

--- APPENDICES ---

APPENDIX 1 – ANALYZING FIRM DATA

The Big Picture

Interpreting Overall Data

Interpreting Associate Data

Interpreting Special Counsel Data

Interpreting Partner Data

Interpreting Turnover Data

APPENDIX 2 – DATA TABLES

Table 1: Representation Data by Level – All Attorneys (December 2011)

Table 2: Representation Data by Level – Minority Attorneys (December 2011)

Table 3: Representation Data by Associate Year – All Attorneys (2001– 2011)

Table 4: Representation Data by Associate Year – Minority Attorneys (2001– 2011)

Table 5: Hiring Data – All Attorneys (January – December 2011)

Table 6: Hiring Data – Minority Attorneys (January – December 2011)

Table 7: Voluntary Turnover Data – All Attorneys (January – December 2011)

Table 8: Voluntary Turnover Data – Minority Attorneys (January – December 2011)

Table 9: Flexibility Data (December 2011)

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 as of December 31, 2011-- All Attorneys

Representation data - # attorneys

	Assoc	SC/ Sr Atty	New Pro Part	Inc Part	Eq Part	Partner	PGH	MC	NY MP	MP/Fchair	TOTAL
White Men	4889	1060	118	766	3692	4458	1587	724	66	84	10407
Min Men	1173	103	22	47	198	245	87	36	1	4	1521
White Wom	3416	558	56	219	703	922	317	146	11	9	4896
Min Wom	1451	80	13	45	87	132	32	17	1	0	1663
Total Attys	10929	1801	209	1077	4680	5757	2023	923	79	97	18487
Women	4867	638	69	264	790	1054	349	163	12	9	6559
Men	6062	1163	140	813	3890	4703	1674	760	67	88	11928
Minorities	2624	183	35	92	285	377	119	53	2	4	3184
White	8305	1618	174	985	4395	5380	1904	870	77	93	15303

Representation data - % attorneys

	Assoc	SC/ Sr Atty	New Pro Part	Inc Part	Eq Part	Partner	PGH	MC	NY MP	MP/Fchair	TOTAL
White Men	44.73%	58.86%	56.46%	71.12%	78.89%	77.44%	78.45%	78.44%	83.54%	86.60%	56.29%
Min Men	10.73%	5.72%	10.53%	4.36%	4.23%	4.26%	4.30%	3.90%	1.27%	4.12%	8.23%
White Wom	31.26%	30.98%	26.79%	20.33%	15.02%	16.02%	15.67%	15.82%	13.92%	9.28%	26.48%
Min Wom	13.28%	4.44%	6.22%	4.18%	1.86%	2.29%	1.58%	1.84%	1.27%	0.00%	9.00%
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	44.53%	35.42%	33.01%	24.51%	16.88%	18.31%	17.25%	17.66%	15.19%	9.28%	35.48%
Men	55.47%	64.58%	66.99%	75.49%	83.12%	81.69%	82.75%	82.34%	84.81%	90.72%	64.52%
Minorities	24.01%	10.16%	16.75%	8.54%	6.09%	6.55%	5.88%	5.74%	2.53%	4.12%	17.22%
White	75.99%	89.84%	83.25%	91.46%	93.91%	93.45%	94.12%	94.26%	97.47%	95.88%	82.78%

TABLE 2: Representation Data by Level as of December 2011 -- Minority Attorneys

Representation data - # minority attorneys

	Assoc	SC/ Sr Atty	New Pro Part	Inc Part	Eq Part	Partner	PGH	MC	NY MP	MP/ Fchair	TOTAL
Black/ African American	458	32	4	25	52	77	25	14	0	0	567
Hispanic	452	48	10	17	92	109	41	9	0	1	609
American Indian/ Alaskan	17	1	0	0	2	2	1	0	0	0	20
Asian/ Pacific Islander	1399	96	17	40	131	171	40	21	0	3	1666
Multi-racial	254	5	2	9	9	18	8	2	0	0	277
Total minority attorneys	2580	182	33	91	286	377	115	46	0	4	3139

