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## **APPENDIX 1—ANALYZING FIRM DATA**

### **The Big Picture**

To decide on the most effective course of action, firm leadership needs to understand both the current state as well as the trend lines of their diversity metrics. Important questions to answer include:

- What is the firm doing well? How has the diversity make-up of the firm changed through time? How does the firm compare with other legal employers?
- What are the biggest challenges the firm faces? What are the highest priority issues to address?
- What questions remain? What additional data is needed?

The goal in analyzing workforce data is to illuminate the firm's story - what is contributing to and detracting from the firm's efforts to become more diverse? It often helps to construct a visual representation of the firm which includes:

- Depicting the current state—the overall representation by level all the way up to primary leadership roles within the partnership
- Assessing the inflows such as entry level and lateral hires as well as promotion decisions
- Assessing the outflows such as turnover at key levels throughout the hierarchy

Armed with robust data to inform their actions, firms can ensure they are solving the right problems or issues. To what extent is the firm's lack of diversity stemming from challenges in recruiting diverse attorneys to the firm? Does the firm struggle with retaining diverse attorneys in the associate ranks? Among the partnership? Are too few of the diverse attorneys who are in the pre-partner pool being elected to the partnership? What are the most effective means of targeting each of these issues?

### **Interpreting Overall Data:**

- What does the diversity profile of the firm look like in comparison with other law firms regionally, nationally, globally? In comparison to best-in-class employers in other industries and professions?
- What does the diversity profile of the firm look like at key levels (e.g. associates, special counsel, partners, equity partners, leadership roles)?
- How diverse is the firm by practice group? By region or geography?

- Where are the internal best practices? Which locations or practice areas are leading the way and what can be learned from them?
- What groups are having a more difficult time? How can they be better supported in their efforts to create greater diversity?
- What is the overall usage of flexibility? The usage by level? The usage by gender? How do the turnover and promotion rates of attorneys working on a flexible work arrangement compare with those working on a traditional schedule?

### **Interpreting Associate Data:**

- What are the demographics of the firm's feeder schools? Are these schools "diverse" enough?
- Are there demographic differences between those who are given employment offers versus those who accept them? What is the yield rate or are certain groups less likely to accept employment offers than others?
- What have the entering classes looked like over time? What does the summer associate class look like?
- How does the diversity of the remaining associates by class year compare to the composition of the class when first hired?
  - Substantial differences likely indicate elevated turnover rates for particular groups of attorneys.
- How does the diversity of lateral hires compare to the diversity of the talent the firm is losing?
- What types of clients and cases are associates being staffed on? Is there a dearth of women and minority associates on signature clients? In lead roles on client matters?
- What does the picture look like by practice area? Are women and minorities disproportionately being placed in - or selecting - certain practice areas rather than others? Why is that? Is it a matter of legitimate strengths and interests or is it a question of comfort or unconscious bias?

### **Interpreting Special Counsel Data:**

It is essential to understand both the real and perceived role of special counsel in the firm.

- Is the special counsel an alternative to partnership at the firm or an elongated career path with the potential to become a partner at a later time? Are those expectations clear to the attorneys who occupy this position?

- Are particular demographic groups steered into counsel roles rather than being considered for partnership? Do the reasons for becoming a special counsel vary by group?
- To what extent is the special counsel role seen as the only option for working on a flexible schedule?

### **Interpreting Partner Data:**

Often there is the perception that it is only a matter of time before a particular demographic group reaches critical mass in the partnership. To determine if that is true, firms should assess their hiring patterns over time and the percentage of new promotes to partnership.

