

South Carolina Lawyers: The State of the Profession

A Report on the Confidential Survey
Commissioned by
The Professional Potential Task Force
of the South Carolina Bar

by: Dr. Bentley Coffey

April 30, 2009



Task Force Members

Chair	Barbara George Barton, Esq. Deborah Drucker Deutschmann, Esq. Rosalyn Frierson, Esq. Janet Haigler, Esq. Kathy Dudley Helms, Esq. Hon. Carolyn Matthews Steve Morrison, Esq. Stephanie Nye, Esq. Alice Paylor, Esq. Jill C. Rothstein, Esq. Lisa Lee Smith, Esq. Susan Davis Stewart, Esq. Fred W. Suggs, Jr., Esq. Debra Sherman Tedeschi, Esq.
Consulting Economist	Bentley Coffey, PhD.

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Preface

This report is the culmination of more than a year's work by Dr. Bentley Coffey¹ in collaboration with the South Carolina Bar's Professional Potential Task Force under the direction of Barbara George Barton. This team developed the following Mission Statement:

“To identify and address issues regarding retention and satisfaction of attorneys in the practice of law in order to maximize professional potential.”

Anecdotal evidence indicated that talented lawyers might be leaving the practice of law because of problems that were not being adequately addressed. If this supposition proved accurate, it could further indicate that the legal profession and, by logical extension, all of society would be damaged as a result of the loss of these practitioners.

The consensus of the Task Force was that an initial survey, similar to those conducted by the Massachusetts Bar Association and the Alabama Bar, was needed to identify these issues. In a two-year process of proposing, selecting, and revising, the team honed the final version of the survey. Dr. Coffey administered the finalized version of the survey, which was launched on October 15th, 2008, and closed on October 31st, 2008.

The survey was sent to 4,773 people who had become licensed by the South Carolina Bar within the last 15 years and who currently reside in South Carolina, North Carolina, or Georgia. The response rate for this survey was 25%, an indicator in itself, as the response rate is generally about 10% for this type of survey. While some of the attorneys responding to the survey appear to be happy with their career choice, a startling 30% of those surveyed indicated that they would not have gone to law school if they could do it over again.

¹ Assistant Professor of Economics at Clemson University 2004-present, Ph.D. in Economics from Duke University 2004.

The top 5 reasons attorneys are satisfied and dissatisfied with the practice of law, as indicated in the survey, are listed below.

<u>Top 5 Satisfiers</u>
1. Compensation
2. Intellectual Stimulation
3. Flexibility
4. Coworkers
5. Client Appreciation

<u>Top 5 Dissatisfiers</u>
1. Stress Levels
2. Billable Hours
3. Money
4. Lack of Respect from All
5. Feeling Over Your Head

Survey respondents identified stress levels as the primary dissatisfier, but “stress” is a general term that is probably a catchall for more specific dissatisfiers. The Task Force has tried to further isolate specific dissatisfiers and is considering stress, as indicated above, to have many components.

The Task Force has begun the process of analyzing the results of the survey to determine the reasons for this apparent dissatisfaction. The next phase of its mission will be to address these issues in order to avoid the loss of talented attorneys and to allow a satisfying and productive career for those choosing law as a profession.

Survey Methods

This project began in February 2007, when the Board of Governors of the South Carolina Bar commissioned a Task Force to address the issue of retention and satisfaction of attorneys. The Task Force consists of a diverse group of attorneys who have spent a considerable amount of time on this project. Their initial action was to create a mission statement, followed by the drafting of the survey. The questions contained in the survey were painstakingly crafted in an attempt to obtain information in every category which might pertain to satisfaction or dissatisfaction of lawyers and several open ended questions are included to catch any categories which might have been overlooked.

After the survey was finalized, the South Carolina Bar produced a roster (including inactive members) who became licensed within the past 15 years (mid 1993 to mid 2008) and who are currently based in South Carolina, North Carolina, or Georgia. For the purposes of this survey, the words “attorney, respondent, and lawyer” are used interchangeably to express the sample surveyed.

Rather than drawing a random sample from that population, an electronic invitation to fill out an on-line survey was sent to every name on the roster. The invitation was accompanied by a letter from the President of the South Carolina Bar that both encouraged participation and reassured recipients of strict confidentiality protections. Potential respondents were told that two responders would be chosen at random to receive a free registration to one of the Bar conventions.

Less than a dozen attorneys on the roster had invalid e-mail addresses. A few hundred immediately produced automated responses to announce that the targeted user would be out of the office for an extended period of time. Nevertheless, over 1000 responses were received during the two week window. As far as can be ascertained, the respondents populating the data set appear to be a random sample of the population from which they are drawn.

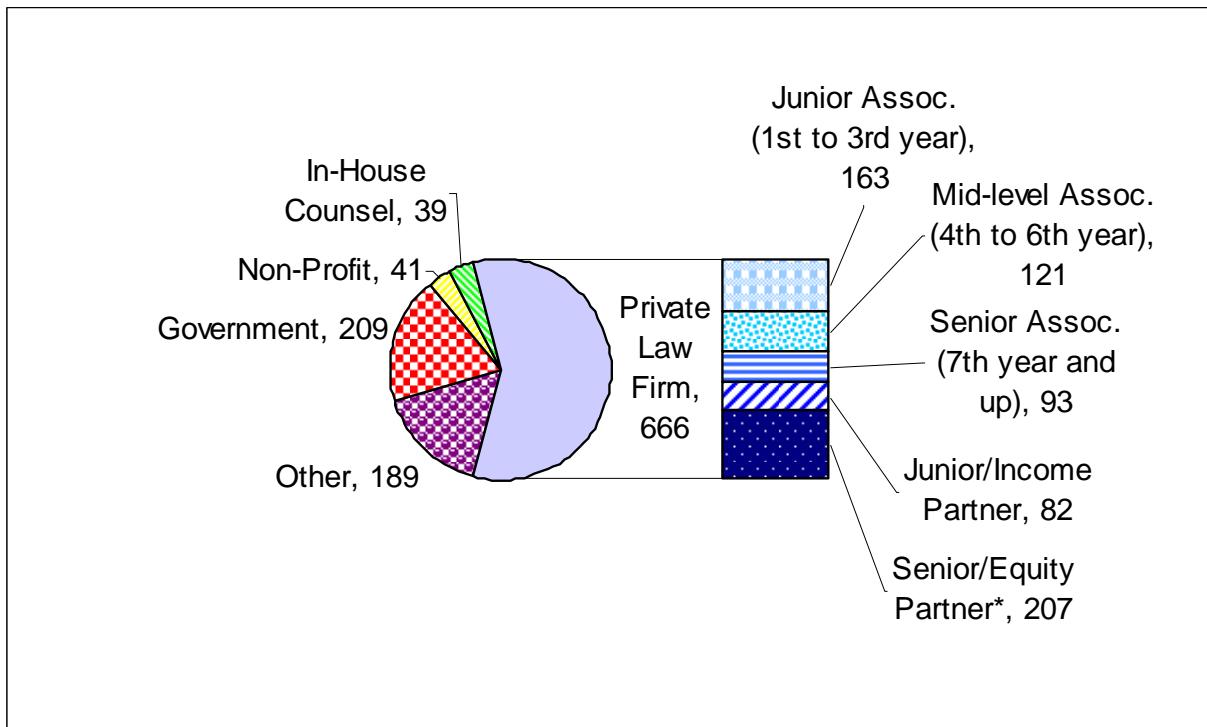
It is noted that, typical to a survey, the initial questions asked of the participants have an element of being “warm-up” questions. The participants tend to answer more completely and with more thought because they are more focused on the topic as they get further into the survey. While survey responses become more thoughtful as the survey is completed, the response rate declines with each additional question due to the time required. The first question will generally have the highest response rate because those who do not complete the survey usually answer questions in their sequential order.

Profile of Respondents

The total number of those surveyed who responded to one or more questions was 1,169, or roughly 25% of those targeted to fill out the survey. A typical survey response rate is approximately 10%. Appendix D shows the total number of respondents per question and the percentages.

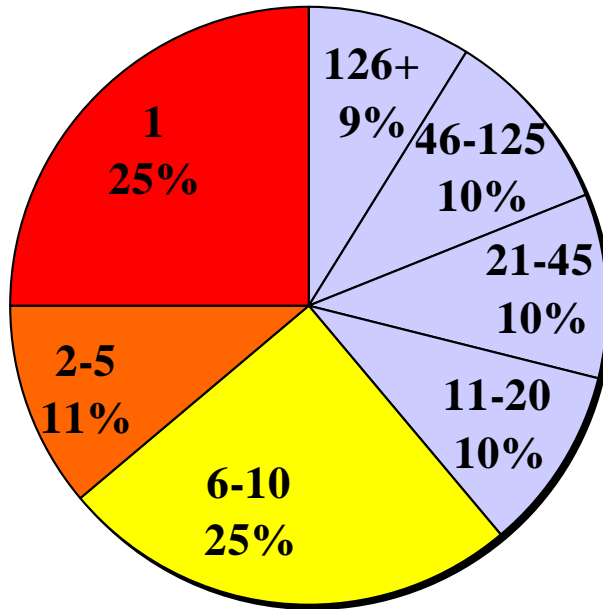
Most respondents worked for a private law firm, with senior partners and junior associates having the highest representation within the survey. Solo practitioners comprise 30% of the “Senior/Equity Partner” category in the data below:

Figure 1. Type of Employment



Almost 25% of all respondents were the only lawyers in their organization:

Figure 2. Number of Lawyers in Organization for All Respondents



Most graduated from USC's Law School:

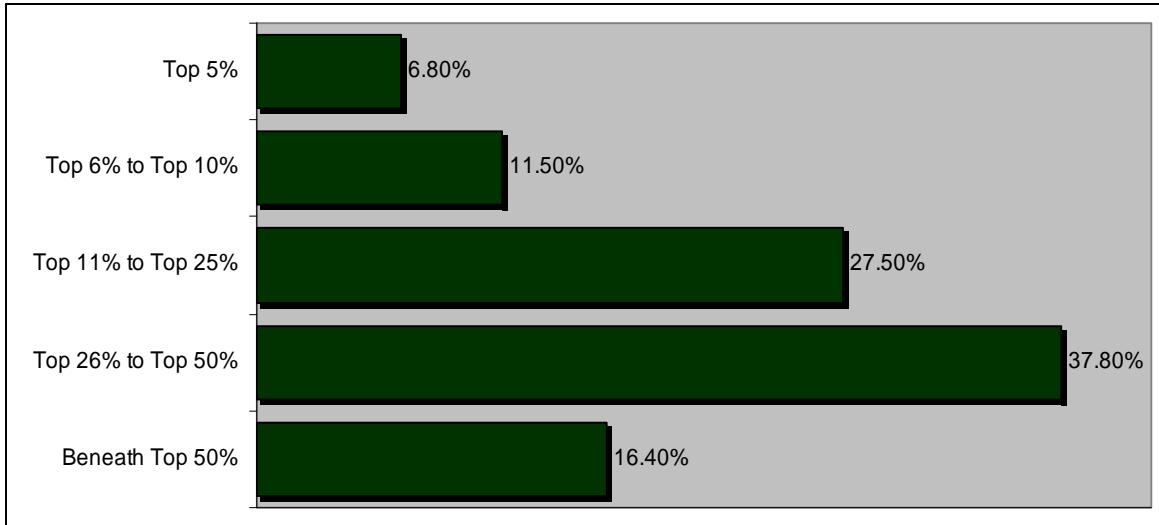
Table 1. Law School from which Respondent Graduated

USC	Charleston ²	Other (out-of-state)
61.7%	2.6%	35.7%

² The Charleston School of Law appears underrepresented because it did not begin graduating students until 2007.

Over 80% of respondents claim to have been ranked in at least the top half of their law school class:

Figure 3. Rank in Law School Class



There was an even split in the gender of the respondents:

Table 2. Gender of Respondents and All who Received the Survey

	Male	Female
Respondents	50%	50%
Population Surveyed	60%	40%

The table below indicates the racial composition of those respondents who answered the question regarding race (90% of all respondents indicated their race):

Table 3. Race of Respondents and All who Received the Survey

	Asian	African American	Hispanic	Native American	Caucasian	Other
Respondents	0.9%	5.2%	0.8%	0.3%	92.9%	0.5%

Just over 69% of respondents indicated that they are married or partnered. Those who are single, divorced, separated, or widowed were far less likely to have children:

Figure 4. Number of Children for Married Respondents

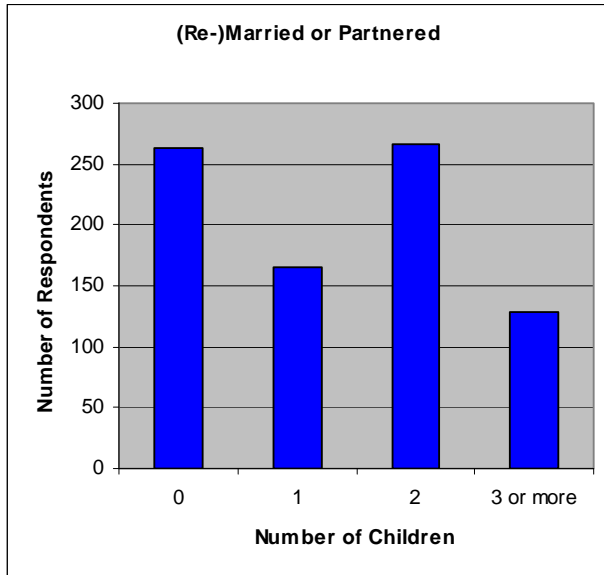
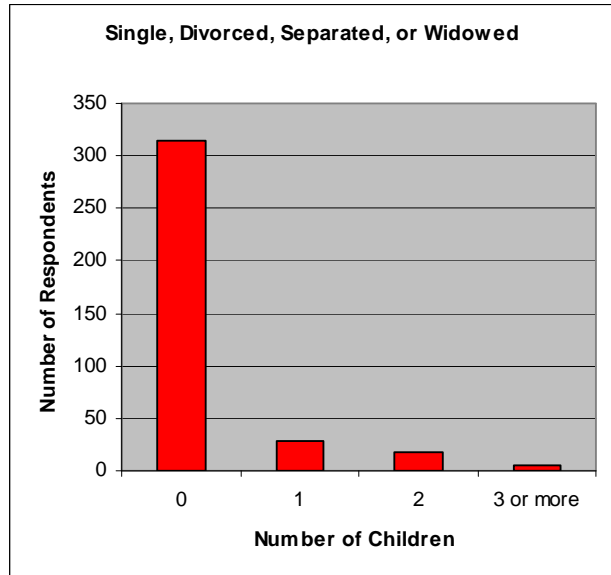


Figure 5. Number of Children for Single Respondents

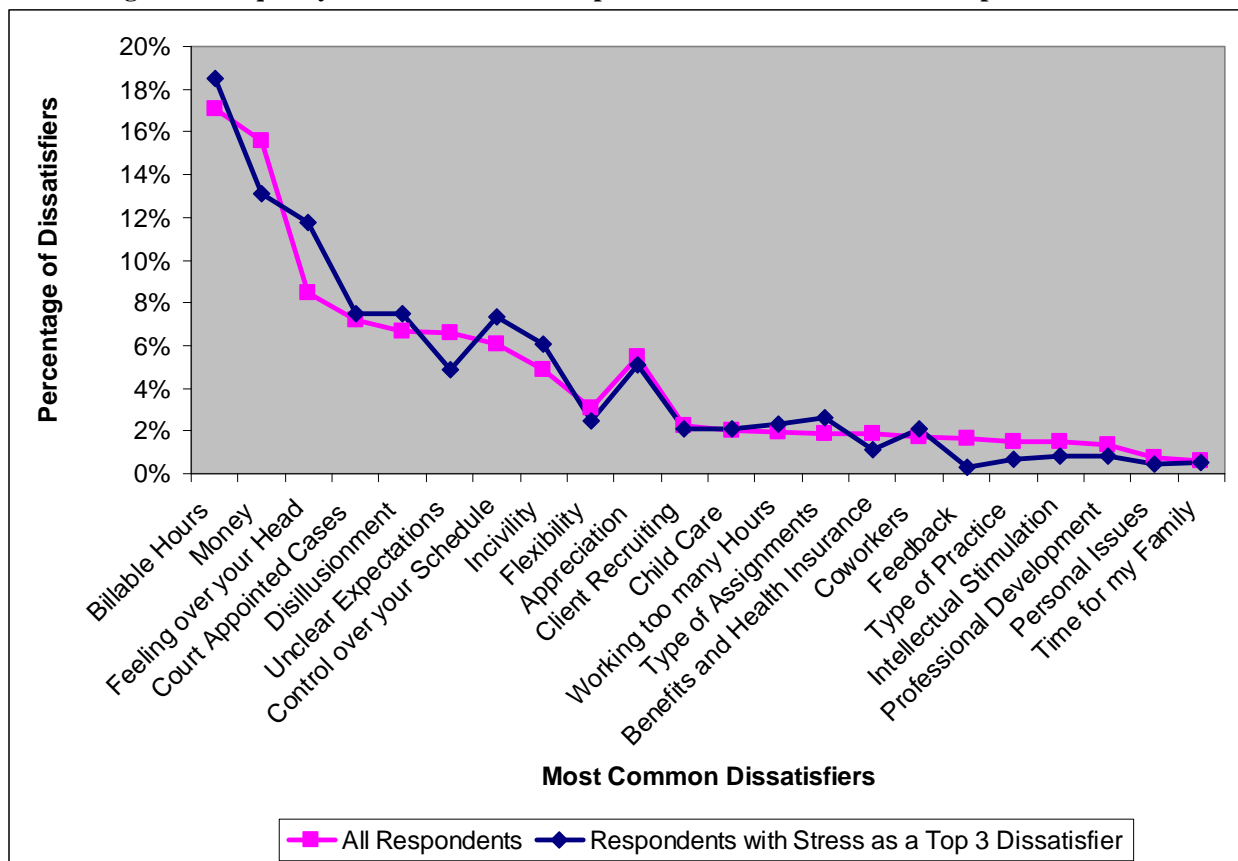


Result 1: Stress

Number one among respondents' top 3 dissatisfiers, stress was specifically noted by 528 respondents (45% of respondents).

Stress, however, distinctly correlates with all other dissatisfiers noted in this survey and is likely a symptom of the other underlying problems addressed herein rather than a root dissatisfier on its own.