Representation data – minority attorneys as % of all attorneys

	Assoc	SC/ Sr Atty	New Pro Part	Inc Part	Eq Part	Partner	PGH	MC	NY MP	MP/ Fchair	TOTAL
Black/ African American	4.19%	1.78%	1.91%	2.32%	1.11%	1.34%	1.24%	1.52%	0.00%	0.00%	3.07%
Hispanic	4.14%	2.67%	4.78%	1.58%	1.97%	1.89%	2.03%	0.98%	0.00%	1.03%	3.29%
American Indian/ Alaskan	0.16%	0.06%	0.00%	0.00%	0.04%	0.03%	0.05%	0.00%	0.00%	0.00%	0.11%
Asian/ Pacific Islander	12.80%	5.33%	8.13%	3.71%	2.80%	2.97%	1.98%	2.28%	0.00%	3.09%	9.01%
Multi-racial	2.32%	0.28%	0.96%	0.84%	0.19%	0.31%	0.40%	0.22%	0.00%	0.00%	1.50%
Total minority attorneys	23.61%	10.11%	15.79%	8.45%	6.11%	6.55%	5.68%	4.98%	0.00%	4.12%	16.98%

TABLE 2: Representation Data by Level as of December 2011 -- Minority Attorneys (cont.)

Representation data – racial/ethnic group as % of all minority attorneys

	Assoc	SC/ Sr Atty	New Pro Part	Inc Part	Eq Part	Partner	PGH	MC	NY MP	MP/ Fchair	TOTAL
Black/ African American	17.75%	17.58%	12.12%	27.47%	18.18%	20.42%	21.74%	30.43%	0.00%	0.00%	18.06%
Hispanic	17.52%	26.37%	30.30%	18.68%	32.17%	28.91%	35.65%	19.57%	0.00%	25.00%	19.40%
American Indian/ Alaskan	0.66%	0.55%	0.00%	0.00%	0.70%	0.53%	0.87%	0.00%	0.00%	0.00%	0.64%
Asian/ Pacific Islander	54.22%	52.75%	51.52%	43.96%	45.80%	45.36%	34.78%	45.65%	0.00%	75.00%	53.07%
Multi-racial	9.84%	2.75%	6.06%	9.89%	3.15%	4.77%	6.96%	4.35%	0.00%	0.00%	8.82%

TABLE 3: Representation Data by Associate Year -- All Attorneys 2001 – 2011

Representation data associates only - # attorneys

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
White Men	298	144	192	257	398	442	558	630	717	688	565	4889
Min Men	54	23	41	34	71	83	143	160	181	218	144	1152
White Wom	256	91	132	164	272	318	356	427	499	485	363	3363
Min Wom	57	30	53	55	71	123	153	194	251	239	175	1401
Total Attys	665	288	418	510	812	966	1210	1411	1648	1630	1247	10805
Women	313	121	185	219	343	441	509	621	750	724	538	4764
Men	352	167	233	291	469	525	701	790	898	906	709	6041
Minorities	111	53	94	89	142	206	296	354	432	457	319	2553
White	554	235	324	421	670	760	914	1057	1216	1173	928	8252

Representation data associates only - % attorneys

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
White Men	44.81%	50.00%	45.93%	50.39%	49.01%	45.76%	46.12%	44.65%	43.51%	42.21%	45.31%	45.25%
Min Men	8.12%	7.99%	9.81%	6.67%	8.74%	8.59%	11.82%	11.34%	10.98%	13.37%	11.55%	10.66%
White Wom	38.50%	31.60%	31.58%	32.16%	33.50%	32.92%	29.42%	30.26%	30.28%	29.75%	29.11%	31.12%
Min Wom	8.57%	10.42%	12.68%	10.78%	8.74%	12.73%	12.64%	13.75%	15.23%	14.66%	14.03%	12.97%
Total Attys	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Women	47.07%	42.01%	44.26%	42.94%	42.24%	45.65%	42.07%	44.01%	45.51%	44.42%	43.14%	44.09%
Men	52.93%	57.99%	55.74%	57.06%	57.76%	54.35%	57.93%	55.99%	54.49%	55.58%	56.86%	55.91%
Minorities	16.69%	18.40%	22.49%	17.45%	17.49%	21.33%	24.46%	25.09%	26.21%	28.04%	25.58%	23.63%
White	83.31%	81.60%	77.51%	82.55%	82.51%	78.67%	75.54%	74.91%	73.79%	71.96%	74.42%	76.37%

