male Lawyers</u>	<u>Number of Female Lawyers</u>	<u>Number of Males Lawyers</u>	<u>Number of Female Lawyers</u>
Summer positions or clerkships	71 (53%)	62 (47%)	84 (50%)	83 (50%)	87 (51%)	84 (49%)
Associate positions	386 (59%)	271 (41%)	384 (57%)	284 (43%)	426 (56%)	329 (44%)
Equity partners/ shareholders	824 (84%)	159 (16%)	836 (84%)	159 (16%)	759 (82%)	163 (18%)
Non-equity partners	64 (90%)	7 (10%)	56 (82%)	12 (18%)	88 (85%)	15 (15%)
Contract or staff attorneys	55 (55%)	45 (45%)	36 (48%)	39 (52%)	38 (53%)	34 (47%)
Of counsel	58 (83%)	12 (17%)	63 (89%)	8 (11%)	50 (79%)	13 (21%)
Other	9 (50%)	9 (50%)	20 (61%)	13 (39%)	5 (33%)	10 (67%)

A. HIRING

1) Special Efforts to Hire Female Attorneys

About half of the firms reported making a special effort to recruit female lawyers although the numbers and percentages decreased from 1997-2000. This may support the findings of the ABA's Commission on Women in the Profession's report entitled "The Unfinished Agenda" prepared for the Commission by Deborah L. Rhode, that many believe that women have achieved equity and that nothing further needs to be done.

Women participated in all levels of recruiting and hiring. This did not change over the course of the survey. The number of firms reporting that women made the final decision in hiring, however, did increase from 75% in 1997 to 92% in 2000. Also, the number of female lawyers in the group that made final hiring decisions increased slightly (3%) from 1997 to 2000.

Table 4. Firms Making a Special Effort to Recruit Female Attorneys

<u>1997</u>		<u>1998</u>		<u>2000</u>			
<u>Freq.</u>	<u>(%)</u>	<u>Freq.</u>	<u>(%)</u>	<u>Freq.</u>	<u>(%)</u>		
13	(54)	14	(58)	12	(48)	1.	Yes
11	(46)	10	(42)	13	(52)	2.	No

2) Offers

Data was requested regarding the numbers of offers to males and females. See Table 5. The numbers show that in terms of hiring, men still receive and accept proportionately more offers for employment by these firms. According to statistics from the ABA and National Association for Law Placement, the ratio of male to female law school graduates is 1:1. For the participating firms, women are being offered positions as associates at roughly the same rate they are graduating from law school. Women partners, however, are not being hired from outside the firms at the same rate as male partners. Males were two to four times more likely to receive offers to become partners than females. While the

ratios for both partners and associates varied over the reporting period, they did not show a trend towards parity over the six years studied.

Table 5. Offers

Type of Position	M:F 1995	M:F 1996	M:F 1997	M:F 2000
Associate	1.0:1.0 (106:103)*	1.5:1.0 (146:97)	1.3:1.0 (166:128)	1.4:1.0 (197:145)
Partner	3.5:1.0 (21:6)	4.5:1.0 (36:8)	2.3:1.0 (21:9)	4.3:1.0 (81:19)

*Actual numbers are shown in parentheses

B. PROMOTION AND RETENTION

A number of articles and reports have indicated that women are not being promoted to partnership at a rate commensurate with men and that women are leaving the profession at a faster rate than men. Generally, since 1995, the percentage of those eligible for partnership and actually making partner has increased for both men and women. See Tables 6 and 7. The percentage of eligible women making partner has been generally higher than that for men. (From 80-100% for women and from 65-95% for men.) However, the actual number of women becoming eligible for partnership has remained less than half that for men. From 1995 through 2000, the rate of women eligible for partnership has averaged around 30% while the number of women as associates has averaged over 40%.