- Is the pre-partner pipeline leaking or is it clogged? What are the demographics of the pre-partner pool?
  - If the pre-partner pool is quite diverse, but the new class of partners is not, then a firm will need to carefully investigate why women and minorities are not making partner. Is it that diverse attorneys are not adequately prepared? Is there unconscious bias in the system?
  - If women and people of color are leaving before the partner decision, then the firm needs to examine when they are leaving - and why - so as to design an effective retention strategy.
  - If women and minority senior associates are not considered “partnership material”, opportunities to gain adequate exposure, training, mentoring, or feedback can be explored.
- What is the composition of lateral partner hires? How does this compare with new partner promotes? Is this balance changing through time?
- Are women and/or minority attorneys more likely to become partners at the firm through internal promotion or by being hired from the outside?
- Among the partnership, to what degree are women and minority partners likely to be the lead attorney for high-priority firm clients? To receive origination credit for case work which they manage or in which they play an instrumental role? To sit on important firm committees?
- In examining the partnership and firm leadership, firms can explore -- What is the break-down of equity and non-equity partners by demographic group? What is the composition of the executive committee and practice leadership positions? How does this compare to the overall representation of diverse groups within the partnership?

### **Interpreting Turnover Data:**

Examining turnover by level and demographics can reveal where the firm is most vulnerable to potential turnover.

- What is the desired amount of turnover at each level? (While attrition is considered implicit to the law firm model, the turnover rates and pattern of turnover - by practice group or geography for instance - may be different than desired or anticipated.)
- Where are the turnover gaps greatest? By gender? By level? By practice group or geography?
- How can the firm stem the tide of turnover?
  - Interviews, focus groups, and employee survey data are valuable tools to understand turnover drivers and track progress on retention efforts.
  - Confidential exit interviews conducted by a third party are useful to learn the real reason why attorneys have left, including any meaningful differences by demographic group. Furthermore, this data can track where the departed attorneys have gone. Often exit interviews conducted internally do not reveal the underlying reasons behind turnover.
- When is turnover preventable or not (e.g. an attorney leaves because she perceives that she is not receiving adequate development experience versus an attorney leaves the practice of law altogether after having determined that it is not a good career fit)?
  - In certain cases, attorneys are more affected by the “push” from their firms than the “pull” of better opportunities elsewhere.
  - After identifying avoidable turnover and prioritizing the most vulnerable groups, firms can design the most effective retention strategies.

Armed with specific data about the real story at their firm, leadership will be well positioned to target their responses and invest finite time, energy, and resources in efforts that can and will make the difference.

**APPENDIX 2—DATA TABLES**

**TABLE 1: Representation Data by Level March 2010 -- All Attorneys**

- Representation Data, March 2010 -- # Attorneys

	<b>Assoc</b>	<b>Special Counsel/Sr Atty</b>	<b>New Part. Promotes</b>	<b>Income Partners</b>	<b>Equity Partners</b>	<b>Partners</b>	<b>Prac Grp Heads</b>	<b>Mgt Committee</b>	<b>Man Part/ Firm Chair</b>	<b>TOTAL</b>
White Men	5118	1158	97	1016	3916	4932	2036	849	118	<b>11208</b>
Minority Men	1196	98	10	65	200	265	110	56	6	<b>1559</b>
White Women	3677	609	43	296	678	974	356	167	7	<b>5260</b>
Minority Women	1499	79	7	42	87	129	34	19	0	<b>1707</b>
<b>Total Attys</b>	<b>11490</b>	<b>1944</b>	<b>157</b>	<b>1419</b>	<b>4881</b>	<b>6300</b>	<b>2536</b>	<b>1091</b>	<b>131</b>	<b>19734</b>
Women	5176	688	50	338	765	1103	390	186	7	<b>6967</b>
Minorities	2695	177	17	107	287	394	144	75	6	<b>3266</b>