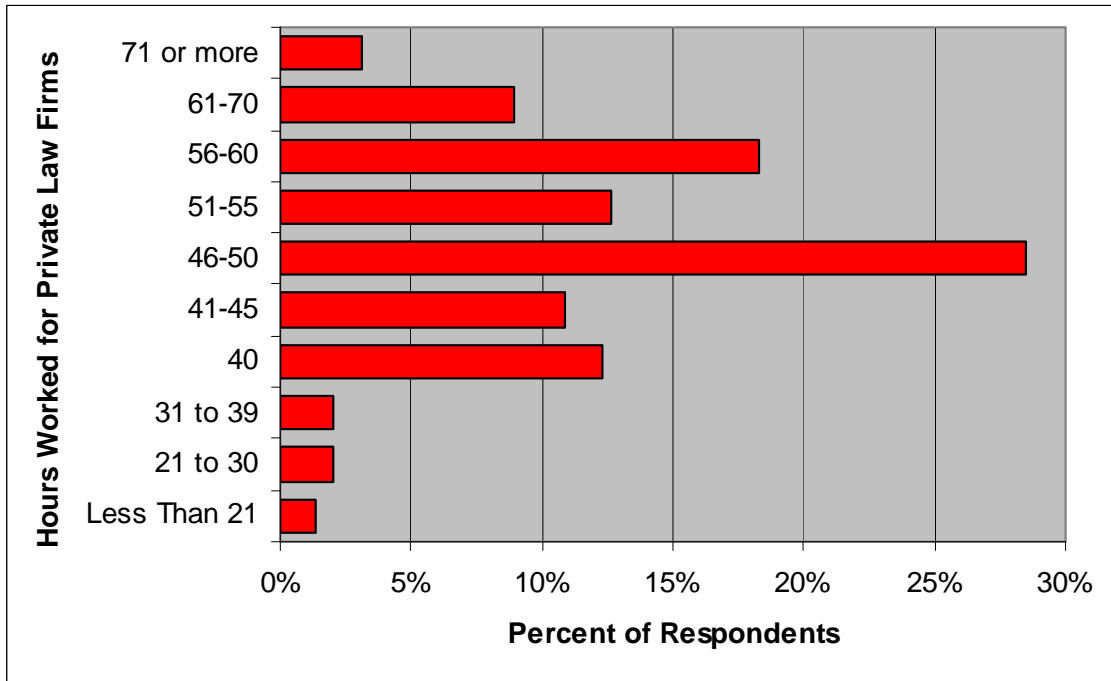
Figure 6. Frequency of Dissatisfiers for Respondents who Gave Stress as a Top 3 Dissatisfier



Result 2: Billable Hours

Of those responding to the survey, 17% worked about 40 hours per week and 74% worked more than 40 hours per week. Less than 10% work fewer than 40 hours per week. Among those working in private law firms, 28% indicated that the total hours they work, not just those they bill, is generally between 46 and 50 hours per week:

Figure 7. Distribution of Hours Worked per Week for Private Law Firms

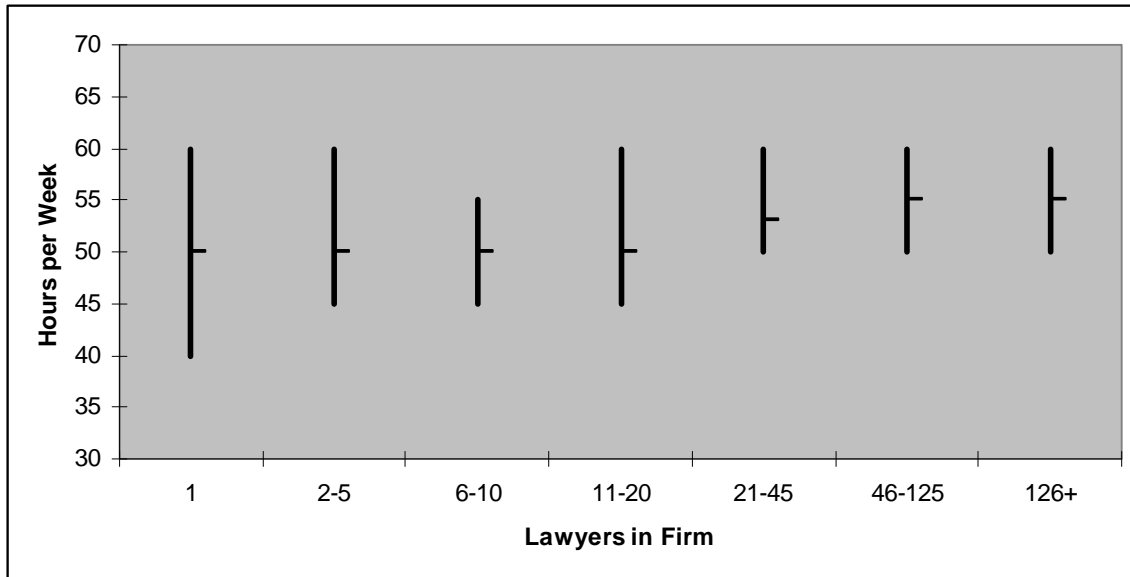


Among respondents' top 3 dissatisfiers, billable hours was the second most common answer with 314 respondents placing it in their top 3.

“The concept of billable hours is ridiculous and, in my opinion, is one of the biggest reasons that attorneys leave the traditional practice of law. Billable hours act as a disincentive to finish a task in a timely manner. I also feel that this is a major reason that many in the community hold lawyers in low regard. I've heard several non-lawyers complain about being billed for time when lawyers make small talk on the phone. The profession needs to get back to billing by the task.”

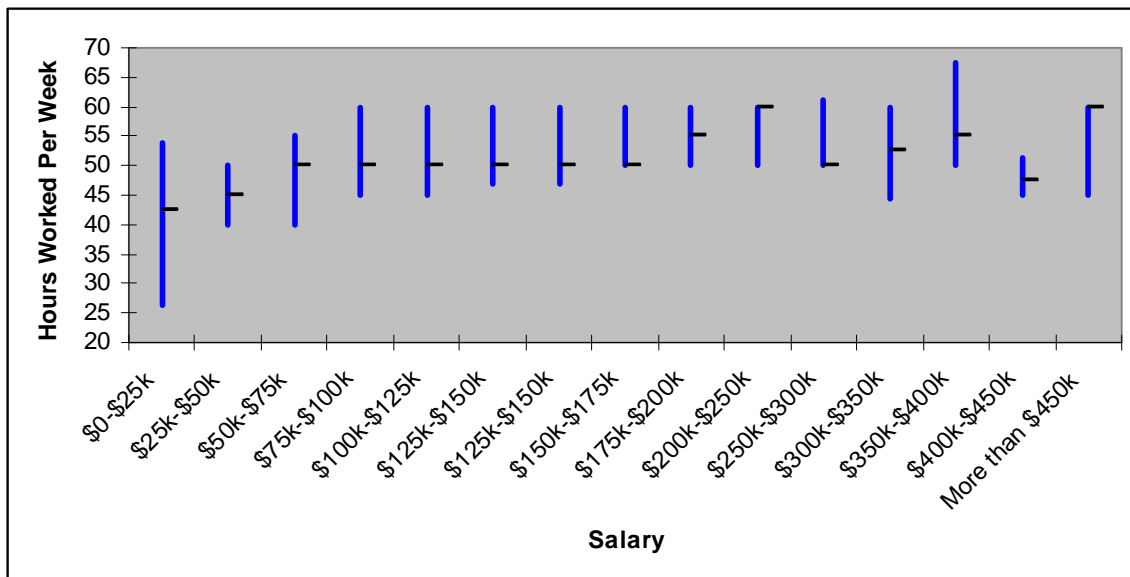
When hours worked are compared to number of lawyers in firm, the median in each range appears to be between 50-55 hours. The graph below also indicates that, as the number of lawyers in a firm increases, the median number of hours worked shifts slightly upwards:³

Figure 8: Total Number of Hours Worked per Lawyer per Week by Size of Firm



The respondents' corresponding rates of pay are shown below, with the median indicated by a dash:

Figure 9: Salary and Hours Worked per Week



³ The median is graphed as a dash within the bar representing the interquartile range.

In response to open-ended questions, over 100 respondents chose to remark on the billable hour. Many pointed out that, even with maximum flexibility, attorneys cannot balance work life with family life and still meet billable hour goals that have steadily risen over the last decade:

“The pressure to produce has risen greatly in the past 10 years often resulting in sacrifice of a personal life and personal relationships.”

Some feel that the billable hour is grossly inadequate:

“[T]he almighty billable hour is a terrible way to segment and price legal services rendered. It’s as accurate an indication of quality and value as a scheme to price all restaurant meals by surface area on a plate.”

Others pointed out that the billable hour does a disservice to clients by prioritizing longer hours over quality and placing the importance of time-consuming tasks above problem-solving:

“I have often felt that opposing counsel’s refusal to settle and/or negotiate was based on his/her desire to generate more fees.”

Worse, it may spur unethical behavior:

“Clients become upset about their bills, then squeeze partners, and partners squeeze associates. Billing pressures increase, and padding the hours and bills happens. It’s ethically impossible to bill what some lawyers bill.”

Yet, the largest complaint about the billable hour system is a complaint about being expected to work a large number of hours:

“I believe the single largest problem is the emphasis on billing practices relying on the billable hour. A larger focus should be made on alternate methods to determine value and bill clients. Pressures on time, etc., will continue to increase with the only way to earn/maintain compensation level is to work more hours.”

While other data reveals that many lawyers are constrained by their debt positions (of which, law school debt is a significant component), some are not offered the option of working fewer hours, and most are afraid that cutting back on their hours could inflict long-term damage on their careers:

Table 4. Responses Indicating if Working Part-Time Hurts Career

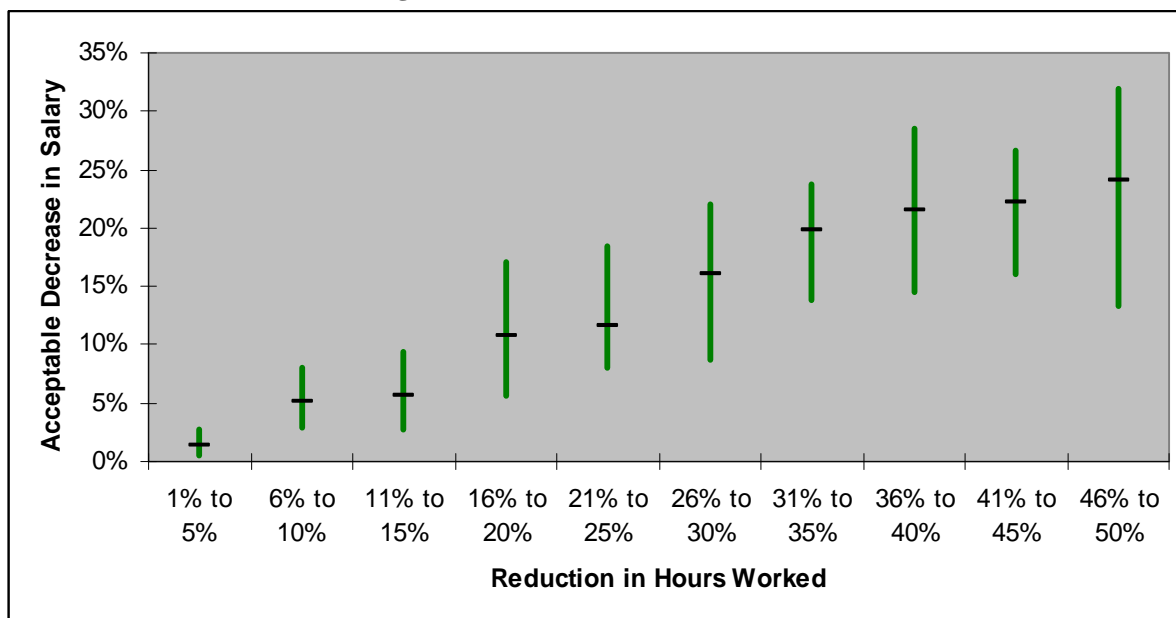
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Working part-time would hurt your career	42.6%	31.8%	8.9%	7.7%	3.8%	5.2%

Nonetheless, many would like to work fewer hours and are willing to accept less compensation in exchange for that opportunity:

“Firms need to recognize that 30 years ago the billable hour expectations were substantially less than they are today. While associates are paid more today, perhaps more are willing to work for prestigious firms for less money and less hours.”

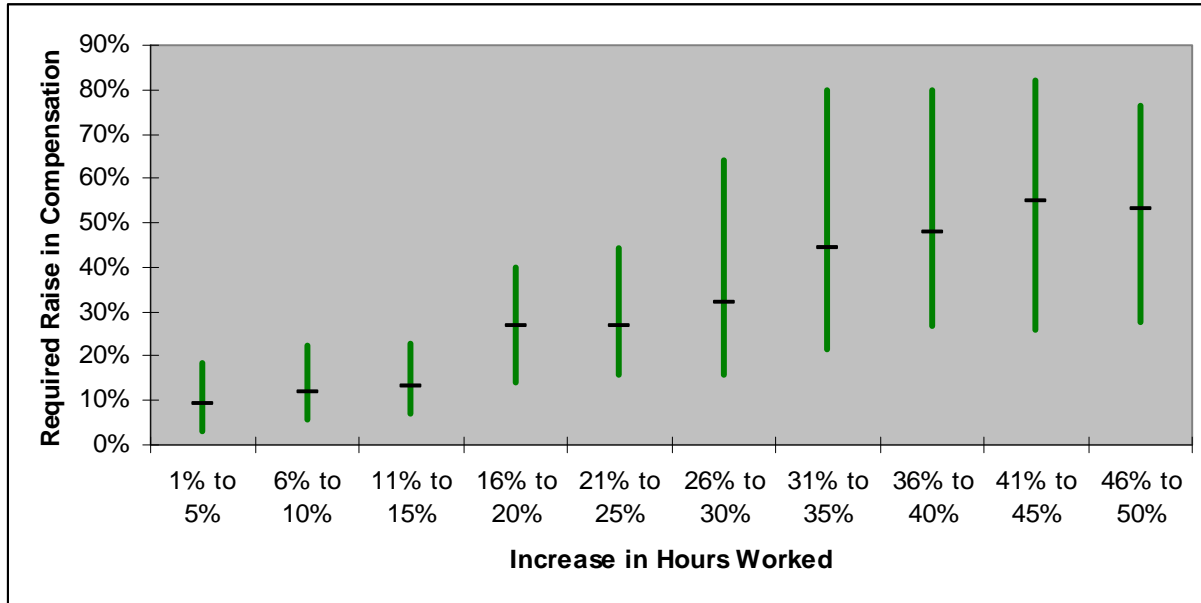
The data indicates that about one-third of the respondents indicated that they would be willing to work fewer hours for less pay. The following graph displays the percentage of salary that they would be willing to forego in order to work fewer hours:

Figure 10. Acceptable Percentage Decrease in Compensation for a Percentage Decrease in Hours Worked, with Noted Median



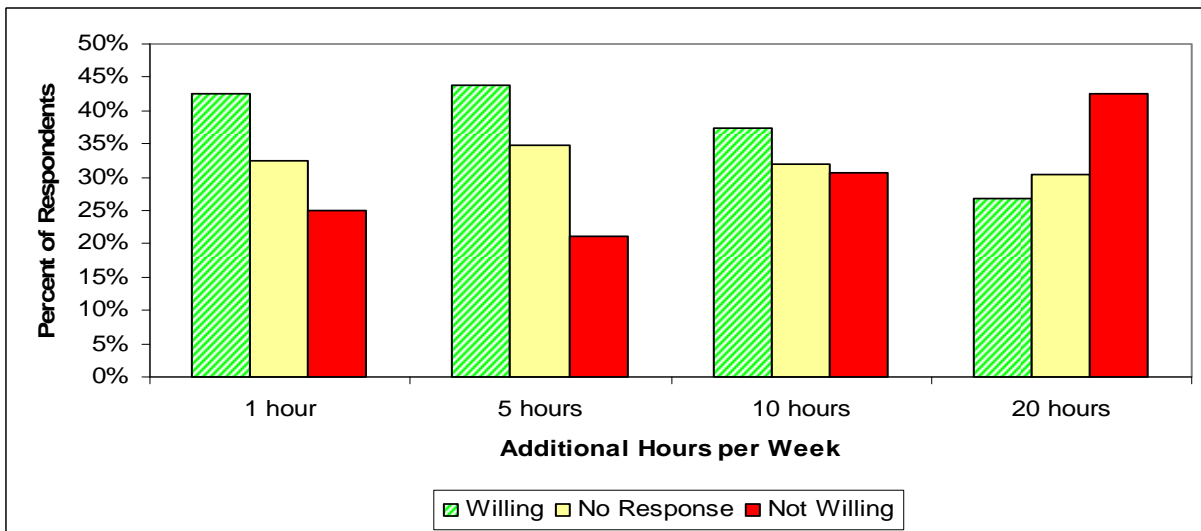
The corresponding question is how much more compensation would respondents require in order to be willing to work more hours:

Figure 11. Median and Interquartile Range on Acceptable Percentage Increase in Compensation for a Percentage Increase in Hours Worked



The averages plotted in the prior graph are the averages of those who are willing to work additional hours for additional pay. When asked if they would be willing to work one more hour per week for additional compensation, 36% of those who responded answered that they were not willing to work one more hour for any amount of additional pay. As they considered working 10 or 20 additional hours per week, the percentage of respondents who were unwilling to work more (regardless of the compensation) grew:

Figure 12. Percentage of Respondents who Were/Were Not Willing to Work more Hours for More Compensation



When asked if they would be willing to work 20 more hours per week for additional compensation, 61% of those who responded answered that they were not willing to work 20 more hours for any amount of additional pay; thus economic theory indicates that those 61% are signaling that their (remaining) “free time” is truly priceless, as reflected in the following comment:

“No monetary compensation can take the place of the time I have with my family.”

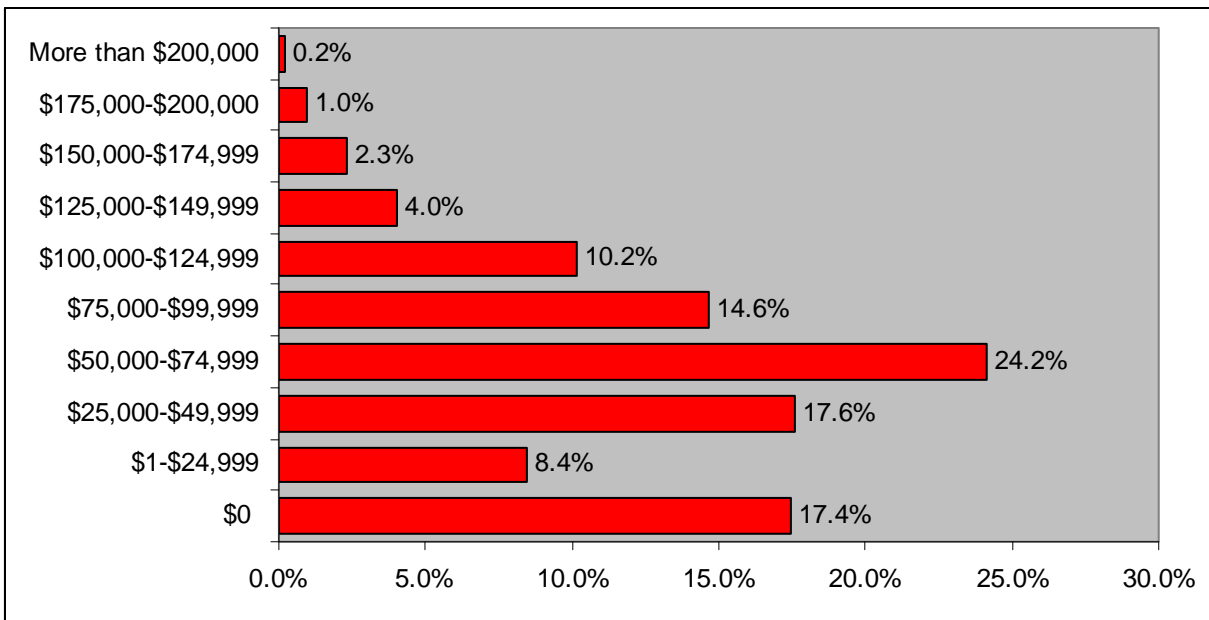
Result 3: Debt/Income

“I can't answer this question. All I can think about is my mounting debt.”