The statistics show that since 1995 the numbers of women eligible for promotion has been constant or has decreased slightly. (In 1999, however, there was a very large number of both men and women eligible for partnership. The number for each was approximately five times that of any other year in this study. This was likely due to office mergers and acquisitions.) Since 1995, the numbers show that fairly consistently, approximately two thirds of those eligible, considered and making partner are male and one third are female. During this same time, women as associates constituted approximately 40-45% of the firms reporting. This differential may indicate women associates leaving

firms, women electing or being required to leave the partnership track, or women are simply not being eligible for partnership for other reasons.

In comparing the rates of promotion for men and women, women fared generally as well, or better than, men with regard to the percent eligible for partnership who were then made partner at the reporting firms. Generally, since 1995, the percentage of those eligible for partnership actually making partner has increased for both men and women. The percentage of women making partner is generally higher than that for men, from 80-100% range for women, and from 65% to 95% for men, although the total numbers of women eligible/making partner has remained less than half that for men.

Retention does not appear to be the reason for a difference in the rate of women eligible for partnership. The data shows that women associates left firms at approximately the same rate as hired during the years surveyed, approximately 40%. Male associates also left proportionately. As a percentage of the respective populations, women partners left firms at a rate twice that of men in 1997 (7% for women and 2% for men), 1998 (10% for women and 4% for men) but at the same percentage in 2000 (4% for both men and women). These figures are shown in Table 10.

When the first surveys were analyzed for the 1995-1997 period, it appeared that women partners and male associates were leaving firms at the fastest rate. The survey did not, however, seek information as to where the lawyers were going. The survey was then revised and during 1999 and 2000, the firms were surveyed as to where attorneys were going when they left the firms. See Table 11. The results show that half of all men, associates and partners (51% and 52% respectively), go to other law firms. Women associates are also more likely to go to other law firms. Over half of the women partners (52%), who left the reporting firms, however, went to corporations and 19% went to other law firms. There was also a difference in the numbers of men and women leaving to take time for family responsibilities. While two percent of the male associates and four percent of male partners left for

family reasons, fifteen percent of women associates and fourteen percent of women partners left for family reasons. (Results for the “other” category, which included “don’t know,” deceased or retired and other type of employee are not included with these statistics.)

Table 6. Percent of Eligible Lawyers Making Partner

	1995 M / F	1996 M / F	1997 M / F	1998 M / F	1999 M / F	2000 M / F
% Making Partner	66% / 80%	71% / 85%	95% / 100%	74% / 94%	22% / 18%	89% / 91%
No. Making Partner/ Eligible	31/47 20/25	45/59 17/20	35/37 23/23	31/42 17/18	49/225 18/100	47/53 20/22

Table 7. Male and female lawyers ELIGIBLE for partner positions

	Calendar Year 1995		Calendar Year 1996		Calendar Year 1997		Calendar Year 1998		Calendar Year 1999		Calendar Year 2000	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Equity partner/share holder positions	47 (65)	25 (35)	59 (75)	20 (25)	37 (62)	23 (38)	42 (70)	18 (30)	225 (69)	100 (31)	53 (71)	22 (29)
Non-equity partner positions	0 (-)	0 (-)	15 (88)	2 (12)	8 (73)	3 (27)	14 (82)	3 (18)	12 (67)	6 (33)	14 (78)	
Other	0 (-)	0 (-)	0 (-)	0 (-)	1 (100)	0 (-)			0	0	0	0

Table 8. Male and female lawyers CONSIDERED for partner positions

	Calendar Year 1995		Calendar Year 1996		Calendar Year 1997		Calendar Year 1998		Calendar Year 1999		Calendar Year 2000	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Equity partner/share holder positions	39 (63)	23 (37)	53 (73)	20 (27)	36 (59)	25 (41)	42 (70)	18 (30)	66 (78)	19 (22)		
Non-equity partner positions	0 (-)	0 (-)	12 (86)	2 (14)	8 (73)	3 (27)	12 (80)	3 (20)	5 (63)	3 (38)		
Other	0 (-)	0 (-)	0 (-)	0 (-)	1 (100)	0 (-)			0	0	0	0