TABLE 4: Representation Data by Associate Year -- Minority Attorneys 2001 – 2011

Representation data - # minority attorneys

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
Black/ African American	18	8	10	11	13	29	50	70	82	90	61	442
Hispanic	19	7	26	21	38	32	49	51	68	79	49	439
American Indian/ Alaskan	0	0	1	0	0	2	4	1	4	3	0	15
Asian/ Pacific Islander	62	35	51	49	81	126	165	183	224	229	170	1375
Multi-racial	11	2	4	8	7	16	22	43	47	52	39	251
Total minority attorneys	110	52	92	89	139	205	290	348	425	453	319	2522

Representation data - minority attorneys as % of all attorneys

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
Black/ African American	2.71%	2.78%	2.39%	2.16%	1.60%	3.00%	4.13%	4.96%	4.98%	5.52%	4.89%	4.09%
Hispanic	2.86%	2.43%	6.22%	4.12%	4.68%	3.31%	4.05%	3.61%	4.13%	4.85%	3.93%	4.06%
American Indian/ Alaskan	0.00%	0.00%	0.24%	0.00%	0.00%	0.21%	0.33%	0.07%	0.24%	0.18%	0.00%	0.14%
Asian/ Pacific Islander	9.32%	12.15%	12.20%	9.61%	9.98%	13.04%	13.64%	12.97%	13.59%	14.05%	13.63%	12.73%
Multi-racial	1.65%	0.69%	0.96%	1.57%	0.86%	1.66%	1.82%	3.05%	2.85%	3.19%	3.13%	2.32%
Total minority attorneys	16.54%	18.06%	22.01%	17.45%	17.12%	21.22%	23.97%	24.66%	25.79%	27.79%	25.58%	23.34%

TABLE 4: Representation Data by Associate Year -- Minority Attorneys 2001 – 2011 (cont.)

Representation data – racial/ethnic group as % of all minority attorneys

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	TOTAL
Black/ African American	16.36%	15.38%	10.87%	12.36%	9.35%	14.15%	17.24%	20.11%	19.29%	19.87%	19.12%	17.53%
Hispanic	17.27%	13.46%	28.26%	23.60%	27.34%	15.61%	16.90%	14.66%	16.00%	17.44%	15.36%	17.41%
American Indian/ Alaskan	0.00%	0.00%	1.09%	0.00%	0.00%	0.98%	1.38%	0.29%	0.94%	0.66%	0.00%	0.59%
Asian/ Pacific Islander	56.36%	67.31%	55.43%	55.06%	58.27%	61.46%	56.90%	52.59%	52.71%	50.55%	53.29%	54.52%
Multi-racial	10.00%	3.85%	4.35%	8.99%	5.04%	7.80%	7.59%	12.36%	11.06%	11.48%	12.23%	9.95%

TABLE 5: Hiring Data -- All Attorneys Hired Between January 1 and December 31, 2011

Hiring data - # attorneys hired (by level) between January-December 2011

	New Assoc	Lateral Assoc	All Assoc	Lateral SC	Lateral Inc Part	Lateral Eq Part	Lateral Part	TOTAL
White Men	690	418	1108	93	57	82	139	1340
Min Men	203	91	294	10	4	2	6	310
White Wom	479	259	738	39	13	20	33	810
Min Wom	242	116	358	11	3	4	7	376
Total Attys	1614	884	2498	153	77	108	185	2836
Women	721	375	1096	50	16	24	40	1186
Men	893	509	1402	103	61	84	145	1650
Minorities	445	207	652	21	7	6	13	686
White	1169	677	1846	132	70	102	172	2150

Hiring data - % attorneys hired (by level) between January-December 2011

	New Assoc	Lateral Assoc	All Assoc	Lateral SC	Lateral Inc Part	Lateral Eq Part	Lateral Part	TOTAL
White Men	42.75%	47.29%	44.36%	60.78%	74.03%	75.93%	75.14%	47.25%
Min Men	12.58%	10.29%	11.77%	6.54%	5.19%	1.85%	3.24%	10.93%
White Wom	29.68%	29.30%	29.54%	25.49%	16.88%	18.52%	17.84%	28.56%
Min Wom	14.99%	13.12%	14.33%	7.19%	3.90%	3.70%	3.78%	13.26%
Total Attys	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Women	44.67%	42.42%	43.88%	32.68%	20.78%	22.22%	21.62%	41.82%
Men	55.33%	57.58%	56.12%	67.32%	79.22%	77.78%	78.38%	58.18%
Minorities	27.57%	23.42%	26.10%	13.73%	9.09%	5.56%	7.03%	24.19%
White	72.43%	76.58%	73.90%	86.27%	90.91%	94.44%	92.97%	75.81%