“I wish I could quit the profession tomorrow and I will as soon as I can pay off student loans.”

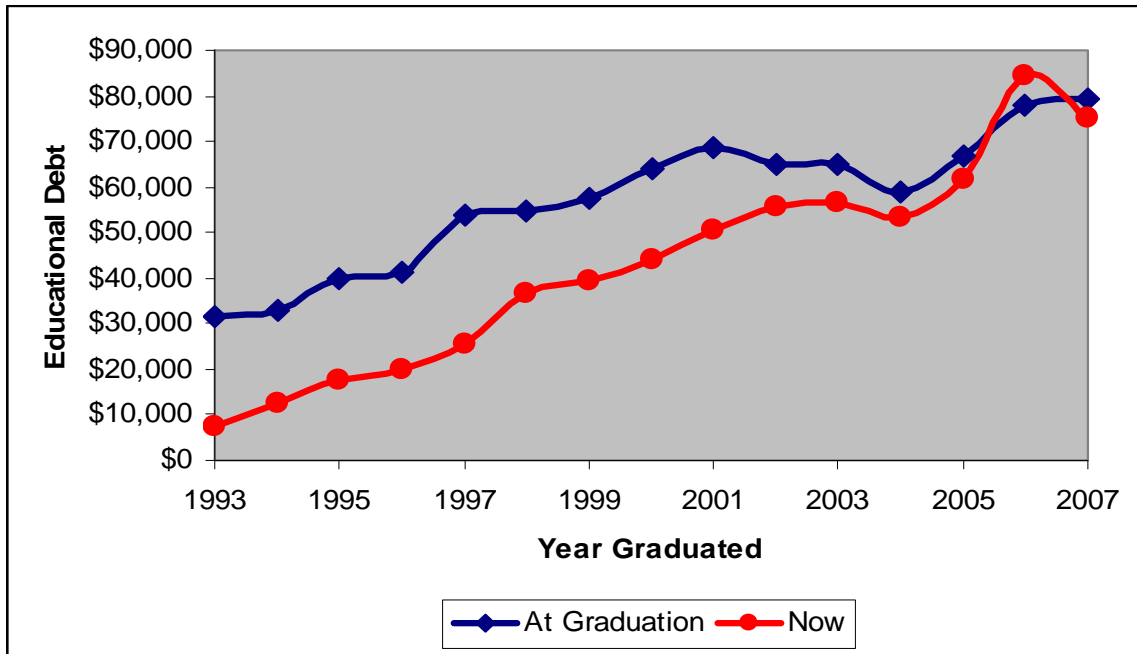
Most respondents graduated from law school with more than \$50,000 in educational debt:

Figure 13. Distribution of Educational Debt at the Time of Graduation from Law School



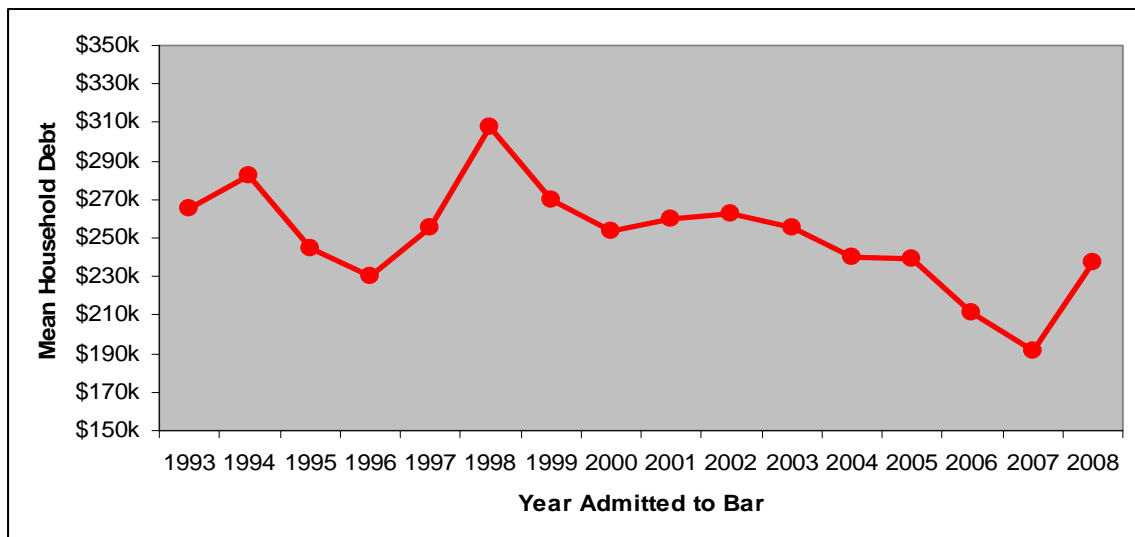
The average amount of debt that a student assumes to pay for law school has steadily increased from \$30,000 in 1993 to \$80,000 in 2007. Note that some progress has been made in paying off those debts, e.g. the class of 1997 has paid off half of their educational debt:

Figure 14. Average Educational Debt upon Graduating Law School and the Amount of that Debt That Remains, by Year Graduated from Law School



Those responding indicated that they have incurred substantial other debt in addition to their educational debt. Household debt includes mortgage debt and credit card debt. When compared to Bar admission date, note the spike in debt for those admitted to practice approximately 10 years:

Figure 15. Mean Household Debt by Years in Practice



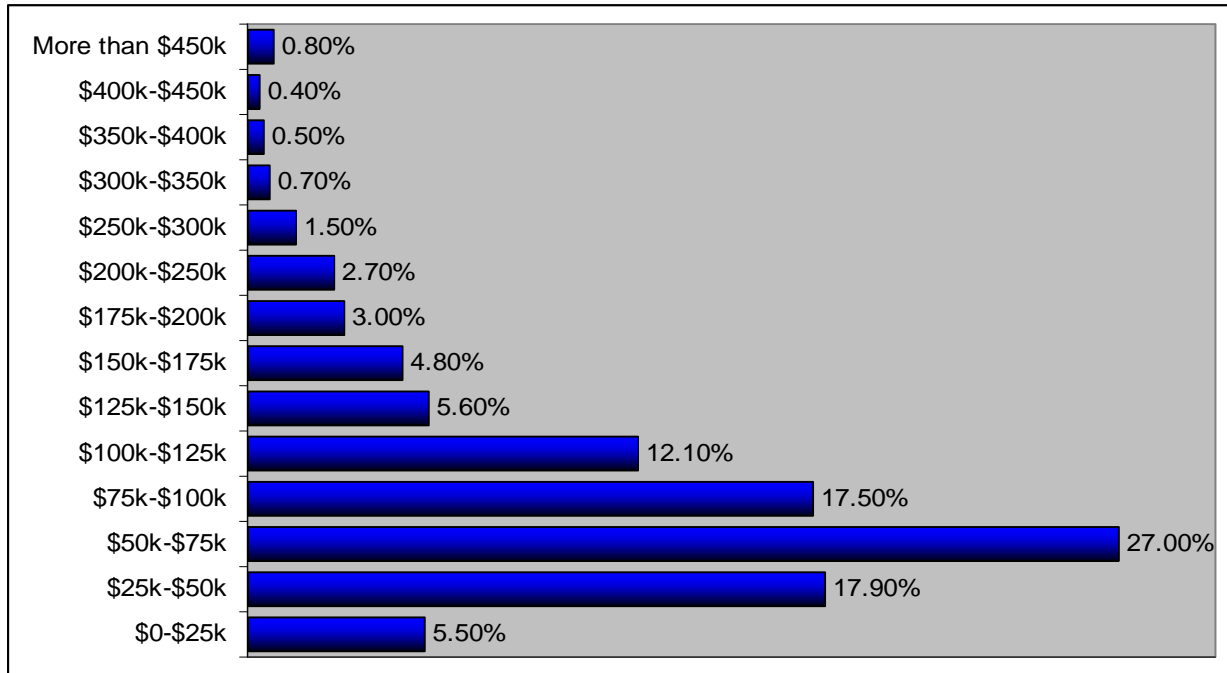
Income

Respondents indicated that servicing their debt makes budgets tight:

“Aside from general quality of life issues, like high stress, unreasonably demanding clients, unpleasant working environments, the major issue I face is massive student loan debt. I would absolutely love to start my own practice, and believe that I could quickly have enough business to be profitable, but because of my high student loan debt, I cannot afford to risk even a month or two of uncertain income. Knowing that it would realistically take several months to be profitable, it's not an option at all right now. Thus, I am in a job that, frankly, I hate, and don't foresee being able to leave any time soon.”

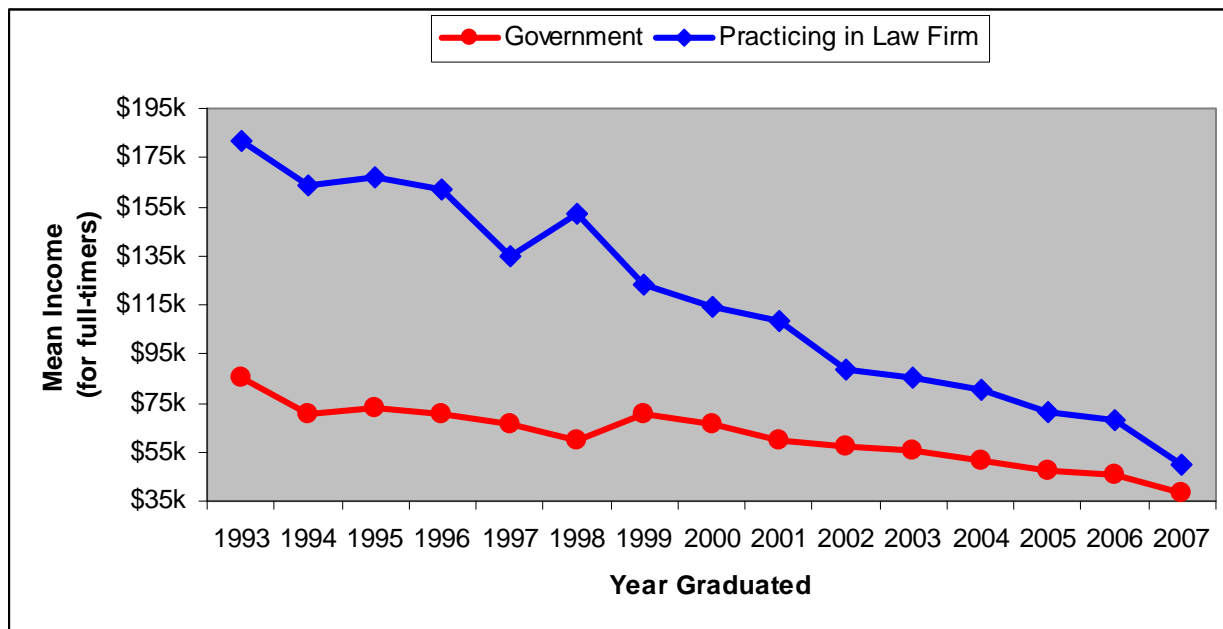
This debt is serviced by their incomes, the distribution of which is depicted below:

Figure 16. Distribution of Pre-Tax Work Earnings Across Population Surveyed



Between \$50,000 and \$75,000 is the mode pre-tax earning range (the most likely income a lawyer will earn), as well as the median (the income that 50% of lawyers make less than); the mean earnings are considerably higher at \$94,179.⁴ Mean income by year graduated is depicted below:

Figure 17. Mean Income By Year Graduated for Two Largest Sectors:

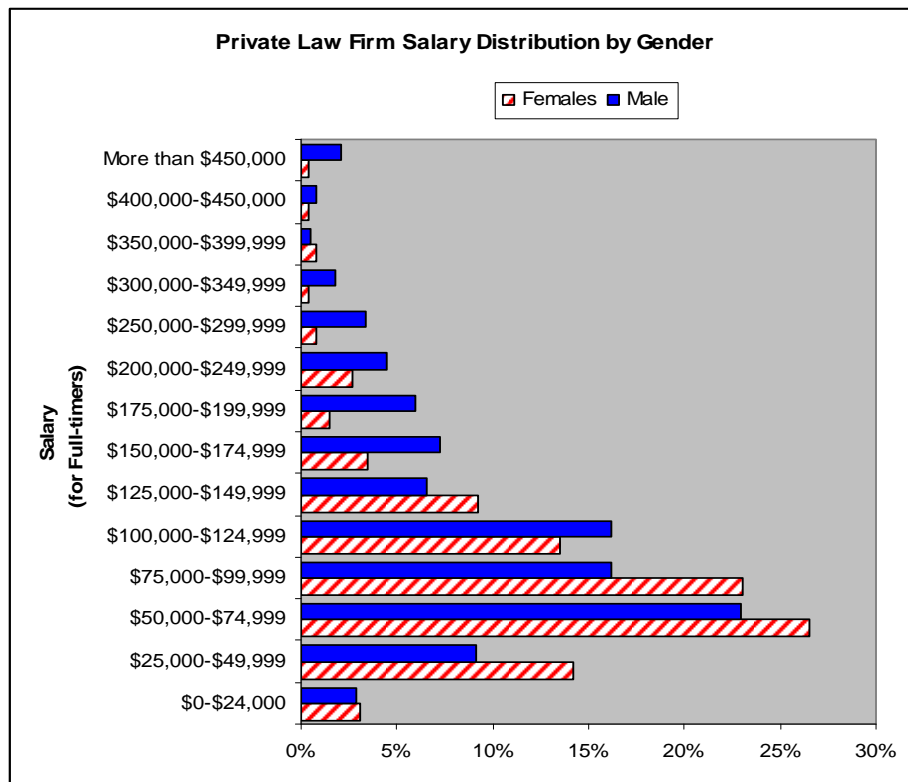
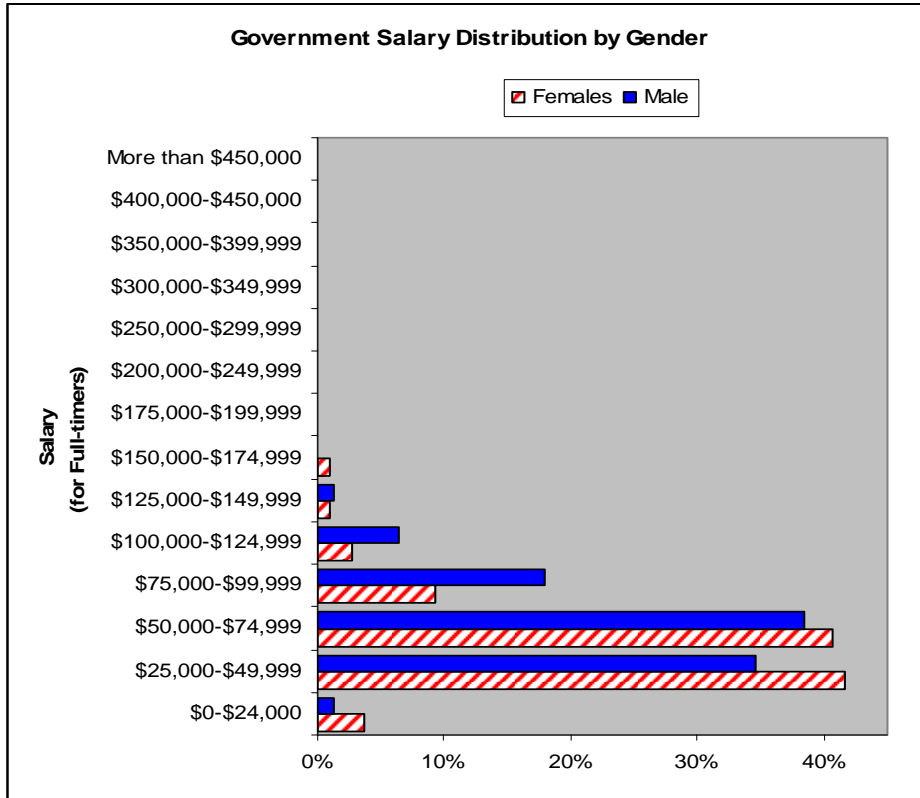


Inadequate pay was among the top 3 dissatisfiers for 287 respondents. Government employees are about twice as likely to note inadequate compensation (39% of the lawyers working for the government listed “compensation” as a top 3 dissatisfier, as opposed to the 17.6% of all respondents who listed “compensation” as a top 3 dissatisfier). Government jobs generally offer lower monetary compensation: the average income for a lawyer surveyed working for the government is \$57, 224 while the average in the private sector is \$108,407.

⁴ The mean is always higher than the median, which is higher than the mode for a skewed distribution (skewed distributions are not symmetric with respect to their mean, median, and mode).