**TABLE 1: Representation Data by Level March 2010 -- All Attorneys (cont.)**

- Representation Data, March 2010 -- % Attorneys

	<b>Assoc</b>	<b>Special Counsel/Sr Atty</b>	<b>New Part. Promotes</b>	<b>Income Partners</b>	<b>Equity Partners</b>	<b>Partner</b>	<b>PGH</b>	<b>Mgt Committee</b>	<b>Man Part/ Firm Chair</b>	<b>TOTAL</b>
White Men	44.54%	59.57%	61.78%	71.60%	80.23%	78.29%	80.28%	77.82%	90.08%	<b>56.80%</b>
Minority Men	10.41%	5.04%	6.37%	4.58%	4.10%	4.21%	4.34%	5.13%	4.58%	<b>7.90%</b>
White Women	32.00%	31.33%	27.39%	20.86%	13.89%	15.46%	14.04%	15.31%	5.34%	<b>26.65%</b>
Minority Women	13.05%	4.06%	4.46%	2.96%	1.78%	2.05%	1.34%	1.74%	0.00%	<b>8.65%</b>
Total Attys	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	<b>100.00%</b>
Women	45.05%	35.39%	31.85%	23.82%	15.67%	17.51%	15.38%	17.05%	5.34%	<b>35.30%</b>
Minorities	23.46%	9.10%	10.83%	7.54%	5.88%	6.25%	5.68%	6.87%	4.58%	<b>16.55%</b>

**TABLE 2: Representation Data by Level March 2010 -- Minority Attorneys**

- **Representation Data, March 2010 -- # Minority Attorneys**

	<b>Assoc</b>	<b>Special Counsel</b>	<b>New Part. Promotes</b>	<b>Income Partners</b>	<b>Equity Partners</b>	<b>Partners</b>	<b>Prac Grp Heads</b>	<b>Mgt Committee</b>	<b>Man Part/ Firm Chair</b>	<b>TOTAL</b>
Black/										
African American	528	36	3	45	64	109	37	33	1	673
Hispanic	461	41	4	22	84	106	43	15	1	608
American Indian/ Alaskan	25	2	0	0	2	2	3	0	0	29
Asian/ Pacific Islander	1470	83	9	38	124	162	52	22	4	1715
Multi-Racial	208	7	0	3	6	9	9	4	0	224
<b>Total Minorities</b>	<b>2692</b>	<b>169</b>	<b>16</b>	<b>108</b>	<b>280</b>	<b>388</b>	<b>144</b>	<b>74</b>	<b>6</b>	<b>3249</b>



**TABLE 2: Representation Data by Level March 2010 -- Minority Attorneys (cont.)**

- Representation Data, March 2010 -- Minority Attorneys as % of all Attorneys

	<b>Assoc</b>	<b>Special Counsel/Sr Atty</b>	<b>New Part. Promotes</b>	<b>Income Partners</b>	<b>Equity Partners</b>	<b>Partners</b>	<b>Prac Grp Heads</b>	<b>Mgt Committee</b>	<b>Man Part/ Firm Chair</b>	<b>TOTAL</b>
Black/ African American	4.60%	1.85%	1.91%	3.17%	1.31%	1.73%	1.46%	3.02%	0.76%	3.41%
Hispanic American Indian/ Alaskan	4.01%	2.11%	2.55%	1.55%	1.72%	1.68%	1.70%	1.37%	0.76%	3.08%
Asian/ Pacific Islander	0.22%	0.10%	0.00%	0.00%	0.04%	0.03%	0.12%	0.00%	0.00%	0.15%
Multi-Racial	12.79%	4.27%	5.73%	2.68%	2.54%	2.57%	2.05%	2.02%	3.05%	8.69%
	1.81%	0.36%	0.00%	0.21%	0.12%	0.14%	0.35%	0.37%	0.00%	1.14%
<b>Total Minorities</b>	<b>23.43%</b>	<b>8.69%</b>	<b>10.19%</b>	<b>7.61%</b>	<b>5.74%</b>	<b>6.16%</b>	<b>5.68%</b>	<b>6.78%</b>	<b>4.58%</b>	<b>16.46%</b>

**TABLE 2: Representation Data by Level March 2010 -- Minority Attorneys (cont.)**

- Representation Data, March 2010 -- Racial/Ethnic Groups as % of All Minority Attorneys