TABLE 6: Hiring Data -- Minority Attorneys Hired Between January 1 and December 31, 2011

Hiring data - # minority attorneys hired (by level) between January-December 2011

	New Assoc	Lateral Assoc	All Assoc	Lateral SC	Lateral Inc Part	Lateral Eq Part	Lateral Part	TOTAL
Black/ African American	86	36	122	3	1	0	1	126
Hispanic	67	30	97	8	1	2	3	108
American Indian/ Alaskan	3	3	6	0	0	0	0	6
Asian/ Pacific Islander	217	113	330	10	4	4	8	348
Multi-racial	54	17	71	0	2	1	3	74
Total minority attorneys	427	199	626	21	8	7	15	662

Hiring data - % minority attorneys of all attorneys hired (by level) between January-December 2011

	New Assoc	Lateral Assoc	All Assoc	Lateral SC	Lateral Inc Part	Lateral Eq Part	Lateral Part	TOTAL
Black/ African American	5.33%	4.07%	4.88%	1.96%	1.30%	0.00%	0.54%	4.44%
Hispanic	4.15%	3.39%	3.88%	5.23%	1.30%	1.85%	1.62%	3.81%
American Indian/ Alaskan	0.19%	0.34%	0.24%	0.00%	0.00%	0.00%	0.00%	0.21%
Asian/ Pacific Islander	13.44%	12.78%	13.21%	6.54%	5.19%	3.70%	4.32%	12.27%
Multi-racial	3.35%	1.92%	2.84%	0.00%	2.60%	0.93%	1.62%	2.61%
Total minority attorneys	26.46%	22.51%	25.06%	13.73%	10.39%	6.48%	8.11%	23.34%

TABLE 6: Hiring Data -- Minority Attorneys Between January 1 and December 31, 2011 (cont.)

Hiring data - % racial/ ethnic groups of minority attorneys hired (by level) between January-December 2011

	New Assoc	Lateral Assoc	All Assoc	Lateral SC	Lateral Inc Part	Lateral Eq Part	Lateral Part	TOTAL
Black/ African American	20.14%	18.09%	19.49%	14.29%	12.50%	0.00%	6.67%	19.03%
Hispanic	15.69%	15.08%	15.50%	38.10%	12.50%	28.57%	20.00%	16.31%
American Indian/ Alaskan	0.70%	1.51%	0.96%	0.00%	0.00%	0.00%	0.00%	0.91%
Asian/ Pacific Islander	50.82%	56.78%	52.72%	47.62%	50.00%	57.14%	53.33%	52.57%
Multi-racial	12.65%	8.54%	11.34%	0.00%	25.00%	14.29%	20.00%	11.18%

TABLE 7: Voluntary Turnover – All Attorneys Who Left Between January 1 and December 31, 2011

Voluntary turnover data - # attorneys who left (by level) between January-December 2011

	Jr Assoc & Clerks	Mid-level Assoc	Sr Assoc	All Assoc & Clerks	SC/ Sr Atty	Inc Part	Eq Part	Part	Total
White Men	192	197	246	635	78	41	90	131	844
Min Men	55	53	53	161	10	4	10	14	185
White Wom	139	158	211	508	40	17	25	42	590
Min Wom	74	78	74	226	15	3	5	8	249
Total Attys	460	486	584	635	143	65	130	195	1868
Women	213	236	285	161	55	20	30	50	839
Men	247	250	299	508	88	45	100	145	1029
Minorities	129	131	127	226	25	7	15	22	434
White	331	355	457	635	118	58	115	173	1434