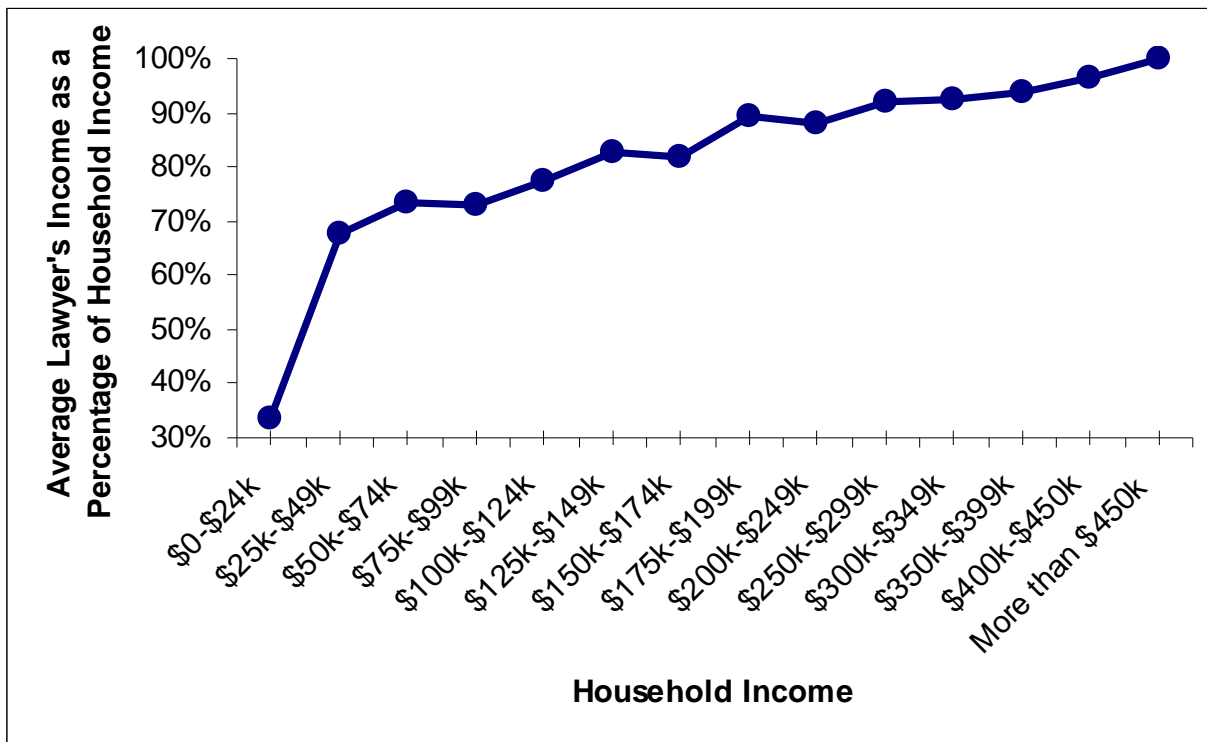
Salary distributions by gender in the two largest sectors are represented below:

Figures 18 and 19. Salary Distributions by Gender



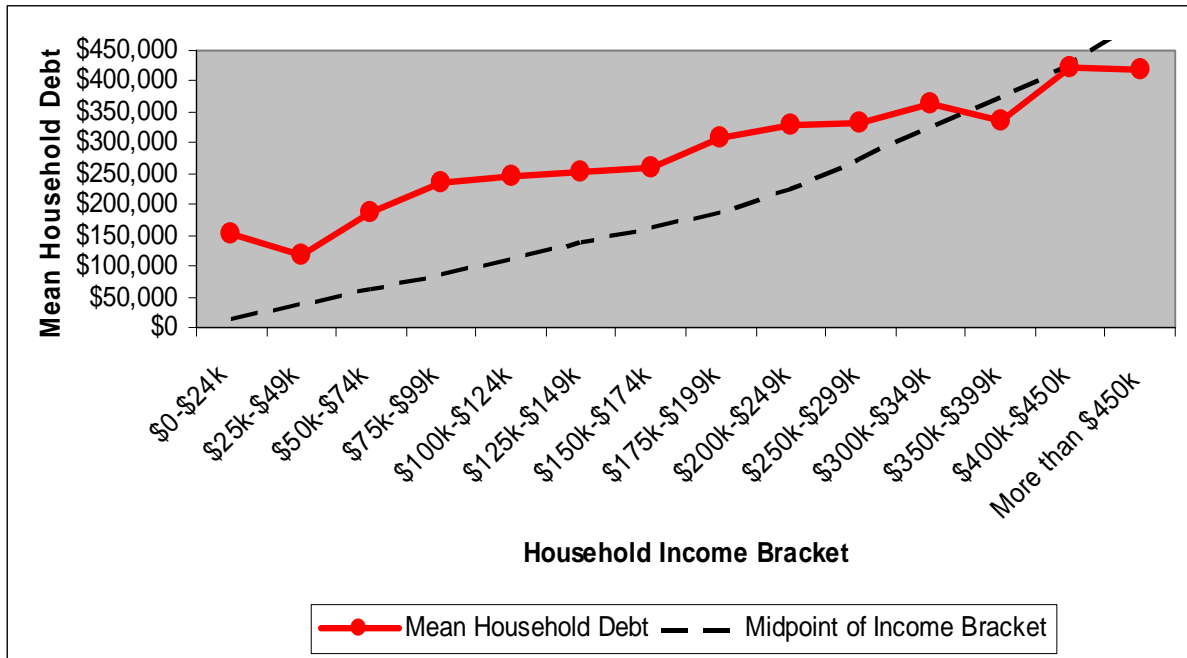
Once the respondents' income was combined with other income sources, including spousal income, household incomes rise appreciably:

Figure 20. Average Lawyer's Income as a Percentage of Household Income for Each Household Income Bracket



The most commonly occurring household incomes among the participants are between \$75,000 and \$125,000, which is clearly higher than the most commonly occurring personal income (between \$50,000 and \$75,000). Barely 10% of these households earn less than \$50,000, in contrast to the 20% of lawyers who earn less than \$50,000 individually. Spousal income appears to be critical to maintaining their standard of living.

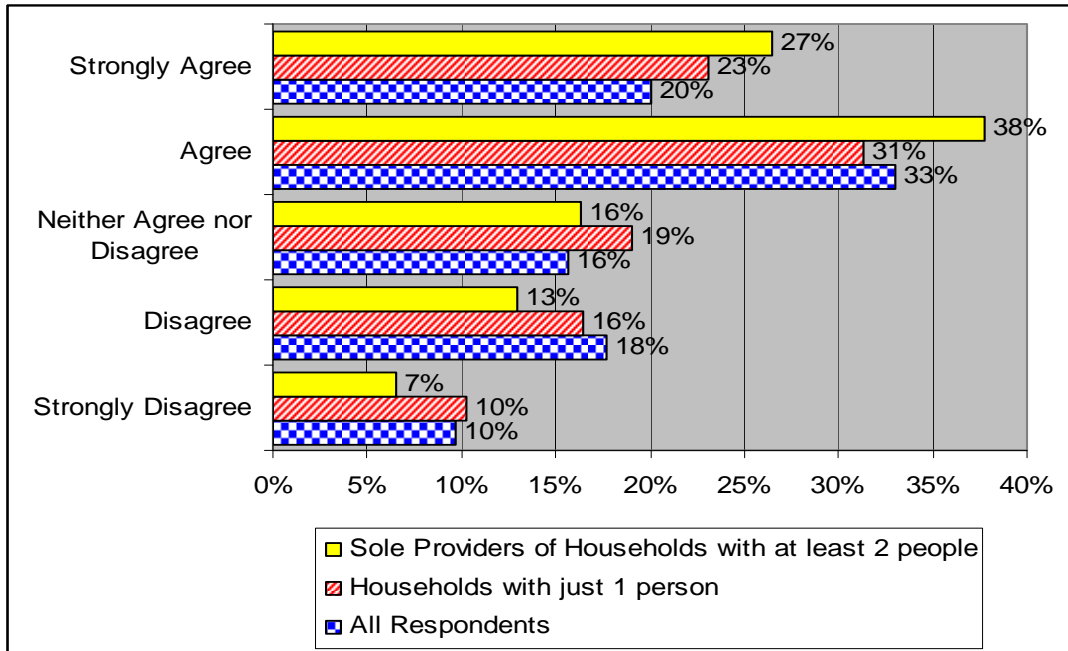
Figure 21. Mean Household Debt for Each Income Bracket and the Midpoint of the Income Bracket



On average, household debt rises with household income. Note the black dashed line, equal to the middle of the income bracket, which is plotted to serve as a reference. Comparing it to the solid line of mean debt positions at different income brackets reveals that households with larger income borrow less, relative to their incomes.

Lawyers who are sole providers for their family (e.g. single mothers) are more likely to feel trapped than single (and divorced) lawyers with no children:

Figure 22. Responses to "Sometimes Feeling Trapped in your Job", by all Respondents and Sole Provider of Income by the Presence of Dependents



More than a dozen respondents chose to use the open-ended response to expand upon the feeling of being trapped:

“There also is no real help to offset the expenses for those of us who are not trust fund kids so when you get out owing 100K, taking a fun and/or meaningful job that pays less isn't typically realistic; more often you're a slave to a big firm or similar job that can help you make the monthly payments on law school loans.”

Over 133 of the open-ended reflections indicated that they were not paid enough. Of those, 58 specifically stated that their pay was inadequate relative to their law school debt. For example:

“The advice I received about student loans prior to law school was: ‘borrow as much as you need. When you’re a lawyer, you’ll have no problem paying it back’. I’m in my 10th year of practice and am just now earning enough money to maintain a modest lifestyle without incurring more debt. I am 40 years old and there seems no end in sight for student loan debt.”

“I’ve assumed way more debt because of law school than I will ever pay off. I take the blame for that, but I wish I’d had more warning from lawyers who had accumulated debt such as I have.”

Result 4: Hours and Location

“Mostly, I want to thank you for doing this survey! I don't feel that I can speak candidly with my employer about these issues because people who want to work fewer hours (and accept less pay), or have a flexible schedule, or have a clearer or more generous leave policy, are seen as lacking dedication. I hope you are able to make the point to employers that for many of us, our dedication to the profession would actually increase if more flexible, alternative work arrangements were more widely available and less harshly judged.”

While 325 lawyers included flexibility in their list of top 3 satisfiers, when asked for their open-ended reflections, 125 respondents wrote about frustrations with an inflexible workplace. When asked for the top 3 dissatisfiers in their current job, 56 respondents identified a lack of flexibility. The child care situation was a top 3 dissatisfier for another 37 respondents. Of those who identified inflexibility as one of their top 3 dissatisfiers, 44% were females with children under the age of 9, significantly higher than the 17% of all survey respondents. The typical dilemma is described in the following two quotations:

“I felt forced to make a choice between practicing law (which I loved) and having children. It would be wonderful to find more jobs that would allow part-time work, taking advantage of my 14 years of legal experience trying cases, while also allowing me the time to be home with my children.”

“I feel as though I had to choose either career or raising my children. I wanted to continue working part-time/contract attorney, but that doesn't seem to be available here in Columbia.”

Some women who temporarily exit the workforce find re-entry to be tricky:

“It is difficult for a woman to re-enter the workforce as an attorney once she takes time off to have children – even if she is only out of the workforce for 1-2 years.”

Other women succeed in finding and structuring a part-time work arrangement for private firms while their children are young:

“Even firms with ‘part-time’ positions consider 40 hours a week and the billable hour equivalent to be ‘part-time’. I fear I will end up like all other mother lawyers I see and neglect my children and my husband for the firm.”

Women working part-time for firms get frustrated with the arrangement, not just with the hours demanded of a part-time associate, but also with partnership track policies:

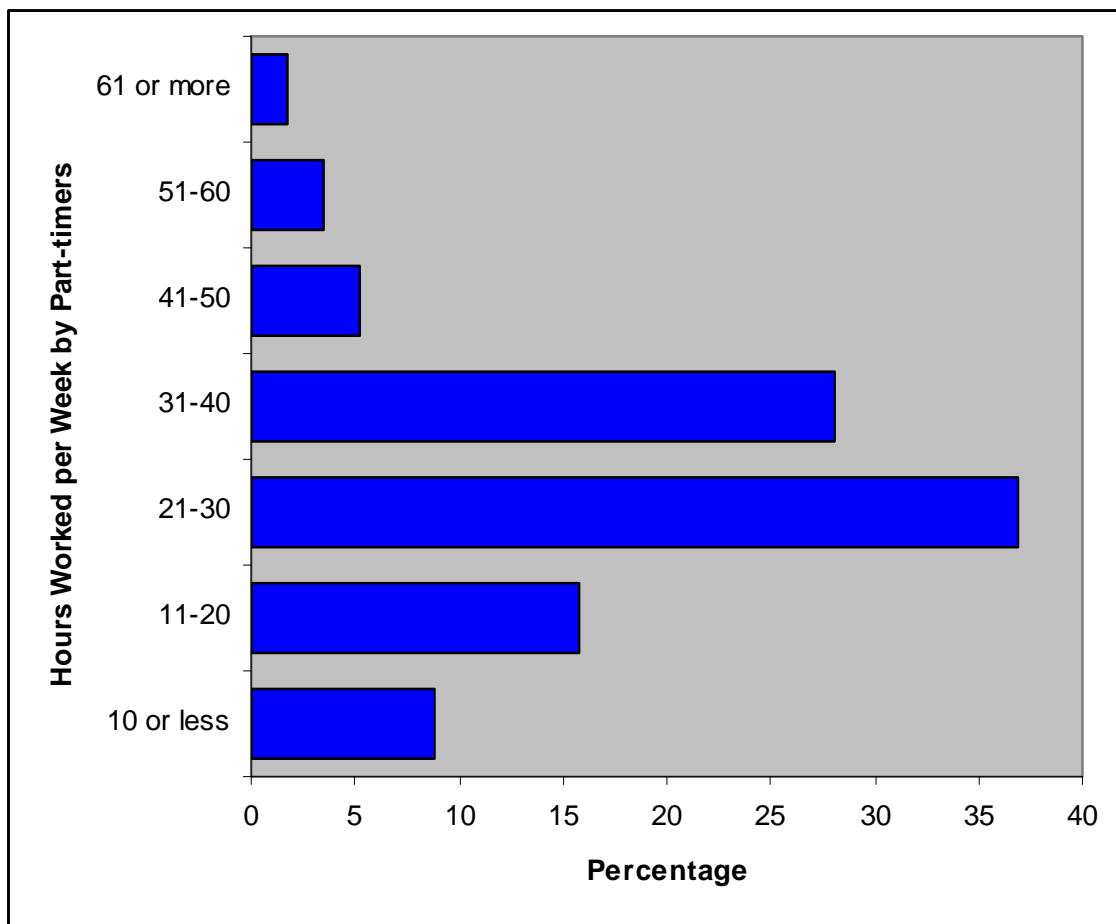
“[T]here needs to be a part-time partnership track available for female attorneys with young children. It is demoralizing to be 2 years from partner and then be taken off the partnership track while males continue on because you are not working full-time but are still working 30 hours per week.”

Another complaint is that while some employers claim to offer a flexible environment, this is really just “lip-service”:

“My female friends who have attempted to work part-time in law firms have learned that working for a firm part-time means working 9-5 M-F for less than half-pay, giving up partnership track, and being expected to still make firm meetings, client meetings, etc. after hours.”

In fact, 39% of the respondents who identified themselves as working part-time average 31 hours per week or more:

Figure 23. Distribution of Hours Worked per Week by Part-time Status



In general, the government sector appears to offer more support in leave policies and vacation time. The private sector appears to offer more flexibility in working from home, the number of hours spent working, and which hours of the day are spent working:

Table 5. Responses for Workplace Supporting Various Types of Flexibility by Public and Private Sector

	Strongly Agree		Agree		Neither Agree nor Disagree		Disagree		Strongly Disagree	
	Gov	Priv	Gov	Priv	Gov	Priv	Gov	Priv	Gov	Priv
Your workplace supports adjusting which hours of the day are spent working.	11%	18%	30%	34%	17%	19%	23%	18%	17%	6%
Your workplace supports adjusting the number of hours worked.	9%	15%	16%	24%	19%	19%	35%	27%	19%	10%
Your workplace supports working from home.	3%	13%	12%	23%	20%	23%	33%	27%	28%	10%
Your workplace supports use of leave policies.	21%	9%	54%	31%	15%	24%	6%	13%	2%	6%
Your workplace supports use of vacation time.	23%	15%	54%	45%	15%	17%	6%	10%	2%	4%
Your workplace adequately addresses your child care concerns.	2%	5%	14%	13%	22%	27%	11%	9%	9%	6%
You have sufficient control over your schedule.	10%	19%	42%	44%	17%	15%	19%	14%	10%	6%

The child care entry in the preceding table offers an incomplete picture because it displays all respondents, not just parents. Narrowing it to only parents, working in all sectors, reveals a much greater degree of dissatisfaction:⁵

Table 6. Responses for Workplace Adequately Addressing Care Concerns, by Non-Parents and Parents by Gender

Your workplace adequately addresses your child care concerns.	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Non-Parents	1.5%	2.6%	22.5%	4.6%	5.5%	63.2%
Parents	8.0%	20.9%	24.3%	11.9%	7.7%	21.7%
Fathers	5.5%	20.5%	32.7%	8.6%	6.7%	26.0%
Mothers	12.6%	24.0%	15.9%	18.3%	10.2%	19.1%

⁵ Note that mothers appear more interested in the workplace's effort to address child care concerns. Almost all of the N/As are parents with grown children, a few are men with stay at home wives providing child care. A childless lawyer may still be concerned with child care, and hence would not necessarily answer N/A.

New developments in technological devices (laptops, cell phones, etc.) provide the ability to work from anywhere at any time for users of such technology, particularly when they practice with private law firms.⁶

Private law firms have been early adopters in flexibility in work hours and working from home, as indicated in the table above. The data further indicates that government lawyers work 46 hours per week on average in comparison to 52 for lawyers at private law firms. In the open-ended questions, some suggested that the nature of litigation causes them to work more hours:

“Family work balance is very hard in litigation. I’m not sure that it is something an employer can “fix” given the nature of the work.”

Other respondents suspect that their workplace is inflexible due to a generation gap in the values that they embrace and those of their superiors:

“I think my generation has finally gotten it right. We don’t live to work, we work so we can live.”

Some complain that, for the older generation, “overwork is seen as rite of passage.” Others point their finger at greed driving the long working hours in the private sector:

“At the big firms, the partners can make a little bit more money if they squeeze the associates a little more.”

A few have noted that advancement policies fail to encompass flex-time and other family-friendly schemes.⁷

“The older generation lives to work ... no policy for young mothers ... I doubt I will meet the expectation of my partners once I have children. All partners in our office are male with wives who do not work...”

And when today’s working fathers seek a more active role in raising their own children to balance out the long working hours, their careers suffer:

“being labeled a family man leads to worse assignments, little client interaction.”

⁶ Just over 60% carry a Blackberry, or equivalent, even though only 20% are required to carry one. Over 70% of those who work for private law firms carry a Blackberry or equivalent.

⁷ This provides interesting insight into the problems discussed regarding court scheduling. If respondents are correct, courts do not seem to have adjusted to the idea of a primary caregiver who requires lead time in order to make child-care arrangements.

Lest we think the generation gap applies only to the male gender:

“Female attorneys in their 40s and 50s seem content just to tell their old "war stories" to newer female attorneys about how they hid pregnancies, dealt with harassment, dealt with the old boys' club, etc. They seem bewildered that some of us have no desire whatsoever to give up time that could be spent with our spouses, families, or on community activities to engage in the rat race like they did. I think this generation was raised by a generation of workaholics. As a result, the kids coming out today seem more focused on living a complete life both in and out of the workplace instead of striving to be the kingpin at work.”

The next table offers a cross-section of policies for missing a work day for various reasons:

Table 7. Absent from Work Days Allowed by Category

Unpaid Days								
	0	1-5	6-10	11-15	16-20	21 or more	uncertain	No policy
Allowed	16.2%	1.1%	0.9%	0.5%	0.2%	2.6%	24.1%	54.4%
Vacation Days								
	0	1-5	6-10	11-15	16-20	21 or more	uncertain	No policy
Allowed	3.7%	2.7%	15.7%	20.7%	4.6%	5.9%	6.7%	40.0%
Sick Days								
	0	1-5	6-10	11-15	16-20	21 or more	uncertain	No policy
Allowed	5.8%	9.4%	8.6%	11.7%	1.6%	3.7%	13.0%	46.3%
Personal Days								
	0	1-5	6-10	11-15	16-20	21 or more	uncertain	No policy
Allowed	15.5%	9.9%	2.1%	1.8%	0.5%	1.8%	16.7%	51.7%
Paid Maternity/Paternity not counted as Sick, Personal, or Vacation								
	0	1-5	6-10	11-15	16-20	21 or more	uncertain	No policy
Allowed	21.3%	0.6%	1.2%	1.5%	0.3%	9.2%	26.7%	39.3%

The majority of respondents either were uncertain of the policy or stated that there was no policy. Additionally, the number of days allowed by policies appears to have been under-utilized by respondents:

Table 8. Utilization of Absence from Work Days for Respondents who are Certain that their Policy Allows One or More Days of Absences

	Utilized Unpaid Days	Utilized Vacation Days	Utilized Sick Days	Utilized Personal Days
No Days Taken	42%	3%	27%	34%
Some Days Taken (but not all)	16%	52%	49%	17%
All Days Taken	42%	44%	24%	49%

Although almost all respondents took some vacation, less than 50% took all of the days allowed. Respondents suggested that actually taking vacation was discouraged:

“Vacation time was given on paper, but you were chastised if you actually used any.”