	<b>Assoc</b>	<b>Special Counsel/ Sr Atty</b>	<b>New Part. Promotes</b>	<b>Income Partners</b>	<b>Equity Partners</b>	<b>Partners</b>	<b>Prac Grp Heads</b>	<b>Mgt Committee</b>	<b>Man Part/ Firm Chair</b>	<b>TOTAL</b>
Black/ African American	19.61%	21.30%	18.75%	41.67%	22.86%	28.09%	25.69%	44.59%	16.67%	20.71%
Hispanic American	17.12%	24.26%	25.00%	20.37%	30.00%	27.32%	29.86%	20.27%	16.67%	18.71%
Indian/ Alaskan	0.93%	1.18%	0.00%	0.00%	0.71%	0.52%	2.08%	0.00%	0.00%	0.89%
Asian/ Pacific Islander	54.61%	49.11%	56.25%	35.19%	44.29%	41.75%	36.11%	29.73%	66.67%	52.79%
Multi-Racial	7.73%	4.14%	0.00%	2.78%	2.14%	2.32%	6.25%	5.41%	0.00%	6.89%
Total Minorities	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**TABLE 3: Representation Data by Associate Year -- All Attorneys (1999 – 2009)**

- **Representation Data Associates Only, March 2010 -- # Attorneys**

	<b>1999 &amp; earlier</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
White Men	342	133	218	338	342	431	575	630	719	784	748
Minority Men	38	29	50	49	70	66	117	138	215	238	204
White Women	275	84	160	197	234	318	400	465	566	562	502
Minority Women	38	19	45	62	96	108	135	216	263	274	267
Total Attys	693	265	473	646	742	923	1227	1449	1763	1858	1721
Women	313	103	205	259	330	426	535	681	829	836	769
Minorities	76	48	95	111	166	174	252	354	478	512	471

**TABLE 3: Representation Data by Associate Year -- All Attorneys 1999 – 2009 (cont.)**

- **Representation Data Associates Only, March 2010 -- % Attorneys**

	<b>1999 &amp; earlier</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
White Men	49.35%	50.19%	46.09%	52.32%	46.09%	46.70%	46.86%	43.48%	40.78%	42.20%	43.46%
Minority Men	5.48%	10.94%	10.57%	7.59%	9.43%	7.15%	9.54%	9.52%	12.20%	12.81%	11.85%
White Women	39.68%	31.70%	33.83%	30.50%	31.54%	34.45%	32.60%	32.09%	32.10%	30.25%	29.17%
Minority Women	5.48%	7.17%	9.51%	9.60%	12.94%	11.70%	11.00%	14.91%	14.92%	14.75%	15.51%
Total Attys	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Women	45.17%	38.87%	43.34%	40.09%	44.47%	46.15%	43.60%	47.00%	47.02%	44.99%	44.68%
Minorities	10.97%	18.11%	20.08%	17.18%	22.37%	18.85%	20.54%	24.43%	27.11%	27.56%	27.37%

**TABLE 4: Representation Data by Associate Year -- Minority Attorneys 1999 – 2009**

- Representation Data Associates Only, March 2010 -- # Minority Attorneys

	<b>1999 &amp; earlier</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Black/ African American	13	9	16	19	30	35	38	67	95	105	103
Hispanic American	18	11	19	13	44	27	58	56	85	69	70
Indian/ Alaskan	1	0	0	1	1	0	1	0	5	2	3
Asian/ Pacific Islander	43	26	53	73	80	97	141	202	257	285	247
Multi-Racial	3	2	9	5	11	14	14	26	41	52	47
Total Minorities	78	48	97	111	166	173	252	351	483	513	470

- Representation Data Associates Only, March 2010 -- Minority Attorneys as % of all Attorneys

	<b>1999 &amp; earlier</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Black/ African American	1.88%	3.40%	3.38%	2.94%	4.04%	3.79%	3.10%	4.62%	5.39%	5.65%	5.98%
Hispanic American	2.60%	4.15%	4.02%	2.01%	5.93%	2.93%	4.73%	3.86%	4.82%	3.71%	4.07%
Indian/ Alaskan	0.14%	0.00%	0.00%	0.15%	0.13%	0.00%	0.08%	0.00%	0.28%	0.11%	0.17%
Asian/ Pacific Islander	6.20%	9.81%	11.21%	11.30%	10.78%	10.51%	11.49%	13.94%	14.58%	15.34%	14.35%
Multi-Racial	0.43%	0.75%	1.90%	0.77%	1.48%	1.52%	1.14%	1.79%	2.33%	2.80%	2.73%
Total Minorities	11.26%	18.11%	20.51%	17.18%	22.37%	18.74%	20.54%	24.22%	27.40%	27.61%	27.31%