Table 9. Male and female lawyers MADE partner

	Calendar Year 1995		Calendar Year 1996		Calendar Year 1997		Calendar Year 1998		Calendar Year 1999		Calendar Year 2000	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Equity partner/share holder positions	31 (61)	20 (39)	42 (71)	17 (29)	35 (60)	23 (40)	31 (65)	17 (35)	49 (73)	18 (27)	47 (70)	20 (30)
Non-equity partner positions	0 (-)	0 (-)	12 (86)	2 (14)	7 (70)	3 (30)	6 (86)	1 (14)	4 (50)	4 (50)	6 (67)	3 (33)
Other	0 (-)	0 (-)	0 (-)	0 (-)	1 (100)	0 (-)			0 (-)	0 (-)	0 (-)	0 (-)

Table 10. Numbers of Lawyers Leaving Firm (Both Voluntarily and Involuntarily)

	Calendar Year 1995		Calendar Year 1996		Calendar Year 1997		Calendar Year 1998		Calendar Year 1999		Calendar Year 2000	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Associate (full-time)	54 (58)	39 (42)	46 (58)	33 (42)	74 (64)	42 (36)	58 (57)	43 (43)	61 (61)	39 (39)	80 (59)	55 (41)
Associate (part-time or reduced-time)	0 (-)	1 (100)	1 (25)	3 (75)	3 (43)	4 (57)	0 (-)	2 (100)	29 (67)	14 (33)	0 (-)	1 (100)
Equity partner/share holder (full-time)	30 (81)	7 (19)	28 (78)	8 (22)	15 (60)	10 (40)	30 (81)	15 (33)	0 (-)	3 (100)	31 (82)	7 (18)
Equity partner/share holder (part-time or reduced-time)	1 (20)	4 (80)	2 (50)	2 (50)	3 (75)	1 (25)	1 (20)	1 (100)	0 (-)	9 (-)	0 (-)	0 (-)
Non-equity partner (full-time)	1 (100)	0 (-)	1 (50)	1 (50)	3 (75)	1 (25)	1 (100)	0 (-)	6 (100)	0 (-)	5 (100)	0 (-)
Non-equity partner (part-time or reduced-time)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	1 (100)
Other	10 (67)	5 (33)	11 (73)	4 (21)	6 (38)	10 (63)	10 (67)	17 (59)	10 (100)	11 (100)	8 (47)	9 (53)

Table 11. Destination for Male and female lawyers leaving firms during 1999 and 2000

	Associate		Partner/ Shareholder	
	Male	Female	Male	Female
Corporate/business law	32 (28%)	23 (28%)	15 (33%)	11 (52%)
Government/Public law (judiciary, academia, govt. agencies, etc.)	21 (19%)	12 (15%)	5 (11%)	3 (14%)
Other law firms	58 (51%)	35 (43%)	24 (52%)	4 (19%)
Taking time for family responsibilities	2 (2%)	12 (15%)	2 (4%)	3 (14%)
Total	113 (100%)	82 (100%)	46 (100%)	21 (100%)

Mobility

Once a woman is made partner, can she move to another firm as easily as a man if she so chooses? The 1998 Report indicated that from 1995-1997, it was more difficult for a woman partner to move to another firm. By 2000, the survey reported less disparity in the making of offers to women partners at the reporting firms. See Table 12. For associates, the numbers varied little and the ratios were closer to parity.

Table 12. Ratio of Male to Female Attorneys Receiving Offers

Type of Position	M:F 1995	M:F 1996	M:F 1997	M:F 1999	M:F 2000
Lateral Associate	33:31 (1.0:1.0)	64:41 (1.6:1.0)	56:51 (1.1:1.0)	120:82 (1.46:1.0)	87:55 (1.5:1.0)
Lateral Partner	5:3 (1.6:1.0)	22:4 (5.5:1.0)	18:1 (18:1.0)	70:14 (5.0:1.0)	9:4 (2.25:1.0)

Note: No data is reported for 1998

As reported in the 1998 Report, one of the concerns for women making partner has been a lack of specific criteria communicated to lawyers. Since the SAGE program began, ten percent more reporting firms have specific criteria for promotion to partnership, more firms report that all lawyers

know the criteria and over ten percent more firms report communicating the criteria in writing. In all of these areas, more than 85% of the firms report having specific criteria communicated in writing.