Result 5: Court Appointments and Scheduling

Of those who responded to open-ended questions soliciting their reflections, 56 respondents discussed the court system. The primary complaints are with scheduling and issues related to court-appointed cases.

Court Appointments

“This practice is a disservice to the public because most attorneys assigned to these files have no experience in that area and therefore do a poor job. It’s really mind boggling that anyone thinks this is a good idea.”

Among their top 3 dissatisfiers at work, 132 cited court-appointed cases. Delving into the 40 text responses that involved court-appointed cases, several issues emerge. First, respondents argue that cases should be appointed according to practice area:

“I have no interest or background in family or criminal law and so my choice with these appointments is either try to handle them ineptly or hire someone who charges more than I make to handle them for me, they leave me zero time to do pro bono work that I would actually be good at, and would actually do the public some good...”

Respondents also expressed concern that working on court-appointed cases outside of one’s field of knowledge can hurt a lawyer’s reputation:

“I feel inadequate in representation in a field outside of what I practice. In addition, people are not often satisfied with the results and therefore tell others that the lawyer is not that good.”

Moreover, working outside of one’s area of practice on “appointed cases open[s] you up to liability” for malpractice and grievances:

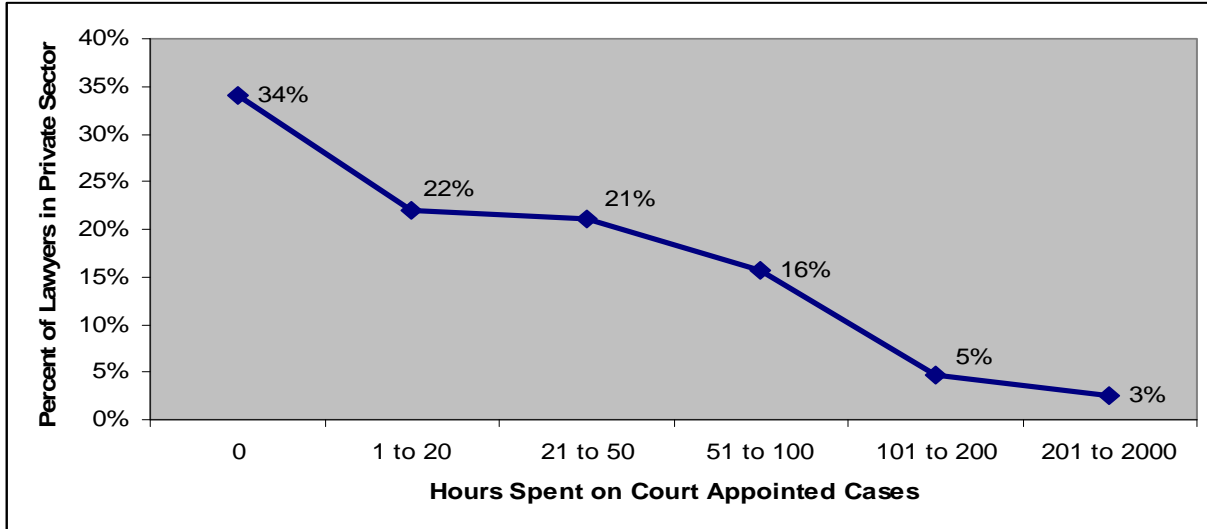
“It’s the appointed cases who are likely to file a grievance just to put off trial.”

The second issue is that lawyers perceive that there is an “unequal distribution of court appointments” across attorneys:

“The same attorneys keep getting appointed over and over while dozens more never get any appointment.”

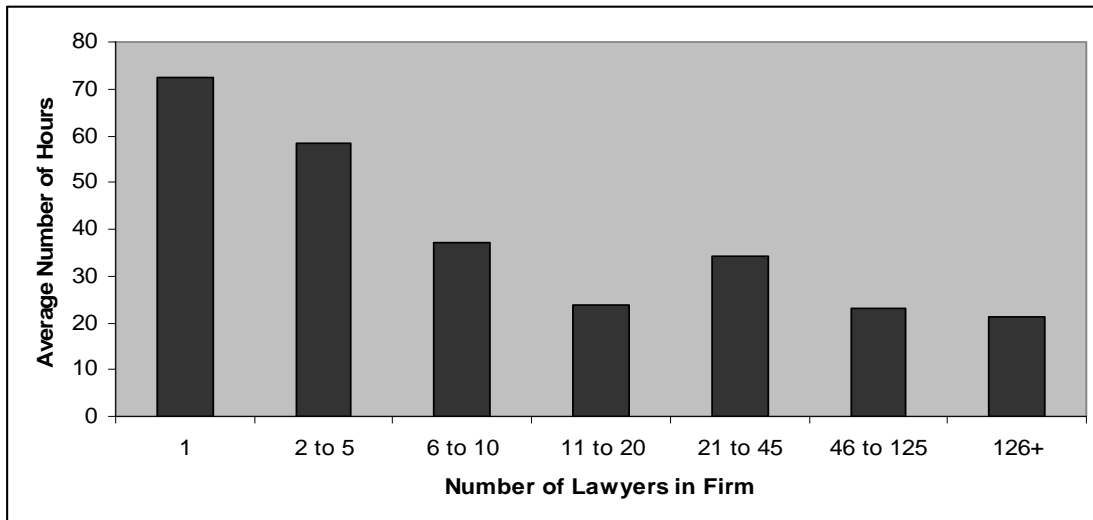
Lawyers working for the government are exempt from court-appointed cases. For those who work in the private sector, there is an uneven distribution of hours spent working on court-appointed cases:⁸

Figure 24. Hours Spent Last Year on Court Appointed Cases Distributed Across Lawyers in the Private Sector



When this same data is analyzed by firm size, it is quite clear that lawyers in smaller firms work more hours on court-appointed cases:

Figure 25. Average Number of Hours Worked Last Year on Court-Appointed Cases by Number of Lawyers in Firm



⁸ Some of those working a large number of hours on court-appointed cases may actually seek them out as a source of business. Our data does not reflect the number of attorneys who worked these hours through a contractual arrangement with another attorney.

The anecdotal evidence reflects the concern that solo practitioners bear an unfair share of the caseload:

“The burden of Rule 608 Court Appointed Cases on solo-practitioners is completely unfair and staggering. Especially for those of us who need flexible, semi part-time schedules, the obligation to either hire another attorney or be in Family Court for hours on end in these cases is extremely onerous. The Family Court Judges in my county have begun appointing attorneys for every type of family case imaginable, not just termination/DSS cases. I do not practice Family Law or Criminal Law, nor do I have any desire to do so. The expectation that I represent people in these cases with just the statement on their part that they cannot afford an attorney is outrageous. The burden of these appointments alone is sufficient to cause me to consider leaving the practice of law.”

According to respondents, Clerks of Court have a large amount of latitude in appointing cases. Some respondents suggested that the extent of this problem varies dramatically across counties:

“There is a problem with appointments and the lack of uniformity in each county. The clerks of court do not follow the rules of appointment to the letter and I have been told by my clerk of court that I am appointed to cases, even when I am not the next attorney on the list, because I am young and female. This is wholly inappropriate. Additionally, the number of appointments given each year is ridiculous and the clerks of court do not follow the rules on limitation and number.”

The third issue is that the expense of court-appointed cases, in time and fees (if hiring others to take the cases), is a real threat to livelihoods of lawyers on tighter profit margins:

“If we received as many appointed cases as the Court is permitted to appoint, we would simply go out of business.”

Smaller firms may be harmed the most by court-appointed cases:

“Appointed cases cripple smaller firms who need every billable hour to count...”

Additionally, the burden of court appointments bears on another issue this survey seeks to study - the retention of female lawyers who find it difficult to continue working after childbirth:

“The only reason for NEEDING to be on inactive status is the inequity in court-appointed case assignments. I’ve handled dozens of such cases over 15 yrs’ - I rarely see NEW faces, my time now needs to be devoted to my children and to those hours I can work to actually earn good \$\$ for them and their future. When one has only about 15, 20 hrs/wk to devote to paying work, handling a court-appointed case (I was on 2 at time of taking inactive status) slices that to ZIP.”

“I just paid an attorney \$400 to take an appointed case because the hearing was set on a day that I had already scheduled-- and the icing on the cake was that I received another appointment FOR THE SAME DAY and now have to find another attorney, and pay another referral fee, for this second case. The appointed cases are economically unfair, especially to sole practitioner and small law firms. If the Supreme Court does not find a solution to the Rule 608 appointments, I will definitely consider alternative employment opportunities.”

Scheduling:

At least 112 respondents cited a lack of control over their schedule as one of their top 3 dissatisfiers. One respondent who has left the practice of law won’t miss *“sitting in courthouses for hours for ten minute hearings ... courthouses are the least efficiently run places on earth.”*

At least 16 other respondents agreed in their open-ended reflections. A small but vocal sample think poor scheduling may help widen the gender gap, as they believe unpredictable court scheduling results in fewer women doing trial work:

“(Women) are less likely to become trial lawyers – either Defense or Plaintiff – because of the unpredictable nature of trial work and especially trial scheduling. Rolling dockets are impossible to schedule around and often involve weekend work in preparation for trial. As women are rarely ‘trial lawyers’ we are also less likely to be circuit court judges.”

Based on the responses received, courts have not yet become receptive to the idea of a primary caregiver/attorney who requires lead time in order to make child-care arrangements. This appears to be an important reason for the difficulty women face in the litigation arena once they have children.

“The single most important thing that makes me consider leaving the profession entirely is South Carolina's mandatory court appointed cases. I work for myself in a smaller county and the burden this has placed on me has been unbelievable. I spend a day each week, from 11:30 a.m. until 6 or 7 pm at the courthouse, meeting with my court-appointed client and potential witnesses and waiting for our case to be called. Until South Carolina begins funding a program similar to the one in North Carolina, there is great incentive for attorneys to leave the practice of law.”

Result 6: Mentoring

Of those who responded to open-ended questions soliciting their reflections, 55 respondents identified mentoring and training as a significant issue, particularly in private law firms:

“There seems to be a lack/desire of the older attorneys to train their associates. There needs to be almost an apprenticeship type approach taken to train young attorneys because there are so many things that you don't learn in law school. I think this approach would not only improve attorney satisfaction for both the associate and the employer but it would help the profession as a whole. It would also create a sense of loyalty to the firm where you have been properly trained.”

Of those responding, 40% said that they have less than enough exposure to mentors, given their career aspirations:

Table 9. Sufficient Exposure to Mentors Given Career Aspirations for all Respondents

Given your career aspirations, do you have enough exposure to Mentors (either a formal or informal mentor)?	More than Enough	Enough	Less than Enough	Uncertain	N/A
All Respondents	10.7%	40.1%	40.3%	3.0%	5.9%

Follow-up questions offer some clarification:

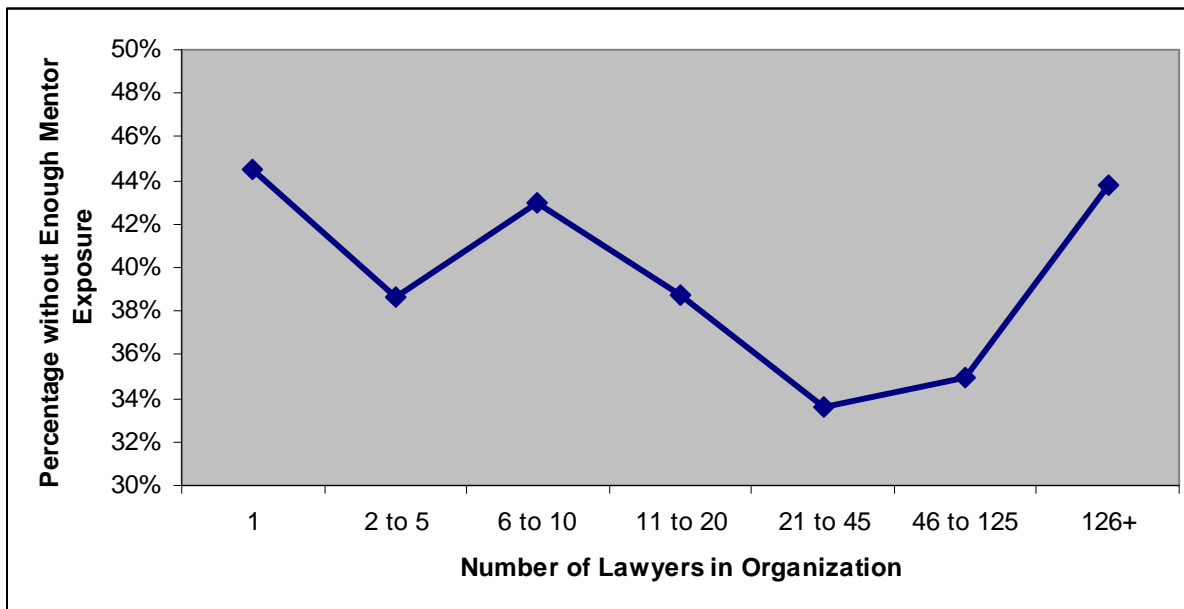
Table 10. Responses to Mentoring Follow-Up Questions

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
You need additional feedback and direction from superiors	6.2%	22.7%	27.0%	24.0%	5.5%	14.6%
You feel adequately trained for the work you're doing. ⁹	22.2%	49.4%	13.7%	10.6%	2.9%	1.1%
You have an active mentor.	10.3%	25.6%	18.3%	22.9%	13.9%	9.1%

⁹ When training is examined only for government lawyers, the data is very similar except strongly disagree drops and agree increases.

Although 25% of lawyers surveyed are the only lawyer in their organization, that fact does not appear to be a significant hindrance to getting enough exposure to a mentor. The following figure shows that insufficient exposure to a mentor is common across all firms, regardless of the number of attorneys in the organization:

Figure 26. Percentage Without Enough Exposure to Mentor by Number of Lawyers in Organization



A few additional quotes echo the general sentiment of new lawyers that they want better mentoring:

“I wish that there were an apprenticeship type of apparatus to assist new/transitioning attorneys.”

“We desperately need an apprentice system.”

“There was no ‘training’. The only training received was after you had already messed something up and got in trouble for it.”

“A mentoring program would have been very beneficial to me.”

Result 7: Law School

The following table displays summary statistics about career expectations, formed at the time of entering law school:

Table 11. Law School Expectations, Regrets, and Recommendations

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
I am satisfied with my professional life at this point.	8.0% (95)	19.1% (227)	13.8% (164)	45.6% (542)	13.5% (160)
My career has met the expectations I had when I chose to attend law school.	14.3% (170)	28.7% (341)	16.7% (198)	31.9% (379)	8.4% (100)
If I could choose it all over, I would go to law school again.	13.8% (164)	15.8% (188)	16.3% (193)	33.8% (401)	20.3% (241)
I would recommend law school as a career decision to others	14.4% (171)	23.6% (280)	25.2% (299)	26.2% (311)	10.5% (125)

Almost 30% would not go to law school again. Over 30 different respondents cited a concern over the prevalence of unrealistic expectations regarding the practice generally or the type of law they would be suited to practice:

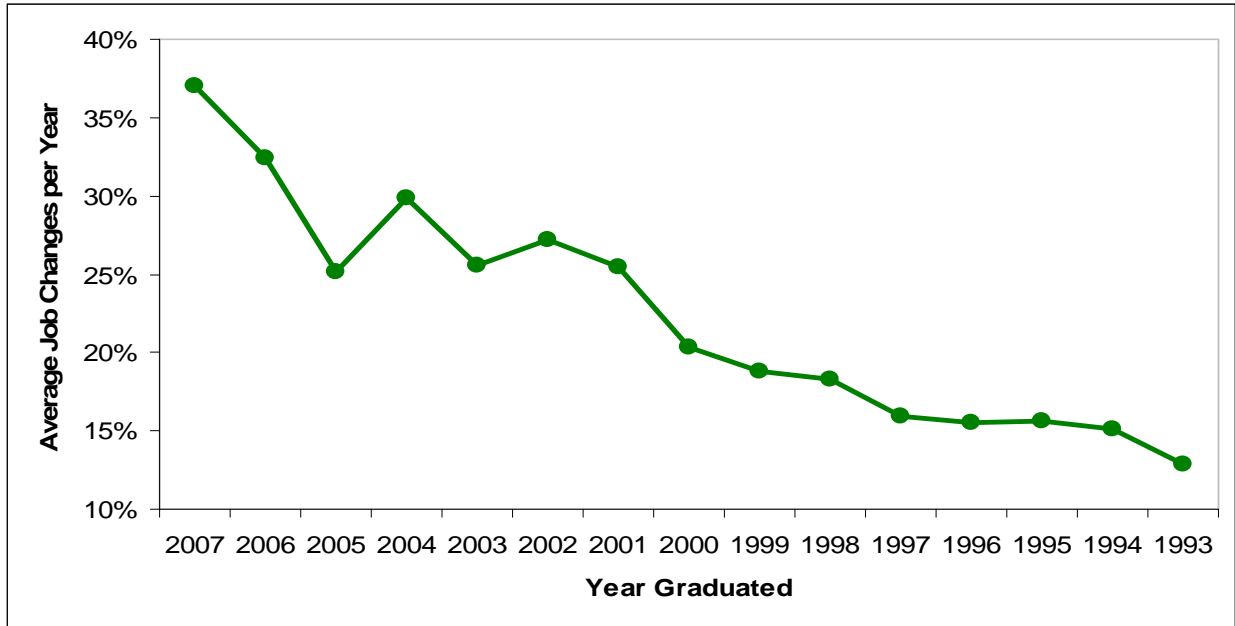
“I think the schools need to do a better job of preparing students, especially for setting expectations for work environments and salary ranges.”

“[I] think it is hard for young attorneys to determine which area of law suits them best and there is some trial and error (or a lot of trial and error) in that. Law schools are not really equipped to help future attorneys narrow down the potential fields of practice ...”

“Because law school does not give you much practical experience, many new grads don’t realize that they do not want to be attorneys until they get a job in a firm.”