**TABLE 4: Representation Data by Associate Year -- Minority Attorneys 1999 – 2009 (cont.)**

- **Representation Data Associates Only, March 2010 -- Racial/Ethnic Groups as % of All Minority Attorneys**

	<b>1999 &amp; earlier</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Black/ African American	16.67%	18.75%	16.49%	17.12%	18.07%	20.23%	15.08%	19.09%	19.67%	20.47%	21.91%
Hispanic American	23.08%	22.92%	19.59%	11.71%	26.51%	15.61%	23.02%	15.95%	17.60%	13.45%	14.89%
Indian/ Alaskan	1.28%	0.00%	0.00%	0.90%	0.60%	0.00%	0.40%	0.00%	1.04%	0.39%	0.64%
Asian/ Pacific Islander	55.13%	54.17%	54.64%	65.77%	48.19%	56.07%	55.95%	57.55%	53.21%	55.56%	52.55%
Multi-Racial	3.85%	4.17%	9.28%	4.50%	6.63%	8.09%	5.56%	7.41%	8.49%	10.14%	10.00%
Total Minorities	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**TABLE 5: Hiring Data -- All Attorneys**

- Hiring Data, January – December 2009 -- # Attorneys**

	<b>New Associates</b>	<b>Lateral Associates</b>	<b>Associates</b>	<b>Lateral Special Counsel</b>	<b>Income Partner</b>	<b>Equity Partner</b>	<b>Partner</b>	<b>Total Hires</b>
White men	860	267	1127	96	87	137	224	1447
Minority men	247	62	309	15	12	12	24	348
White women	594	187	781	50	25	23	48	879
Minority women	294	64	358	11	2	1	3	372
Total hires	1995	580	2575	172	126	173	299	3046
Total women	888	251	1139	61	27	24	51	1251
Total minorities	541	126	667	26	14	13	27	720

- Hiring Data, January - December 2009 -- % Attorneys**

	<b>New Associates</b>	<b>Lateral Associates</b>	<b>Associates</b>	<b>Lateral Special Counsel</b>	<b>Income Partner</b>	<b>Equity Partner</b>	<b>Partner</b>	<b>Total Hires</b>
White men	43.11%	46.03%	43.77%	55.81%	69.05%	79.19%	74.92%	47.50%
Minority men	12.38%	10.69%	12.00%	8.72%	9.52%	6.94%	8.03%	11.42%
White women	29.77%	32.24%	30.33%	29.07%	19.84%	13.29%	16.05%	28.86%
Minority women	14.74%	11.03%	13.90%	6.40%	1.59%	0.58%	1.00%	12.21%
Total hires	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Total women	44.51%	43.28%	44.23%	35.47%	21.43%	13.87%	17.06%	41.07%
Total minorities	27.12%	21.72%	25.90%	15.12%	11.11%	7.51%	9.03%	23.64%

**TABLE 6: Hiring Data -- Minority Attorneys**

- Hiring Data, January - December 2009 -- # Minority Attorneys**

	<b>New Associates</b>	<b>Lateral Associates</b>	<b>Associates</b>	<b>Lateral Special Counsel</b>	<b>Income Partners</b>	<b>Equity Partners</b>	<b>Partner</b>	<b>Total Hires</b>
Black/ African American	135	22	157	6	4	4	8	171
Hispanic	96	22	118	2	5	3	8	128
American Indian/ Alaskan	4	3	7	0	0	0	0	7
Asian/ Pacific Islander	280	71	351	15	4	4	8	374
Multi-racial	46	8	54	2	0	0	0	56
Total minority attorneys	561	126	687	25	13	11	24	736

- Hiring Data, January - December 2009 -- Minority Attorneys as % of all Attorneys**