C. INVOLVEMENT IN GOVERNANCE

One area of concern as reported in the 1998 Report was the level of women in governance. By 2000, the percentages of women on committees in the firms surveyed ranged from 20-30% of each committee. This is higher than the rate of women partners and lower than the rate of women associates. There are only a few committees on which the percentage of women serving is less than that of the overall population of women partners. These include facilities/plant (17% of those on the committee are female) and executive/management (16%). Women served in a much higher percentage than the population of women partners on the following committees: Associates Committees (37%), Diversity (41%), and Hiring/ recruitment (35%). There was little change over the course of the study except in the partnership selection committee (six percent increase in number of women) and the pro bono committee (five percent increase in number of women) and facilities/plant committee (thirteen percent decrease in number of women).

D. COMPENSATION

As noted in the 1998 Report, several studies have found discrepancies between male and female lawyers in the area of compensation. In order to obtain information about Minnesota firms, two sets of questions about compensation were asked. First, the survey asked for aggregate information comparing men and women in highest and lowest quartiles of compensation. The second series of detailed questions inquired about the individual lawyers' gender, type of position, employment status, area of practice, year first licensed, compensation and hourly billable rate. About half of the participating firms provided the more detailed information, while all firms provided the quartile information.

SAGE surveyed differences in monetary compensation between male and female associates by examining the gender makeup of the top quartile of earners and bottom quartile of earners at each firm. Ideally, the results would reflect compensation similar to the gender ratio of associates in general.

From 1997-2000, the average distribution of male associates and female associates in the private law firms surveyed was 57% male and 43% female (including both full-time and part-time associates). In regard to compensation at the highest quartile for associates, the percentages did not change from 1997 to 2000. Male associates were much more likely to be in the top quartile of earners (64%) of the top quartile of earners than female associates (36%). The bottom quartile was more evenly split, with male associates making up 57% in 1997 and 52% in 2000. Female associates made up 43% of the bottom quartile in 1997 and 48% in 2000. The bottom quartile percentages more accurately reflect the associate population than do the top quartile percentages.

There is a dramatic difference among equity partners in terms of the reported compensation. Although women made up an average of 17% of equity partners in the years 1997-2000 in the private law firms surveyed, only 4% to 10% (1997 and 2000, respectively) of the highest compensated quartile were women, the remaining 96 and 90% (1997 and 2000, respectively) of the highest earners were men. Women were disproportionately present in the bottom quartile, however, as women made up 24% of the bottom quartile of earners, which is 7% higher than their overall presence at the firms.

The net result here is that men as associates or partners are disproportionately represented in the highest quartile of compensation. Why? Part of the discrepancy may be due to seniority. More senior associates and senior partners are male. Seniority, however, is not cited by firms as being one of the most important criteria in making compensation decisions.

For partners, the most often cited criteria were billable hours and business generation (tied), then firm administration/committee involvement and, to a lesser extent, client feedback, profession contributions, and community/charity service. Seniority was the one of the least cited criterion used in making compensation decisions for partners.

The criteria for making compensation decisions most often cited for associates were (in order): billable hours, then performance evaluations and, to a lesser extent, client feedback, business generation, seniority, and professional contributions (teaching, CLE, publishing).

Although these summary numbers include all associates and all partners, the part-time associates and partners were separated for purposes of analyzing compensation, so any effect of more women working part-time has already been accounted for in these numbers.

When the detailed compensation information is analyzed, and both year first licensed and partnership/associate status are controlled, there is no statistical difference in compensation that is attributable to gender. The difference between the aggregate and the detailed information could mean either that the firms which did not report more detailed information are not paying women comparably, or that seniority plays a much larger role, even for associates, than might have been expected based on other studies. This analysis is only suggestive, however, because it is based on a smaller number of lawyers for whom detailed information was provided.