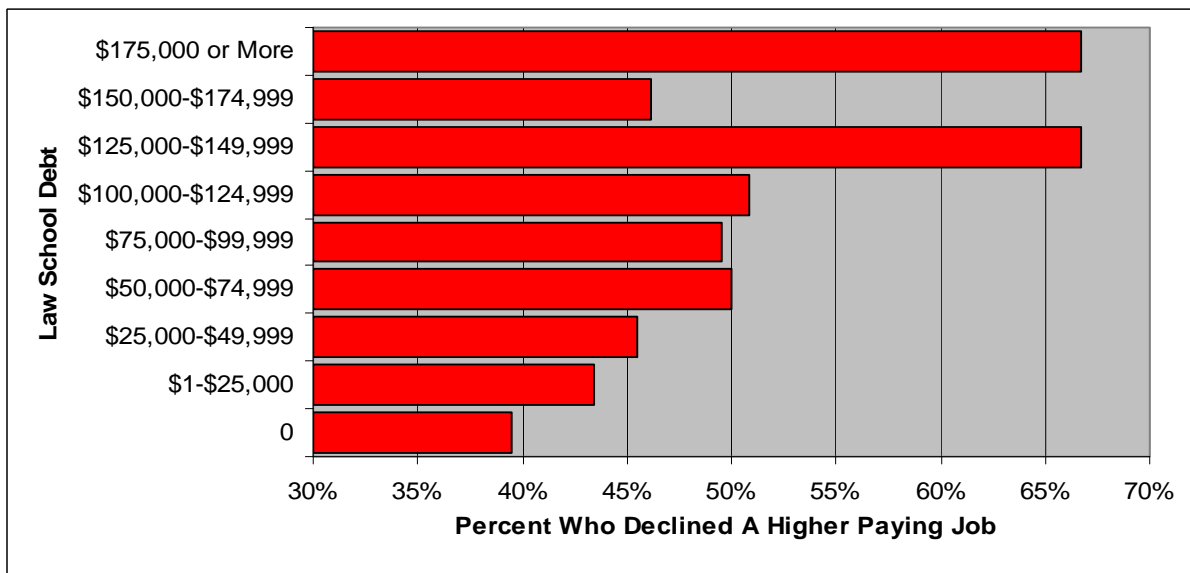
New lawyers also tend to switch jobs once or twice in their first six years, at which point they tend to settle down into a job and have a much lower propensity to switch jobs.

Figure 27. Probability of Changing Jobs this Year by Year Graduated



The open-ended responses on educational debt revealed that those with the highest debt planned to take a higher paying job initially, in order to pay off a significant amount of the balance, and then to switch to a lower-paying public interest job. In contrast, those with the least amount of law school debt tend to take the highest-paying offer. Of all respondents, 93% said that they expect to be making more money in 5 years.

Figure 28. Percent who have Declined a Higher Paying Job by Law School Debt Bracket



When given the opportunity in the open-ended questions, 31 respondents expressed frustration about a glut of lawyers in the South Carolina market, for instance:

“[T]here is a saturation in the market making it difficult to earn a living and enjoy a good quality of life simultaneously.”

Following the basic laws of supply and demand, they appear concerned about the increased competition for jobs and clients, which both have a depressing effect on salaries.

Result 8: Autonomy

As the task force reviewed the data collected, the issue of autonomy and its correlation to other satisfiers and dissatisfiers became an item of interest. Overall, lawyers reported that they have a good degree of autonomy regardless of the size of their firm:

Table 12: Have a Good Degree of Autonomy by Firm Size

Lawyers in Firm	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
1	55%	28%	7%	1%	0%	10%
2-5	35%	47%	8%	4%	3%	3%
6-10	36%	38%	14%	9%	4%	0%
11-20	41%	42%	9%	4%	4%	0%
21-45	31%	48%	8%	13%	0%	0%
46-125	16%	68%	6%	6%	3%	0%
126+	26%	46%	11%	11%	6%	0%

The number of participants that either strongly agree or agree that they have a good degree of professional autonomy did not vary significantly by the years in practice:

Table 13: Degree of Professional Autonomy by Year of Graduation

Year Admitted	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
1993	45%	47%	6%	2%	0%	0%
1994	37%	57%	0%	0%	2%	5%
1995	34%	49%	11%	0%	4%	2%
1996	38%	45%	8%	5%	3%	1%
1997	48%	33%	5%	9%	3%	2%
1998	37%	46%	8%	5%	2%	3%
1999	37%	45%	5%	5%	2%	7%
2000	44%	42%	4%	6%	5%	0%
2001	42%	46%	5%	3%	0%	5%
2002	33%	35%	18%	4%	2%	9%
2003	31%	42%	9%	12%	3%	3%
2004	29%	41%	7%	14%	7%	2%
2005	28%	54%	11%	3%	1%	2%
2006	24%	45%	15%	9%	6%	2%
2007	27%	51%	8%	11%	3%	0%
2008	30%	45%	10%	10%	5%	0%

Finally, increased exposure to mentors is weakly associated with having a good degree of professional autonomy:¹⁰

Table 14: Have Good Degree of Professional Autonomy and Enough Exposure to Mentors

		Good Degree of Professional Autonomy					
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Enough Exposure to Mentors (either a formal or informal mentor)	More than Enough	7.1%	3.2%	0.2%	0.2%	0.1%	0.1%
	Enough	13.6%	19.8%	3.0%	2.0%	0.6%	0.9%
	Less than Enough	10.7%	18.8%	3.9%	3.7%	2.0%	1.4%
	Uncertain	0.6%	1.5%	0.5%	0.2%	0.2%	0.1%
	N/A	2.4%	2.3%	0.5%	0.4%	0.1%	0.1%

¹⁰ The interpretation of Table 14 makes comparisons across rows within a column. Relative to respondents who indicate that they have less than enough exposure to mentors, those who have enough or more than enough exposure to mentors are more likely to agree or strongly agree that they have a good degree of professional autonomy. Likewise, relative to respondents who indicate that they have enough or more than enough exposure to mentors, those who indicated that they have less than enough exposure to mentors are more likely to disagree or strongly disagree that they have a good degree of professional autonomy.

Result 9: Diversity

The survey asked, “[t]hinking back on your professional interactions during the past year, have you personally observed any of the following undesirable behaviors in a professional setting?” The responses are charted below:

Table 15. Percent of Respondents who have Observed Unprofessional Behavior

	Gender-based	Race-based	Sexual Orientation-based
Discrimination	25.5%	15.3%	5.8%
Use of Demeaning Names	19.3%	13.4%	10.3%
Denigrating Jokes	21.0%	16.5%	13.3%
Condescending Treatment	30.6%	9.4%	3.9%
Categorical Discounting of Ideas	14.0%	4.8%	1.9%
Inappropriate Comments on Appearance	27.2%	3.9%	4.1%

It is possible that gender-based discrimination is observed by more of the lawyers surveyed than racial discrimination simply because more females are observed in this professional setting than racial minorities; women made up 50.3% of the responses, whereas racial minorities were less than 10%. When responses are examined separately by gender and race, it is clear that women are more acutely aware of gender-based discrimination and racial minorities are more acutely aware of race-based discrimination:

Table 16. Percent of Respondents who have Observed Unprofessional Behavior by Race and Gender

	Gender-based		Race-based	
	Women	Men	Racial Minorities	Whites
Discrimination	39.6%	10.7%	42.2%	12.4%
Use of Demeaning Names	25.3%	12.9%	18.1%	12.9%
Denigrating Jokes	25.1%	16.1%	24.1%	15.8%
Condescending Treatment	46.8%	13.6%	31.3%	7.0%
Categorical Discounting of Ideas	21.4%	5.8%	20.5%	3.1%
Inappropriate Comments on Appearance	34.8%	19.3%	10.8%	2.9%

During the previous year’s professional interactions, the following shares of female lawyers personally experienced physical or sexual advances from the sources listed. ¹¹

Table 17. Percent of Female Respondents Personally Experiencing Unwanted Sexual Advances, by Source

	Often	Sometimes	Rarely	Never	N/A
Subordinate	0.0%	0.4%	2.2%	82.2%	15.3%
Co-worker	0.6%	3.3%	6.1%	77.6%	12.4%
Superior	0.4%	4.7%	2.8%	79.2%	13.0%
Judge	0.4%	3.5%	2.9%	78.4%	14.7%
Client	1.4%	9.7%	15.3%	60.4%	13.2%
Other	1.1%	7.3%	9.3%	60.1%	22.2%

The table suggests that clients are most likely to initiate a physical or sexual advance.

Although only 18 respondents cited discrimination as a primary reason for dissatisfaction and desertion from the legal profession in an open-ended question, their experiences are worth noting. Some quotes illustrate the perceived disparate challenges that female lawyers face in the workplace:

“[F]emale attorneys still have to work more hours, be smarter and complain less to succeed.”

(At former firm) “The managing partner was racist and sexist – as evidenced in his hiring and firing practices, as well as many of his comments.”

The following table presents differences in perception, between males and females, as to which gender is favored at their workplace in a variety of dimensions:

Table 18. Perceptions, by Gender, of which Gender is Favored at Workplace for Various Dimensions

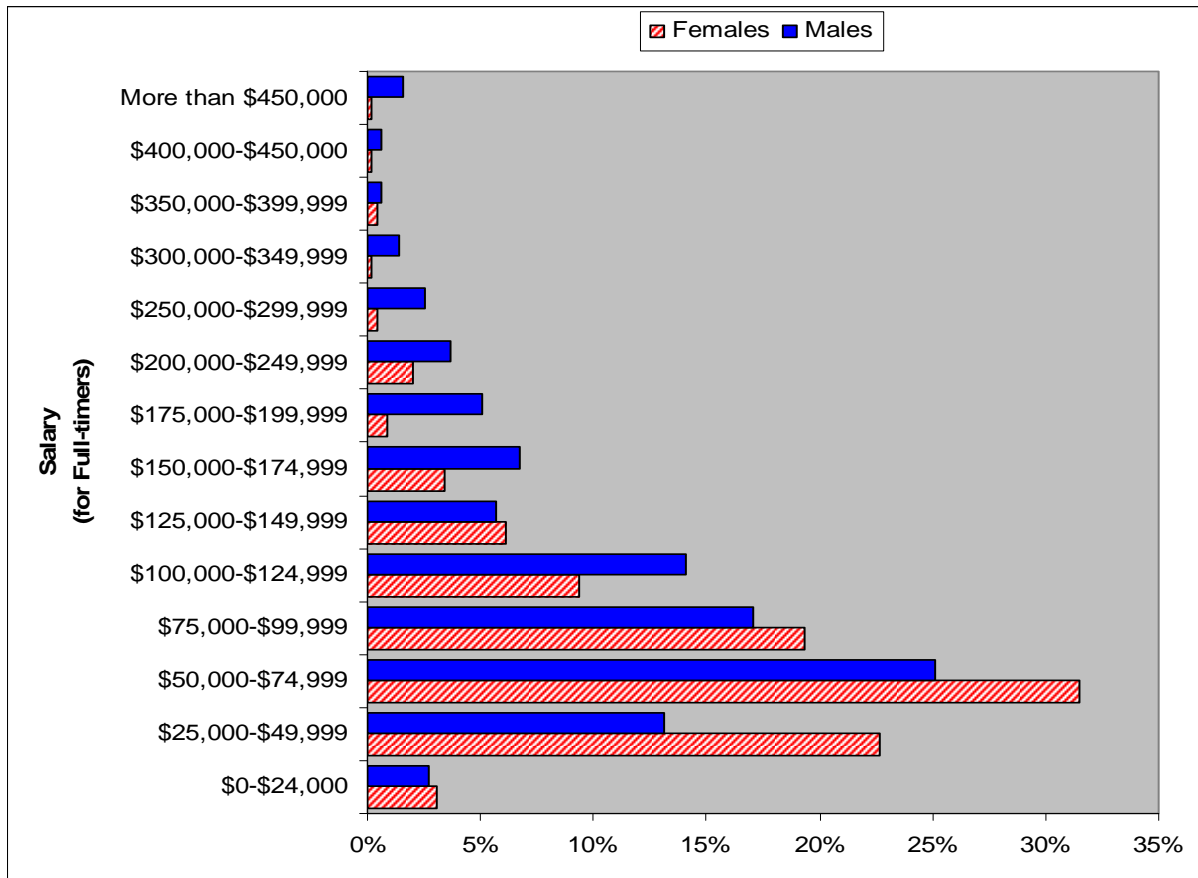
	Favors Men		Same		Favors Women		Uncertain	
	Men Believe	Women Believe	Men Believe	Women Believe	Men Believe	Women Believe	Men Believe	Women Believe
Compensation	5%	35%	55%	42%	8%	2%	13%	11%
Advancement Opportunities	7%	30%	60%	51%	7%	2%	7%	5%
Encouragement for Performance	3%	19%	59%	59%	8%	5%	7%	4%
Management Decisions	9%	25%	54%	45%	4%	5%	7%	5%
New Business Opportunities	7%	22%	51%	38%	7%	5%	6%	4%
Assignment Quality	6%	12%	62%	64%	3%	5%	7%	3%
Degree of Autonomy	8%	9%	62%	68%	3%	8%	7%	3%
Ideas Respected	7%	17%	63%	62%	2%	6%	7%	4%

Slightly more men are uncertain of gender gaps or believe that they do not exist. For the most part, far more women believe these dimensions favor men than men believe that women are favored. For most categories, more men believe that men are favored than believe that women are favored. Notably, a small minority of women believe that women are favored in each of these categories.

¹¹ The number of male respondents reporting unwanted sexual advances was statistically insignificant.

As shown in the following graph, the majority of jobs paying \$99,000 and below are held by women, while the majority of six-figure jobs are held by men:

Figure 29. Distribution of Salaries for Lawyers Working Full-time by Gender



This difference in pay does not control for differences between jobs. For instance, females are relatively more likely to work in the government sector: 22% of females work for the government while just under 15% of males work for the government.

Result 10: Cost of Attrition

When lawyers leave the profession, they leave behind a vacant job. Their former employer incurs the following costs:

- Lost productivity for period of time the position remains vacant;
- Lost investment in training the departing lawyer;
- Lost knowledge, skill, and contacts of the departing lawyer;
- Administrative costs;
- Lost productivity/morale of coworkers;
- Recruiting and hiring expenses;
- Interview time spent with the departing lawyer;
- Cost of training the replacement; and
- Lost productivity.

A recent survey of the 100 largest law firms in Massachusetts sought to quantify these costs; but, unfortunately none of the 50 responding firms systematically collected data on their attrition costs (although all expressed interest in obtaining such data). In our survey of lawyers who have joined the South Carolina Bar within the past 15 years, each respondent was asked:

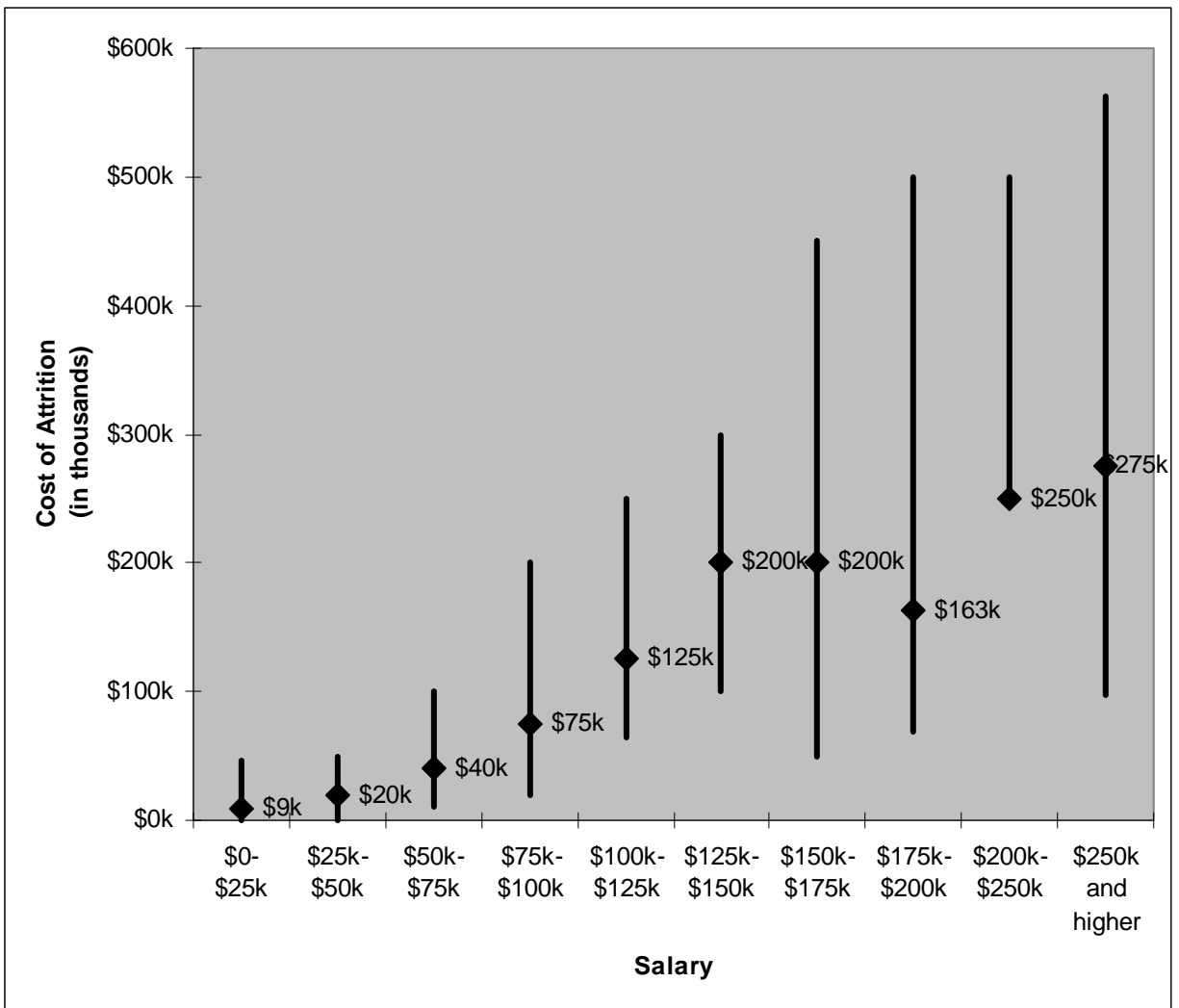
“If you were to leave your current position, what is your best guess of how much that would cost your current employer?”

A total of 779 respondents provided “valid” answers, meaning that they gave us some number (including 0). While we might expect that the employers would have a better idea of a lawyer’s replacement cost, the employee should have some idea of their replacement cost because it plays an important role when bargaining with their employer.¹²

¹² A survey conducted by *Catalyst* reported that the total cost to a firm of a departing lawyer was \$315,000. See: “Beyond a Reasonable Doubt: Building the Business Case for Flexibility”, *Catalyst*, 2005, p.13. <http://www.catalyst.org>.

The median responses are presented in the following graph, as well as the interquartile range (which can be viewed as a likely range for the true value), for each income bracket in the survey:

Figure 30. Estimated Cost of Attrition: Median and Interquartile Range by Salary Bracket



Higher paid lawyers have a higher replacement cost, which is consistent with economic theory. It is also worth noting that lower paid lawyers have considerably less uncertainty regarding the cost of replacing them.