	<b>New Associates</b>	<b>Lateral Associates</b>	<b>Associates</b>	<b>Lateral Special Counsel</b>	<b>Income Partners</b>	<b>Equity Partners</b>	<b>Partners</b>	<b>Total Hires</b>
Black/ African American	6.77%	3.79%	6.10%	3.49%	3.17%	2.31%	2.68%	5.61%
Hispanic	4.81%	3.79%	4.58%	1.16%	3.97%	1.73%	2.68%	4.20%
American Indian/ Alaskan	0.20%	0.52%	0.27%	0.00%	0.00%	0.00%	0.00%	0.23%
Asian/ Pacific Islander	14.04%	12.24%	13.63%	8.72%	3.17%	2.31%	2.68%	12.28%
Multi-racial	2.31%	1.38%	2.10%	1.16%	0.00%	0.00%	0.00%	1.84%
Total minority attorneys	28.12%	21.72%	26.68%	14.53%	10.32%	6.36%	8.03%	24.16%



**TABLE 6: Hiring Data -- Minority Attorneys (cont.)**

- **Hiring Data, January - December 2009 -- Minority Attorneys as % of All Minority Attorneys**

	<b>New Associates</b>	<b>Lateral Associates</b>	<b>Associates</b>	<b>Lateral Special Counsel</b>	<b>Income Partner</b>	<b>Equity Partner</b>	<b>Partner</b>	<b>Total Hires</b>
Black/ African American	24.06%	17.46%	22.85%	24.00%	30.77%	36.36%	33.33%	23.23%
Hispanic	17.11%	17.46%	17.18%	8.00%	38.46%	27.27%	33.33%	17.39%
American Indian/ Alaskan	0.71%	2.38%	1.02%	0.00%	0.00%	0.00%	0.00%	0.95%
Asian/ Pacific Islander	49.91%	56.35%	51.09%	60.00%	30.77%	36.36%	33.33%	50.82%
Multi-racial	8.20%	6.35%	7.86%	8.00%	0.00%	0.00%	0.00%	7.61%
Total minority attorneys	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

**TABLE 7: Voluntary Turnover Data 2009 -- All Attorneys**

- **Turnover Data, January-December 2009 -- # Attorneys**

	<b>Jr Assoc</b>	<b>Mid Assoc</b>	<b>Sr Assoc</b>	<b>Assoc</b>	<b>SC/ Sr Atty</b>	<b>Partners</b>	<b>Total</b>
White men	257	198	205	660	98	222	<b>980</b>
Minority men	82	67	49	198	7	17	<b>222</b>
White women	186	126	183	495	61	51	<b>607</b>
Minority women	91	80	59	230	7	9	<b>246</b>
Total attrition	616	471	496	1583	173	299	<b>2055</b>
Total women	277	206	242	725	68	60	<b>853</b>
Total minorities	173	147	108	428	14	26	<b>468</b>

**TABLE 7: Voluntary Turnover Data 2009 -- All Attorneys (cont.)**

- Turnover Rate\*\*, January – December 2009

	Jr Assoc***	Mid Assoc	Sr Assoc	Assoc	SC/ Sr Atty	Partners	Total
White men	10.88%	17.29%	13.10%	13.01%	9.07%	4.60%	<b>8.93%</b>
Minority men	10.78%	24.54%	15.17%	14.59%	7.69%	6.18%	<b>12.88%</b>
White women	10.82%	15.05%	15.38%	13.21%	10.80%	5.45%	<b>11.57%</b>
Minority women	9.93%	22.92%	17.56%	14.37%	8.86%	7.32%	<b>13.64%</b>
Total attrition	10.70%	18.09%	14.53%	13.44%	9.53%	4.85%	<b>10.40%</b>
Total women	10.51%	17.37%	15.86%	13.56%	10.56%	5.67%	<b>12.10%</b>
Total minorities	10.32%	23.63%	16.39%	14.47%	8.24%	6.53%	<b>13.27%</b>

\*\* Turnover rate = #attorneys who voluntarily left during calendar year 2009/ # attorneys as of 12/31/08