Table 13. Male and Female Lawyers in Top Quartile for Compensation

<u>Type of Position</u>	1997		1998		2000	
	<u>Number of Male Lawyers</u>	<u>Number of Female Lawyers</u>	<u>Number of Male Lawyers</u>	<u>Number of Female Lawyers</u>	<u>Number of Male Lawyers</u>	<u>Number of Female Lawyers</u>
Associate (full-time)	70 (61)	44 (39)	75 (74)	26 (26)	67 (64)	38 (36)
Associate (part- time or reduced- time)	3 (33)	6 (67)	2 (20)	8 (80)	1 (25)	3 (75)
Equity partner/share holder (full-time)	187 (95)	9 (5)	154 (96)	6 (4)	129 (90)	14 (10)
Equity partner/share holder (part-time or reduced-time)	2 (33)	4 (67)	1 (25)	3 (75)	0 (-)	1 (100)
Non-equity partner (full-time)	17 (100)	0 (-)	22 (100)	0 (-)	26 (90)	3 (10)
Non-equity partner (part-time or reduced-time)	0 (-)	0 (-)	3 (100)	0 (-)	1 (33)	2 (67)
Other	23 (74)	8 (26)	14 (74)	5 (26)	4 (80)	1 (20)

Table 14. Male and Female Lawyers in Bottom Quartile for Compensation

Type of Position	1997		1998		2000	
	<u>Number of Male Lawyers</u>	<u>Number of Female Lawyers</u>	<u>Number of Male Lawyers</u>	<u>Number of Female Lawyers</u>	<u>Number of Male Lawyers</u>	<u>Number of Female Lawyers</u>
Associate (full-time)	65 (53)	58 (47)	73 (54)	61 (46)	49 (52)	45 (48)
Associate (part-time or reduced-time)	0 (-)	2 (100)	1 (33)	2 (67)	0 (-)	2 (100)
Equity partner/share holder (full-time)	129 (71)	52 (29)	137 (78)	38 (22)	99 (70)	26 (21)
Equity partner/share holder (part-time or reduced-time)	1 (25)	3 (75)	0 (-)	4 (100)	3 (50)	3 (50)
Non-equity partner (full-time)	16 (94)	1 (6)	15 (79)	4 (21)	20 (71)	8 (29)
Non-equity partner (part-time or reduced-time)	0 (-)	0 (-)	2 (100)	0 (-)	1 (50)	1 (50)
Other	12 (52)	11 (48)	14 (52)	13 (48)	1 (33)	2 (67)

E. WORK LIFE AND FIRM CULTURE

As noted in the 1998 Report, it has been reported that female attorneys have more difficulty competing with male peers due to family and time pressures. The SAGE survey assessed the impact of family issues on lawyers by obtaining information about the policies and practices in place concerning family issues. Firms were asked to answer questions dealing with parental leave, sabbaticals, alternative work schedules, child care and other job-related benefits and services.

Over the period of time surveyed, the percentage of firms having a written parental leave policy dropped from 96% in 1997 to 88% in 2000. The reasons for this are not clear. Almost all of the policies provided for parental leave for adoption. Approximately two thirds of the firms allowed for paid leave. There was not a significant change for paid leave over the four years of the survey.

Since the commencement of the survey, the numbers of men and women using alternative work schedules have increased as have the numbers and rate of men taking parental leave. More firms offer sabbaticals and alternative work schedules to all lawyers. There has been little change in the provision for sick child care, evening parking, safety escorts, taxi service or pre-tax deductions for health care expenses. Although a few firms no longer paying for safety escorts, the same number of firms began paying for evening parking or taxis.