Result 11: Lack of Respect, Incivility, Greed, and Unethical Behavior

This survey did not explicitly target these miscellaneous concerns. Hence, not much data is available. Nonetheless, enough respondents raised these concerns to warrant mention.

Lack of Respect

“This is a timely survey for me because I have been actively seeking employment outside of the legal profession. I have grown dissatisfied with practicing law because I have observed personally a growing lack of professionalism in the legal profession and a waning lack of respect among attorneys. The general public, including clients, also seem to have less respect for attorneys now than ten years ago.”

Lack of respect was also a common dissatisfier, cited by 190 different respondents. Over 60 of these 190 respondents were explicit about whom they felt did not respect them: the community (45%), superiors (18%), clients (15%), peer attorneys (15%), judges (9%), and subordinates (3%).¹³ Respect was a more common concern for government lawyers, with 23% citing respect as a dissatisfier, than those in the private sector, with 12%. Several of the open-ended responses by government lawyers claimed a lack of respect among other members of the Bar:

“Had I known that I would be so disrespected by members of the [B]ar community because of my choice to work with government, I would have never attended law school.”

As well as by the Bar:

“Lack of recognition for government lawyers from the Bar, including with respect to CLEs, bar dues, networking and respect for accomplishments.”

Perhaps disrespect is a symptom of deeper underlying problems. Although the open-ended responses identify several of the root problems that have been identified as contributors, respondents tended to most regularly point to incivility:

“Over the last two years, I have only found a handful of attorneys I respect. Most appear to be miserable or arrogant - not what I expected. The profession really seems to be lacking professionalism and common courtesy to fellow attorneys.”

¹³ These percentages do not add up to 100% because some respondents indicated more than one source of disrespect, while others indicated someone other than those in these categories.

Incivility

Incivility was cited as a top 3 dissatisfier by 90 different respondents. Civility and unethical behavior were raised as concerns in the open-ended reflection of 82 respondents. Of those, the respondents who have practiced longest claimed that incivility has been on the rise over the past decade:

“I mourn the professional courtesy and decorum that was prevalent in the courtrooms 10 years ago.”

Others complain that hostility is prevalent under the guise of zealous advocacy.

Greed

Of the respondents, 26 decried that greed has supplanted professionalism as the prime directive for lawyers practicing in the private sector:

“I was hoping the practice of law would be more about the clients, but I’ve learned it’s more about the lawyers’ egos and financial gain.”

Throughout these responses, a refrain repeated:

“[T]he practice has become too much of a ‘business’ and not enough of a ‘profession’.”

Unethical Behavior

The pursuit of wealth by both attorney and client, combined with the imperfections of the system, appear to generate systematic unethical behavior

“This is not a profession for the good and honest, but rather, for the morally ambiguous.”

“lack of support from the bar and judiciary regarding payment of fees. If you assert your right to getting paid by a client, he or she files a grievance or fee dispute costing you more in time than most fees are worth.”

Conclusion

While the results of this survey provide some encouraging information they also provide grounds for serious concern. While a significant number of attorneys are happy in their profession, 30% would not go to law school again if given the opportunity to do it over and 38% indicate that they would not recommend law school as a career decision for others. Sadly, 53% of the respondents report feeling trapped in their jobs. This number increases to a stunning 65% for respondents who are the sole providers of their household. The Task Force is hopeful that identification of the sources of dissatisfaction will allow targeting and improvement in these areas and that identification of the sources of satisfaction will result in enhancement and increased reliance on these satisfiers.

Stress was chosen by the respondents as the major dissatisfier. Responses in the survey clarify the components of this stress and indicate that the legal profession can be demanding. Most lawyers in private law firms work far more than 40 hours a week.

Many lawyers believe that they are not adequately compensated for the work they perform. It appears that working long hours may be required and that the compensation for such work insufficiently covers the quantity of work provided. In addition, female lawyers still receive far less compensation than their male counterparts, with 57% of female lawyers receiving \$75,000 or less and 50% of male lawyers receiving \$75,000 or more per year.

Although money was the third most prevalent source of dissatisfaction, compensation was the top satisfier. The complaint concerning monetary reward and the need for adequate compensation may be linked to the amount of educational debt existing upon graduation from law school, which is increasing dramatically, while salaries are not increasing at the same pace. The average educational debt has risen from \$30,000 for a 1993 law school graduate to \$80,000 for a 2007 law school graduate. This is especially troubling given the additional, non-educational debt which the respondents have incurred. Because this survey was conducted prior to the current economic downturn, one may assume that these issues have been exacerbated rather than alleviated by current economic conditions. It is clear that action is needed to address the rising tide of debt incurred by law school graduates.

Both time and money are related to the second highest disqualifier, the billable hour. This method for valuing time is widely criticized by respondents. Many open ended comments indicate that this method of valuing work is counter productive, in that it places importance on the amount of time involved rather than a positive end result. Alternative methods of billing, which reward quality of work rather than quantity of billable hours, might resolve this source of stress while preserving the firms' need for income and the client's need for productive service.

Not surprisingly, the respondents indicate a desire to work fewer hours and, despite the clear need for money, they are, for the most part, willing to accept less compensation in exchange for fewer hours. This is underscored by the fact that the third highest satisfier identified by the respondents is flexibility. While many would be willing to accept less compensation for a

reduced work load, many indicate they would be unwilling to work more hours, despite an increase in pay. One third of respondents indicate that they would be willing to accept less pay if they could work fewer hours and 36% of respondents indicate that they would not be willing to work more hours for any amount of additional compensation. Given the emphasis on monetary need explored above, these comments seem counter intuitive and strongly emphasize the need for a decreased work load and a reduced demand for work hours.

One possible solution to this need is the ability to work part time. However, 74% of respondents indicate that they will not do so because they believe that working part time will hurt their career. Moreover, the definition of part time seems to vary greatly, with 11% of part time employees working more than 40 hours a week.

Respondents cite lack of respect as the fourth highest source of dissatisfaction. A lack of civility among attorneys and a lack of respect for attorneys from the public generally is a common complaint. Again, the billable hour and the need for ongoing litigation instead of striving for early resolution is cited as the basis for lack of civility within the profession. Addressing this method of billing may solve many of the dissatisfiers identified in the survey. Additionally, communication with the public about the legal profession and the benefits it provides to society as a whole can enhance understanding and appreciation for attorneys and the judicial system in which they serve.

Many respondents indicate that they feel “over their head.” Over 40% of respondents indicate that they do not believe they have enough exposure to mentors, regardless of the size of the firm in which they work. Lawyers in firms with 21 to 125 lawyers are most comfortable with their mentors, but 45% of lawyers in single member firms and firms with more than 126 attorneys believe that they are receiving insufficient mentoring support. Because the South Carolina Bar has recently instituted a mentoring program for graduating law school students, it is anticipated that mentoring assistance will become more available for the benefit of new lawyers. The need, however, for a continuing mentoring service for all young lawyers with the possibility of practical internship programs as part of law school curricula may be indicated.

On a positive note, most lawyers believe that they are given sufficient autonomy in their jobs. Allowing attorneys the ability to control their professional practice may also relate to the second highest satisfier, intellectual stimulation. Attorneys receive satisfaction from dealing with interesting issues and challenging cases. The degree of sufficient autonomy seems to increase with sufficient exposure to mentors, further underscoring the need for continuing mentor support for young lawyers.

Respondents also express concern resulting from their inability to control their schedules. Because of the inability to control the timing of court appearances, a lawyer’s schedule can be unpredictable. When an attorney has personal demands on his or her time, such as care for children or parents, it may not be possible to arrange substitute care in conjunction with unexpected, last minute court requirements. This could cause stress and may lead to career choices made solely in an attempt to avoid this type of quandary. Exploration of available methods for structuring court schedules on a more predictable basis could be very advantageous.

Respondents also point to the requirement that they provide representation for clients that respondents did not choose and for which they will not be compensated. Because these appointments cannot be anticipated, they interfere with scheduled work. In addition, the type of representation required in an appointed case may be completely outside the respondent's field of expertise. This required representation, without adequate notice, compensation or experience is another source of stress.

Furthermore, respondents indicate that the appointments are distributed unevenly, with 34% of eligible attorneys spending no hours whatsoever in court appointed representation and 45% spending at least 21 hours a year in such representation. 8% spend over 100 hours a year. This distribution is also uneven when considering the size of the firms involved. Single member firms spend an average of 71 hours a year on court appointed cases, while attorneys in firms with more than 46 attorneys spend only about 20 hours a year. This perceived unfairness could also lead to stress.

It is anticipated that addressing the current court appointment system may lead to enhancement of one of the satisfiers identified by respondents, which is client appreciation. It goes without saying that an attorney is gratified by the recognition and appreciation of a job well done. Many attorneys expressed the desire to provide pro bono representation for clients in order to provide a free public service for those in need but further identified the inability to provide such representation as a result of the requirements imposed by the appointment system. Revision of this system will allow attorneys to provide pro bono work which is truly pro bono, in that it is offered voluntarily in ways which maximize the attorneys' ability to provide informed and valuable advice free of charge.

Sadly, gender- and race- based discrimination both continue to play a role in dissatisfaction. Over 25% of respondents indicated that they had observed discrimination on the basis of gender and over 15% indicated that they had observed discrimination on the basis of race. Disturbingly, over 11% of female respondents reported that they had personally experienced unwanted sexual advances from clients. Because of the disparate bargaining position experienced by young female lawyers in attorney/client relationships, it appears that firms need to be aware of this possibility and provide support for attorneys caught in this trap.

It is clear from the survey responses that there is a widespread feeling of dissatisfaction among young lawyers. Addressing the causes of this dissatisfaction will benefit the respondents and will also benefit the employers. When a qualified attorney leaves, the employer suffers significant quantifiable financial losses. If these vacancies can be avoided, by insuring that attorneys are more satisfied in their jobs, all concerned will benefit.

This survey and report has been the initial attempt to isolate substantive issues based on the data collected. In its next phase, the Task Force intends to recommend actions to address these issues. The data is extensive and will certainly be subject to further analysis and utilization. The Task Force hopes that this first step will spur others into critical discussion in an effort to address these issues. The result will be a new sustainability and support for all members of the legal profession.

Appendix A: Most Common Answers Given for Top 3 Satisfiers and Dissatisfiers

Satisfier	Count	Dissatisfier	Count
1 Compensation	390	1 Stress Levels	528
2 Intellectual Stimulation	377	2 Billable Hours	314
3 Flexibility	325	3 Money	287
4 Coworkers	297	4 Lack of Respect from all	190
5 Client Appreciation	231	5 Feeling over your Head	156
6 Control over your Schedule	207	6 Court Appointed Cases	132
7 Type of Practice	202	7 Disillusionment	123
8 Respect in Community	152	8 Unclear Expectations	121
9 Benefits	117	9 Control over your Schedule	112
10 Professional Development	112	10 Incivility	90
11 Helping People	88	11 Flexibility	56
12 Type of Assignments	76	12 Employer Appreciation	52
13 Employer Appreciation	66	13 Client Appreciation	49
14 Civility	55	14 Client Recruiting	41
15 Specialization	46	15 Child Care	37
16 Stress Levels	32	16 Working too many Hours	36
17 Challenging Work	30	17 Type of Assignments	34
18 Personal Issues	29	18 Benefits and Health Insurance	34
19 Feedback	22	19 Coworkers	32
20 Sense of Accomplishment	21	20 Feedback	30
21 Winning/Success	17	21 Type of Practice	28
22 Pro-Bono/Volunteer work	13	22 Intellectual Stimulation	28
23 Client Recruiting	12	23 Professional Development	25
24 CLE	11	24 Personal Issues	14
25 Meaningful Work	6	25 Time for my Family	11

Appendix B: Most Common Categories for Open-Ended Responses to Survey’s Closing Question:

“Our mission is ‘to identify and address issues regarding retention and satisfaction of attorneys in the practice of law in order to maximize professional potential.’ We need your help to identify these issues. Please include here any reflections you have on dissatisfaction in and desertion from the legal profession.”

<u>Category</u>	<u>Count</u>
1 Incivility and Unethical Behavior	82
2 Flexibility for Mothers	65
3 Billing Goals - General	64
4 Too Much Stress for my Pay	61
5 Too Much Debt for my Pay	58
6 Mentoring and Training	55
7 Court Appointed Cases	46
8 Incompetent Judges	37
9 Flexibility for Balance	36
10 Unrealistic Law School Expectations	31
11 Too Many Lawyers	31
12 Fear of Malpractice	27
13 Billing Goals - Flexibility Infeasible	27
14 Greed is our First Goal	26
15 Unappreciative Clients	20
16 Abusive (Mis)Management at Firms	20
17 Court Scheduling Problems	19
18 Discrimination	18
19 Generation Gap in Flexibility	16
20 Lack of Connections	14
21 Too Little Pay - General	14
22 Billing Goals - Disservice to Clients	14
23 Lack of Appreciation and Feedback	11
24 Flexibility is Punished	8
25 Billing Goals - Ethical Problems and Community Disrespect	8

Appendix C: Survey Instrument

The Professional Satisfaction of South Carolina Lawyers

**A Confidential Survey Commissioned by the:
Professional Potential Task Force of the South Carolina Bar**

whose Mission is:

“To identify and address issues regarding retention and satisfaction of attorneys in the practice of law in order to maximize professional potential.”

Administered by Dr. Bentley Coffey

Notice:

The purpose of this **anonymous** survey is for the South Carolina Bar to gauge which issues affect attorney satisfaction and retention. The aggregated results of this survey may influence policy recommendations made by the Bar’s Professional Potential Task Force; these aggregated results may also be used for the purposes of academic research. The analysis will be conducted in a **secure** setting.

Your privacy will be carefully safeguarded.

Although this survey may appear to be targeted at practicing attorneys, we also seek responses from those who have left the profession. Their insight is just as valuable in understanding retention and satisfaction.

Expect for this survey to take between 15 and 30 minutes.

Overall Professional Satisfaction

We would like to ask about your satisfiers and dissatisfiers. Common answers include:

Civility	Benefits	Billable Hours
Coworkers	Compensation	Type of Practice
Type of Assignments	Professional Development	Client Recruiting
Personal Issues	Feedback	Client Appreciation
Flexibility	Disillusionment	Employer Appreciation
Stress Levels	Respect in the Community	Pro-Bono / Volunteer work
Child Care	Control over your Schedule	Court Appointed Cases
Lack of Respect	Unclear Expectations	Feeling over your Head
Specialization	Intellectual Stimulation	Continuing Legal Education

1. What are your top 3 satisfiers at work? (They need not appear above)

	Top 3 satisfiers
1.	
2.	
3.	

2. What are your top 3 dissatisfiers at work? (They need not appear above)

	Top 3 dissatisfiers
1.	
2.	
3.	

3. How strongly do you agree with the following statements?

I am satisfied with my professional life at this point.				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My career has met expectations I had when I chose to attend law school.				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
If I could choose it all over, I would go to law school again.				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I would recommend law school as a career decision to others.				
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

Employment

4. Are you currently employed?

Yes, full-time	Yes, part-time	No

5. Is a law degree required for your current job?

Yes	No

6. Are you a member of the bar?

Yes	No

7. In which year were you admitted to the Bar?

8. How many hours did you spend last year on involuntary court appointed cases?

9. In which sector do you work?

Private	Non-Profit	Government	Other

10. In what capacity are you working in the private sector?

Practicing in a Law Firm	Practicing as the in-house Counsel	Other

11. What is your position?

Junior Associate (from 1 st to 3 rd year)	Mid-level Associate (from 4 th to 6 th year)	Senior Associate (7 th year or higher)	Junior / Income Partner	Senior / Equity Partner	Other (e.g. staff attorney, general counsel, etc)

12. If you have a primary practice area, what is it?

13. How many attorneys are there in your organization?

Responsibilities and Benefits

14. On average, how many hours do you work per week? (include both billable and non-billable hours, hours at the office and hours working at home)

15. Last year, how many days off from work were you allowed and how many did you actually take? (Answer “uncertain” if you’re unsure and “no policy” if the amount allowed is not clearly set by your employer.)

	Vacation	Sick	Personal	Paid Maternity/Paternity Leave not counted under Sick, Vacation, or Personal	Unpaid
Amount Allowed					
Amount Actually Taken					

16. Which kind(s) of flexibility in working arrangement does your job allow?

	You have no flexibility.	You can work from home.	You can adjust number of hours you work per week.	You can adjust the time(s) of day in which you are working.
Daily				
Occasionally				

17. Given your career aspirations, do you have enough exposure to:

Superiors				
More than Enough	Enough	Less than Enough	Uncertain	N/A
Clients				
More than Enough	Enough	Less than Enough	Uncertain	N/A
Judges, Courtrooms, etc...				
More than Enough	Enough	Less than Enough	Uncertain	N/A
Adversaries, fellow lawyers, etc...				
More than Enough	Enough	Less than Enough	Uncertain	N/A
Mentors (either a formal or informal mentor)				
More than Enough	Enough	Less than Enough	Uncertain	N/A

Workplace Functioning

17. To what extent do you agree or disagree with each of the following statements about your position in your workplace?

Your workplace supports adjusting which hours of the day are spent working.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Your workplace supports adjusting the number of hours worked.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Your workplace supports working from home.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Your workplace supports use of leave policies.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Your workplace supports use of vacation time.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
The quality of assignments is justly distributed.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
You have a sufficient variety of assignments.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
You feel that you have a good degree of professional autonomy.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Your accomplishments are adequately acknowledged.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
You need additional feedback and direction from superiors.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Volunteer / Pro Bono activities are encouraged.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
You sometimes feel trapped in your job.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Your work environment is sufficiently collaborative.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A

You have adequate support staff.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
I have a productive working relationship with my subordinates.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
You have an active mentor.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
You want more challenging work.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Working part-time would hurt your career.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
“Connections” can benefit a legal career.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
You have benefited from your connections.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Your workplace adequately addresses your child care concerns.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
You have sufficient control over your schedule.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
You feel adequately trained for the work you’re doing.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Your boss is a jerk.					
Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A

19. Do you carry a Blackberry (or similar portable device) to keep in closer touch with work and, if so, is it required by your employer?

Yes, it is required	Yes, I carry one but it is not required	No, I do not carry one

20. What are your employer's expectations for advancement? Are you meeting them?

--

Diversity Issues

21. Compared with similarly situated members of the opposite sex in your present job, do you feel that

Your compensation is:				
More	Same	Less	Uncertain	N/A
Your opportunities for advancement are:				
More	Same	Less	Uncertain	N/A
The encouragement you receive for your performance is:				
More	Same	Less	Uncertain	N/A
Your participation in management decisions is:				
More	Same	Less	Uncertain	N/A
Your opportunities for attracting new business are:				
More	Same	Less	Uncertain	N/A
The quality of assignments you receive is:				
More	Same	Less	Uncertain	N/A
The degree of autonomy you are allowed is:				
More	Same	Less	Uncertain	N/A
Your ideas are respected:				
More	Same	Less	Uncertain	N/A

22. Thinking back on your professional interactions in during the past year, have you personally observed or experienced any of the following undesirable behaviors in a professional setting?