\*\*\*Note : Turnover rate for junior associates includes attrition of clerks

**TABLE 8: Voluntary Turnover Data 2009 -- Minority Attorneys**

- **Turnover Data, January-December 2009 -- # Minority Attorneys**

	<b>Jr Assoc</b>	<b>Mid Assoc</b>	<b>Sr Assoc</b>	<b>Assoc</b>	<b>SC/ Sr Atty</b>	<b>Partners</b>	<b>Total</b>
Black/ African American	34	43	28	105	2	4	111
Hispanic	33	22	24	79	7	3	89
American Indian/ Alaskan	3	1	0	4	0	1	5
Asian/ Pacific Islander	83	70	50	203	3	14	220
Multi-racial	16	8	4	28	0	1	29
<b>Total minority attorneys</b>	<b>169</b>	<b>144</b>	<b>106</b>	<b>419</b>	<b>12</b>	<b>23</b>	<b>454</b>

**TABLE 8: Voluntary Turnover Data 2009 -- Minority Attorneys (cont.)**

- **Turnover Rate\*\***, January – December 2009

	<b>Jr Assoc***</b>	<b>Mid Assoc</b>	<b>Sr Assoc</b>	<b>Assoc</b>	<b>SC/ Sr Atty</b>	<b>Partners</b>	<b>Total</b>
Black/ African American	10.12%	39.09%	22.05%	18.32%	5.71%	4.44%	15.90%
Hispanic	11.58%	19.82%	19.83%	15.28%	14.29%	2.73%	13.17%
American Indian/ Alaskan	33.33%	33.33%	0.00%	26.67%	0.00%	50.00%	27.78%
Asian/ Pacific Islander	9.14%	19.39%	13.70%	12.42%	3.80%	7.65%	11.60%
Multi-racial	10.88%	25.81%	10.81%	13.02%	0.00%	11.11%	12.61%

\*\* Turnover rate = #attorneys who voluntarily left during calendar year 2009/ # attorneys as of 12/31/08

\*\*\*Note : Turnover rate for junior associates includes attrition of clerks

**TABLE 9: Flexibility Data March 2010 (only includes firms indicating they track flexibility)**

	<b>Assoc # on Flex</b>	<b>Assoc Total</b>	<b>Assoc % Flex</b>	<b>SC # on Flex</b>	<b>SC Total</b>	<b>SC % Flex</b>	<b>New Part # on Flex</b>	<b>New Part Total</b>	<b>New Part % Flex</b>
White men	124	4704	2.64%	111	1071	10.36%	1	83	1.20%
Minority men	37	1121	3.30%	4	91	4.40%	0	9	0.00%
White women	445	3388	13.13%	214	548	39.05%	0	37	0.00%
Minority women	94	1402	6.70%	20	75	26.67%	0	6	0.00%
Total attorneys	700	10615	6.59%	349	1785	19.55%	1	135	0.74%
Total women	539	4790	11.25%	234	623	37.56%	0	43	0.00%
Total minorities	131	2523	5.19%	24	166	14.46%	0	15	0.00%

  

	<b>Partner # on Flex</b>	<b>Partner Total</b>	<b>Partner % Flex</b>	<b>Equity Partner # on Flex</b>	<b>Equity Partner Total</b>	<b>Equity Partner % Flex</b>	<b>Tot Atty # on Flex</b>	<b>Tot Atty</b>	<b>Tot Atty % Flex</b>
White men	148	4339	3.41%	91	3575	2.55%	383	10114	3.79%
Minority men	11	235	4.68%	3	182	1.65%	52	1447	3.59%
White women	81	856	9.46%	58	628	9.24%	740	4792	15.44%
Minority women	6	113	5.31%	2	81	2.47%	120	1590	7.55%
Total attorneys	246	5543	4.44%	154	4466	3.45%	1295	17943	7.22%
Total women	87	969	8.98%	60	709	8.46%	860	6382	13.48%
Total minorities	17	348	4.89%	5	263	1.90%	172	3037	5.66%