Table 15. Numbers of male and female lawyers taking parental leave

Type of Position	Calendar Year 1995		Calendar Year 1996		Calendar Year 1997		Calendar Year 1998		Calendar Year 1999		Calendar Year 2000	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Associate (full-time)	2 (11)	16 (89)	17 (40)	26 (60)	17 (37)	29 (63)	4 (17)	19 (83)	16 (36)	29 (64)	15 (37)	26 (64)
Associate (part-time or reduced-time)	1 (25)	3 (75)	0 (-)	8 (100)	0 (-)	3 (100)	1 (25)	3 (75)	0 (-)	7 (100)	0 (-)	5 (100)
Equity partner/ shareholder (full-time)	5 (26)	14 (74)	6 (38)	10 (63)	9 (60)	6 (40)	5 (26)	7 (78)	5 (42)	7 (58)	11 (55)	9 (45)
Equity partner/ shareholder (part-time or reduced time)	0 (-)	0 (-)	0 (-)	3 (100)	0 (-)	1 (100)	2 (22)	1 (100)	0 (-)	1 (100)	0 (-)	0 (-)
Non-equity partner (full-time)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	1 (100)	0 (-)	2 (100)	1 (33)	2 (67)	1 (33)	2 (67)
Non-equity partner (part-time or reduced-time)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	1 (100)	0 (-)	0 (-)
Other	0 (-)	0 (-)	2 (33)	4 (67)	1 (100)	0 (-)		5 (83)	0 (-)	1 (100)	0 (-)	1 (100)

Table 16. Numbers of male and female lawyers on alternative work schedules

Type of Position	Calendar Year 1995		Calendar Year 1996		Calendar Year 1997		Calendar Year 1998		Calendar Year 1999		Calendar Year 2000	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Associate (full-time)	3 (43)	4 (57)	4 (40)	6 (60)	58 (56)	45 (44)	0 (-)	10 (100)	4 (67)	2 (33)	3 (75)	1 (25)
Associate (part-time or reduced-time)	1 (5)	20 (95)	1 (4)	26 (96)	1 (4)	26 (96)	2 (10)	19 (90)	7 (21)	27 (79)	8 (24)	26 (26)
Equity partner/ shareholder (full-time)	18 (86)	3 (14)	18 (90)	2 (10)	71 (89)	9 (11)	19 (68)	9 (32)	12 (52)	1 (48)	9 (56)	7 (44)
Equity partner/ shareholder (part-time or reduced time)	5 (38)	8 (62)	10 (56)	8 (44)	9 (31)	20 (69)	2 (12)	15 (88)	14 (40)	12 (60)	12 (39)	19 (61)
Non-equity partner (full-time)	0 (-)	0 (-)	0 (-)	0 (-)	10 (91)	1 (9)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)
Non-equity partner (part-time or reduced-time)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	0 (-)	6 (100)	0 (-)	1 (50)	1 (50)	0 (-)	1 (100)
Other	1 (11)	8 (89)	1 (9)	10 (91)	15 (43)	20 (57)	17 (63)	10 (37)	9 (41)	13 (59)	4 (31)	9 (69)

F. ANTI-DISCRIMINATION AND SEXUAL HARASSMENT

Firms were asked about anti-discrimination and anti sexual harassment policies, training and evaluating lawyers on their attitudes toward diversity/gender bias. Since the beginning of the project, more firms have adopted written anti-discrimination policies that cover gender discrimination (from 83% in 1997 to 92% in 2000). Approximately half of all firms reported having instituted training for anti discrimination and anti-sexual harassment. Of this number, almost all make this training mandatory. This was constant over the period surveyed. More firms reported having procedures and practices in place for receiving gender discrimination and sexual harassment complaints. Almost half of the firms (48%) now have a designated female staff member, who is not a partner, receive complaints. Seventeen firms had designated a different person to receive complaints. This is a

significant change. At the time SAGE began only one firm had a designated person receiving complaints.

Since the beginning of the SAGE project, significantly more firms routinely evaluate a lawyer's attitude toward diversity/gender bias and not just at the time that a problem arises. Approximately twenty percent do not evaluate a lawyer's attitude at any time.