Voluntary turnover rate**

	Jr Assoc & Clerks	Mid-level Assoc	Sr Assoc	All Assoc & Clerks	SC/ Sr Atty	Inc Part	Eq Part	Part	Total
White Men	14.04%	23.79%	22.02%	19.17%	9.56%	7.55%	3.57%	4.28%	11.69%
Min Men	15.49%	25.85%	24.54%	20.75%	14.29%	15.38%	7.87%	9.15%	18.44%
White Wom	14.10%	26.60%	25.36%	21.06%	9.62%	10.56%	5.41%	6.74%	17.03%
Min Wom	16.67%	31.58%	31.76%	24.46%	31.91%	12.50%	7.69%	8.99%	23.36%
Total Attys	14.59%	25.93%	24.35%	20.61%	10.60%	8.62%	4.10%	4.97%	14.65%
Women	14.90%	28.06%	26.76%	22.00%	11.88%	10.81%	5.69%	7.02%	18.52%
Men	14.34%	24.20%	22.43%	19.47%	9.93%	7.91%	3.78%	4.51%	12.51%
Minorities	16.15%	28.98%	28.29%	22.76%	21.37%	14.00%	7.81%	9.09%	20.98%
White	14.06%	24.96%	23.45%	19.97%	9.58%	8.24%	3.86%	4.69%	13.42%

** Turnover rate = #attorneys who voluntarily left during calendar year 2011/ # attorneys as of 12/31/10

TABLE 8: Voluntary Turnover – Minority Attorneys Who Left Between January 1 and December 31, 2011

Voluntary turnover data - # minority attorneys who left (by level) between January-December 2011

	Jr Assoc & Clerks	Mid-level Assoc	Sr Assoc	All Assoc & Clerks	SC/ Sr Atty	Inc Part	Eq Part	Part	Total
Black/ African American	32	26	25	83	4	1	4	5	92
Hispanic	17	17	15	49	6	2	7	9	64
American Indian/ Alaskan	1	0	2	3	0	0	0	0	3
Asian/ Pacific Islander	64	77	70	211	11	3	2	5	227
Multi-racial	15	9	10	34	0	0	1	1	35
Total minority attorneys	129	129	122	380	21	6	14	20	421

Voluntary turnover rate**

	Jr Assoc & Clerks	Mid-level Assoc	Sr Assoc	All Assoc & Clerks	SC/ Sr Atty	Inc Part	Eq Part	Part	Total
Black/ African American	20.00%	33.33%	42.37%	27.95%	20.00%	6.25%	9.52%	8.62%	24.40%
Hispanic	12.50%	22.37%	17.05%	16.33%	23.08%	20.00%	13.46%	14.52%	16.49%
American Indian/ Alaskan	9.09%	0.00%	22.22%	11.54%	0.00%	NA	0.00%	0.00%	9.38%
Asian/ Pacific Islander	15.72%	31.69%	27.24%	23.26%	20.75%	15.00%	2.47%	4.95%	21.29%
Multi-racial	20.55%	28.13%	40.00%	26.15%	0.00%	0.00%	14.29%	9.09%	23.65%
Total minority attorneys	16.39%	29.66%	27.85%	22.89%	19.44%	12.00%	7.61%	8.55%	20.93%

** Turnover rate = #attorneys who voluntarily left during calendar year 2011/ # attorneys as of 12/31/10

TABLE 9: Part-Time Flexibility Data December 2011 (among firms indicating they track flexibility)

Associate and special counsel

	Assoc # on PT Flex	Assoc % on PT Flex	SC # on PT Flex	SC % on PT Flex
White Men	21	0.51%	48	5.32%
Min Men	4	0.41%	5	5.88%
White Wom	285	10.30%	141	30.32%
Min Wom	46	3.75%	16	23.53%
Total Attys	356	3.94%	210	13.81%
Women	331	8.29%	157	29.46%
Min	50	2.28%	21	13.73%

Partner-level and total attorneys

	New Part P # on PT Flex	New Part P % on PT Flex	Inc Part # on PT Flex	Inc Part % on PT Flex	Eq Part # on PT Flex	Eq Part % on PT Flex	Total Atty # on PT Flex	Total Atty % on PT Flex
White Men	0	0.00%	13	2.29%	18	0.56%	100	1.14%
Min Men	0	0.00%	0	0.00%	1	0.60%	10	0.80%
White Wom	4	8.00%	11	5.85%	37	6.12%	474	11.78%
Min Wom	0	0.00%	1	2.63%	0	0.00%	63	4.49%
Total Attys	4	2.20%	25	3.03%	56	1.37%	647	4.18%
Women	4	6.35%	12	5.31%	37	5.47%	537	9.89%
Min	0	0.00%	1	1.41%	1	0.42%	73	2.75%