G. PROFESSIONAL GROWTH (LEGAL SKILLS AND BUSINESS DEVELOPMENT)

As reported in 1998, the SAGE survey asked for information about day to day work issues and long term professional growth concerns. This was done in order to set a baseline for tracking future progress.

With respect to formalized criteria for distribution of work, slightly less than half the firms reported having such criteria or a formalized system. Since 1997, fewer firms (9%) reported having such a system. Almost all firms reported having formal or informal mentoring programs (92%). Almost half of these are informal. Seventy four percent reported that any lawyer who wanted or needed mentoring, regardless of position, received a mentor.

Performance evaluations are performed by all firms, with 84% of these being performed annually. This was an increase of 13% from 1997 to 2000. Seven firms (29%) reported evaluating all lawyers in 1997. In 2000, ten firms (40%) reported conducting periodic performance evaluations for all lawyers.

Anecdotally, women have reported problems in business generation and development because firms have supported traditionally male events, such as sporting events, golf, etc. The SAGE survey asked questions about the types of events supported by firms to assess progress in providing "non-traditional" marketing opportunities. Since 1997, more firms have a process in place for nontraditional marketing. Fewer firms reported paying for hunting/fishing weekends (down from 42% in 1997 to 28% in 2000) although more are paying for tickets to sporting events (from 88% in 1997 to 96% in

2000) and more are paying for theater tickets (from 79% in 1997 to 88% in 2000). Fewer firms reported paying for family events in 2000 (32%) than they did in 1997 (46%). In general, it appears that firms are paying for more marketing opportunities as a whole. Almost all firms paid for the following: Bar Association events, charitable events, community events, golf, meals, music events, theater tickets and sporting events.

CONCLUSION

The results from the years studied of the SAGE program show some progress for women lawyers in the reporting firms in Minnesota. More change might have been expected, giving the rate of graduation from law school and hiring by firms. As stated in the 1998 report, in general the statistics bear out anecdotal and statistical information from other studies. The great majority of partners in private firms are male, male attorneys are more highly compensated than women, experienced women lawyers leave their firms at a higher rate than men, and few women are part of firms' management committees.

Some changes have occurred. Women associates are being hired at roughly the same rate as men. More men are taking advantage of leave and alternative scheduling and more firms have processes in place for dealing with discrimination and sexual harassment complaints. Significantly more firms routinely evaluate all lawyers' performance and evaluate attitudes towards diversity. More women are on firm committees.

As the women who have entered the profession in the 1990s gain seniority, men who entered in the 1960s and 1970s retire, and women partners who have left firms to go to corporations make referral decisions, it is hoped that further progress towards gender equity will be made.

APPENDIX A

SAGE PARTICIPANTS: PRIVATE LAW FIRMS

Arthur Chapman Kettering Smetak & Pikala PA	Briggs and Morgan PA
Collins Buckley Sauntry & Haugh PLLP	Cousineau McGuire & Anderson Chtd
Dorsey & Whitney LLP	Dunlap & Seeger PA
Faegre & Benson LLP	Flynn Gaskins & Bennett LLP
Fredrikson & Byron PA	Gray Plant Mooty Mooty & Bennett PA
Greene Espel PLLP	Halleland Lewis Nilan Sipkins & Johnson PA
Hansen Dordell Bradt Odlaug & Bradt PLLP	Hinshaw and Culbertson
Jardine Logan & O'Brien PLLP	Lapp Libra Thomson Stoebner & Pusch Chtd
Leonard Street and Deinard	LeVander Gillen & Miller PA
Lindquist & Vennum PLLP	Lommen Nelson Cole & Stageberg PA
Maslon Edelman Borman & Brand LLP	Maun & Simon PLC
Meshbesher & Spence	Messerli & Kramer PA
Oppenheimer Wolff & Donnelly LLP	Patterson Thuente Skaar & Christensen PA
Quinlivan & Hughes PA	Ratwik Roszak & Maloney PA
Rider Bennett Egan & Arundel LLP	Robins Kaplan Miller & Ciresi LLP
Schwegman Lundberg Woessner & Kluth PA	