	Gender-based	Race-based	Sexual Orientation - based
Discrimination			
Use of demeaning nicknames			
Denigrating jokes			
Condescending treatment			
Categorical discounting of ideas			
Inappropriate comments on appearance			

23. How often have you experienced physical or verbal sexual advances during the past year's professional interactions?

	Often	Sometimes	Rarely	Never	N/A
Subordinate					
Co-worker					
Superior					
Judge					
Client					
Other					

Financial Issues

24. To your best recollection, what were your pre-tax work earnings during the previous calendar year?

\$0 to \$24,999	
\$25,000 to \$49,999	
\$50,000 to \$75,999	
\$75,000 to \$99,999	
\$100,000 to \$124,999	
\$125,000 to \$149,999	
\$150,000 to \$174,999	
\$175,000 to \$199,999	
\$200,000 to \$249,999	
\$250,000 to \$299,999	
\$300,000 to \$349,999	
\$350,000 to \$399,999	
\$400,000 to \$449,999	
More than \$450,000	

25. In that same calendar year, what was your total pre-tax household income? (Please include your work earnings, any spousal income, investment income, trust fund, [in vivo] bequests, etc...)

\$0 to \$25,000	
\$25,000 to \$49,999	
\$50,000 to \$74,999	
\$75,000 to \$199,999	
\$100,000 to \$124,999	
\$125,000 to \$149,999	
\$150,000 to \$174,999	
\$175,000 to \$199,999	
\$200,000 to \$249,999	
\$250,000 to \$299,999	
\$300,000 to \$349,999	
\$350,000 to \$399,999	
\$400,000 to \$449,999	
More than \$450,000	

26. At the time that you graduated from law school, what was your total educational debt?

\$0	
\$1 to \$24,999	
\$25,000 to \$49,999	
\$50,000 to \$74,999	
\$75,000 to \$99,999	
\$100,000 to \$124,999	
\$125,000 to \$149,999	
\$150,000 to \$174,999	
\$175,000 to \$199,999	
More than \$200,000	

27. What is your total educational debt now?

\$0	
\$1 to \$24,999	
\$25,000 to \$49,999	
\$50,000 to \$74,999	
\$75,000 to \$99,999	
\$100,000 to \$124,999	
\$125,000 to \$149,999	
\$150,000 to \$174,999	
\$175,000 to \$199,999	
More than \$200,000	

28. What is your total household debt now? (Please include any mortgage, credit cards, spousal debts, etc...)

\$0 to \$24,999	
\$25,000 to \$49,999	
\$50,000 to \$74,999	
\$75,000 to \$99,999	
\$100,000 to \$124,999	
\$125,000 to \$149,999	
\$150,000 to \$174,999	
\$175,000 to \$199,999	
\$200,000 to \$249,999	
\$250,000 to \$299,999	
\$300,000 to \$349,999	
\$350,000 to \$399,999	
\$400,000 to \$449,999	
More than \$450,000	

29. How much more compensation would it take for you to be willing to work more hours? (If you are not willing to work more for any amount of additional compensation, then answer “not willing”.)

Additional amount of work	Minimum acceptable increase in annual pay in dollars
1 Additional hour per week	\$
5 Additional hours per week	\$
10 Additional hours per week	\$
20 Additional hours per week	\$

30. How much less compensation would you be willing to accept to work less?
 You may answer either in terms of absolute dollars or as a percentage of your salary. If you are not willing to accept less compensation for fewer hours, then answer “not willing”.

Reduction in amount of work	Maximum acceptable decrease in annual pay in dollars
1 Fewer hour per week	\$
5 Fewer hours per week	\$
10 Fewer hours per week	\$
20 Fewer hours per week	\$

Retrospective and Prospective

31. Since graduating from law school, have you taken a job for less compensation than your highest paying offer? How much less was the compensation and what was superior about the lower-paying job that you took?

32. How many jobs have you held since graduating from law school?

33. In which sectors have you worked?

Private	Non-Profit	Government	Other

34. Think back to 5 years ago. How many dependents (children, elderly parents, etc...) lived with you 5 years ago?

35. To your best recollection, what were your pre-tax work earnings 5 years ago?

\$0	
\$1 to \$24,999	
\$25,000 to \$49,999	
\$50,000 to \$74,999	
\$75,000 to \$99,999	
\$100,000 to \$124,999	
\$125,000 to \$149,999	
\$150,000 to \$174,999	
\$175,000 to \$199,999	
\$200,000 to \$249,999	
\$250,000 to \$299,999	
\$300,000 to \$349,999	
\$350,000 to \$399,999	
\$400,000 to \$449,999	
\$450,000 to \$499,999	
More than \$500,000	

36. In which sector did you work 5 years ago?

Private	Non-Profit	Government	Other

37. Were you practicing law 5 years ago?

Yes	No

38. How many hours did you work per week 5 years ago? (include both billable and non-billable hours, hours at the office and hours working on your job at home)

39. How many work days of vacation did you take 5 years ago?

40. Five years ago, how many days off from work were you allowed? (Answer “uncertain” if you’re unsure and “no policy” if the amount allowed is not clearly set by your employer.)

	Vacation	Sick	Personal	Paid Maternity/Paternity Leave (not counted under Sick, Vacation, or Personal)	Unpaid
Amount Allowed					

41. Which kind(s) of flexibility were available in your job 5 years ago?

	You have no flexibility.	You can work from home.	You can adjust number of hours you work per week.	You can adjust the time(s) of day in which you are working.
Daily				
Occasionally				

42. Five years ago, did you work for a different employer than currently?

Yes	No

43. Why did you change jobs?

--

44. Relative to now, how much do you expect to earn in 5 years?

Considerably More	Slightly More	The Same	Slightly Less	Considerably Less

45. In 5 years, are you more or less likely to be practicing law?

More Likely to Practice	Less Likely to Practice

46. In 5 years, are you more likely to be in the same job or have changed jobs?

More Likely to Remain in Current Job	More Likely to Change Jobs

47. Why might you change jobs?

--

Family Issues

48. Do you have children?

Yes	No

49. How many children do you have?

50. What is the age of your youngest child?

51. How many dependents (ie children, elderly parents, handicapped siblings, etc...) are you responsible for?

52. What is your marital status?

Single	Partnered	Married	Remarried	Divorced	Separated	Widowed

53. Does your spouse/partner work?

Yes	No

54. Which kind(s) of flexibility in working arrangement does your spouse/partner have?

No flexibility	Can work from home	Can adjust number of hours worked per week	Can adjust the time(s) of day worked

55. On average, how many hours a week does your spouse/partner work?

56. Compared with your commitment to your career, would you say the commitment of your spouse/partner to his/her career is:

Much Less	Moderately Less	Same	Moderately Greater	Much Greater

Educational and Demographic Background

57. From what law school did you graduate?

USC	Charleston	Other

58. In which year did you graduate from law school?

--

59. What was your (approximate) rank when you graduated from law school?

Top 5%	Between Top 6% and Top 10%	Between Top 11% and Top 25%	Between Top 26% and Top 50%	Beneath Top 50%

60. In which year were you born?

19	
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61. Were you raised in South Carolina?

Yes	No

62. What is your sex?

Male	Female

63. What is your race?

Asian	African American	Hispanic	Native American	Caucasian	Other

Closing

64. Our mission is “to identify and address issues regarding retention and satisfaction of attorneys in the practice of law in order to maximize professional potential.” We need your help to identify these issues. Please include here any reflections you have on dissatisfaction in and desertion from the legal profession.

65. We believe that the costs of attrition are quite high. A recent survey of the 100 largest law firms in Massachusetts sought to quantify these costs. According to the survey, a full accounting of the costs of attrition should include:

Lost productivity for period of time the position remains vacant
Lost investment in training you
Lost knowledge, skill, and contacts you have
Administrative costs
Lost productivity/morale of coworkers
Recruiting and hiring expenses
Interview time spent by coworkers
Cost of training your replacement
Lost productivity due to getting your replacement up-to-speed

Unfortunately, none of the 50 responding firms systematically collected data on their attrition costs (although all expressed interest in obtaining such data).

If you were to leave your current position, what is your best guess of how much that would cost your current employer?

\$

Thank you for your taking your valuable time to answer this survey. Your assistance in providing this information is greatly appreciated.

Appendix D: Summary of Responses by Question

The target population of this survey was the 4773 people who had become licensed by the South Carolina Bar between the years of 2003 and 2008. Each potential subject was sent an invitation to take this electronic survey, on-line, during a window of October 15, 2008 to October 31, 2008.

Almost 25% of this targeted population elected to fill out the survey. Each question took one of three basic formats: selection from a menu of options (discrete data), entering a number into a blank (continuous data), or typing words into an open-ended textbox (text data). For all questions eliciting discrete data, and for some eliciting continuous data, summary statistics of the responses are presented below. When the summary statistics of continuous responses were sufficiently presented in the main body of the report, then they are not reproduced in this appendix. No summary statistics are presented for text data because there are no objective statistics for summarizing text data; however, summary statistics on the subjective categorization of some of the text data is presented in Appendix A and Appendix B

1. What are your top three satisfiers at work? (They need not appear above)

	Response Percent	Response Count
<i>Text Data – See Appendix A</i>	99.9%	1,169
<i>Text Data – See Appendix A</i>	98.7%	1,155
<i>Text Data – See Appendix A</i>	96.3%	1,127

2. What are your top three dissatisfiers at work? (They need not appear above)

	Response Percent	Response Count
<i>Text Data – See Appendix A</i>	99.9%	1,162
<i>Text Data – See Appendix A</i>	97.5%	1,134
<i>Text Data – See Appendix A</i>	92.7%	1,078

3. How strongly do you agree with the following statements?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Response Count
I am satisfied with my professional life at this point.	8.0% (95)	19.1% (227)	13.8% (164)	45.6% (542)	13.5% (160)	1,188
My career has met the expectations I had when I chose to attend law school.	14.3% (170)	28.7% (341)	16.7% (198)	31.9% (379)	8.4% (100)	1,188
If I could choose it all over, I would go to law school again.	13.8% (164)	15.8% (188)	16.3% (193)	33.8% (401)	20.3% (241)	1,187
I would recommend law school as a career decision to others	14.4% (171)	23.6% (280)	25.2% (299)	26.2% (311)	10.5% (125)	1,186

4. Are you currently employed?

	Response Percent	Response Count
Yes, Full-time	91.2%	1,081
Yes, Part-time	5.1%	60

No	3.7%	44
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5. Is a law degree required for your current job?

	Response Percent	Response Count
Yes	92.4%	1,040
No	7.6%	86

6. Are you a member of the bar?

	Response Percent	Response Count
Yes	99.7%	1,141
No	0.3%	4

7. In which year were you admitted to the Bar?

Year Admitted	Percent	Response Count
1993	4.3%	49
1994	5.9%	67
1995	4.7%	53
1996	7.0%	80
1997	6.1%	69
1998	5.9%	67
1999	5.8%	66
2000	7.7%	88
2001	6.0%	68
2002	5.3%	60
2003	6.4%	73
2004	8.0%	91
2005	8.1%	92
2006	8.0%	91
2007	9.2%	105
2008	1.8%	20

8. How many hours did you spend last year working on involuntary court-appointed cases?

	Response Percent	Response Count
<i>Continuous Response Data</i>	94.8%	1,129

9. In which sector do you work?

	Response Percent	Response Count
Private Sector	75.5%	865
Non-Profit	3.6%	41
Government	18.3%	209
Other	2.6%	30

10. In what capacity are you working in the private sector?

	Response Percent	Response Count
Practicing in a Law Firm	87.6%	758
Practicing as the in-house Counsel	4.5%	39
Other	7.9%	68

11. What is your position?

	Response Percent	Response Count
Junior Associate (from 1st to 3rd year)	21.5%	163
Mid-level Associate (from 4th to 6th year)	16.0%	121
Senior Associate (7th year and higher)	12.3%	93
Junior/Income Partner	10.8%	82
Senior/Equity Partner	27.3%	207
Other	12.0%	91

12. If you have a primary practice area, what is it?

	Response Percent	Response Count
<i>Text Data</i>	58.8%	700

13. How many attorneys are there in your organization?

	Response Percent	Response Count
<i>Continuous Response Data</i>	95.0%	1,131

14. On average, how many hours do you work per week? (Include both billable and non-billable hours, hours at the office and hours working at home)

	Response Percent	Response Count
<i>Continuous Response Data</i>	93.3%	1,111

15. Last year, how many days off from work were you allowed and how many did you actually take? (Answer "uncertain" if you're unsure and "no policy" if the amount is not clearly set by your employer)

Unpaid									
	0	1-5	6-10	12-15	16-20	21 or more	uncertain	no policy	Response Count
Amount Allowed	16.2% (151)	1.1% (10)	0.9% (8)	0.5% (5)	0.2% (2)	2.6% (24)	24.1% (225)	54.4% (508)	933
Amount Actually Taken	71.1% (625)	4.1% (36)	2.7% (24)	1.8% (16)	0.9% (8)	2.3% (20)	6.6% (58)	10.5% (92)	879

Vacation									
	0	1-5	6-10	12-15	16-20	21 or more	uncertain	no policy	Response Count
Amount Allowed	3.7% (38)	2.7% (28)	15.7% (162)	20.7% (214)	4.6% (48)	5.9% (61)	6.7% (69)	40.0% (413)	1,033
Amount Actually Taken	8.1% (82)	24.6% (250)	34.0% (345)	17.4% (177)	4.5% (46)	3.2% (32)	3.6% (37)	4.5% (46)	1,015

Sick									
	0	1-5	6-10	12-15	16-20	21 or more	uncertain	no policy	Response Count
Amount Allowed	5.8% (58)	9.4% (93)	8.6% (85)	11.7% (116)	1.6% (16)	3.7% (37)	13.0% (129)	46.3% (460)	994
Amount Actually Taken	31.5% (307)	47.7% (465)	6.7% (65)	2.1% (20)	0.9% (9)	0.6% (6)	4.6% (45)	5.9% (58)	975

Personal									
	0	1-5	6-10	12-15	16-20	21 or more	uncertain	no policy	Response Count
Amount Allowed	15.5% (146)	9.9% (93)	2.1% (20)	1.8% (17)	0.5% (5)	1.8% (17)	16.7% (158)	51.7% (488)	944
Amount Actually Taken	51.1% (462)	27.5% (249)	3.3% (30)	1.0% (9)	0.4% (4)	0.9% (8)	6.7% (61)	9.0% (81)	904

Paid Maternity/Paternity Leave not counted as Vacation, Sick, or Personal									
	0	1-5	6-10	12-15	16-20	21 or more	uncertain	no policy	Response Count
Amount Allowed	21.3% (189)	0.6% (5)	1.2% (11)	1.5% (13)	0.3% (3)	9.2% (82)	26.7% (237)	39.3% (349)	889
Amount Actually Taken	75.5% (627)	2.5% (21)	1.7% (14)	1.4% (12)	0.5% (4)	3.6% (30)	5.8% (48)	8.9% (74)	830

16. Which kind(s) of flexibility in working arrangement does your job allow?

	You can adjust the time(s) of day in which you are working	You can work from home	You can adjust the number of hours you work	You have no flexibility	Response Count
Daily	66.7% (488)	33.2% (243)	52.6% (385)	23.2% (170)	732
Occasionally	57.6% (532)	64.3% (594)	49.6% (458)	31.5% (291)	924

17. Given your career aspirations, do you have enough exposure to:

	More than Enough	Enough	Less than Enough	Uncertain	N/A	Response Count
Superiors	22.6% (250)	47.1% (522)	14.4% (160)	1.4% (16)	14.4% (160)	1,108
Clients	28.9% (321)	46.8% (520)	14.0% (156)	0.6% (7)	9.6% (107)	1,111
Judges, Courtrooms, etc...	17.9% (199)	41.5% (462)	22.2% (247)	1.2% (13)	17.2% (191)	1,112
Adversaries, fellow lawyers, etc...	20.9% (232)	51.7% (574)	19.1% (212)	1.6% (18)	6.7% (74)	1,110
Mentors (either a formal or informal mentor)	10.7% (119)	40.1% (446)	40.3% (448)	3.0% (33)	5.9% (65)	1,111

18. To what extent do you agree or disagree with each of the following statements about your position in your workplace?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A	Response Count
Your workplace supports adjusting which hours of the day are spent working.	17.0% (186)	33.1% (363)	18.2% (200)	19.1% (210)	8.4% (92)	4.2% (46)	1,097
Your workplace supports adjusting the number of hours worked.	13.6% (149)	22.3% (244)	18.5% (202)	28.7% (314)	12.3% (135)	4.6% (50)	1,094
Your workplace supports working from home.	10.7% (117)	20.7% (227)	22.1% (242)	28.0% (307)	13.9% (152)	4.6% (50)	1,095
Your workplace supports use of leave policies.	12.5% (136)	35.6% (389)	22.2% (242)	11.4% (124)	5.2% (57)	13.2% (144)	1,092
Your workplace supports use of vacation time.	17.1% (187)	46.8% (512)	16.2% (177)	8.5% (93)	3.2% (35)	8.2% (90)	1,094
The quality of assignments is justly distributed.	12.3% (134)	39.2% (428)	17.7% (193)	12.1% (132)	5.8% (63)	13.1% (143)	1,093
You have a sufficient variety of assignments.	17.6% (192)	50.0% (546)	13.8% (151)	8.9% (97)	2.9% (32)	6.7% (73)	1,091
You feel that you have a good degree of professional autonomy.	34.5% (377)	45.6% (499)	8.0% (88)	6.4% (70)	2.9% (32)	2.6% (28)	1,094
Your accomplishments are adequately acknowledged.	15.4% (168)	39.1% (427)	18.4% (201)	13.6% (148)	7.0% (76)	6.6% (72)	1,092
You need additional feedback and direction from superiors.	6.2% (68)	22.7% (248)	27.0% (295)	24.0% (263)	5.5% (60)	14.6% (160)	1,094

Volunteer / Pro Bono activities are encouraged.	8.7% (95)	23.4% (256)	27.7% (303)	17.3% (189)	8.8% (96)	14.0% (153)	1,092
You sometimes feel trapped in your job.	20.4% (222)	33.0% (359)	15.7% (171)	17.7% (193)	9.7% (106)	3.4% (37)	1,088
Your work environment is sufficiently collaborative.	15.3% (167)	46.4% (506)	17.6% (192)	10.6% (115)	3.6% (39)	6.5% (71)	1,090
You have adequate support staff.	12.7% (138)	40.2% (437)	11.0% (120)	21.6% (235)	10.2% (111)	4.2% (46)	1,087
You have a productive working relationship with your subordinates.	19.6% (213)	53.0% (577)	9.7% (106)	3.9% (42)	1.7% (18)	12.2% (133)	1,089
You have an active mentor.	10.3% (112)	25.6% (279)	18.3% (199)	22.9% (249)	13.9% (151)	9.1% (99)	1,089
You want more challenging work.	6.1% (66)	23.4% (252)	37.4% (403)	21.6% (233)	8.3% (89)	3.2% (35)	1,078
Working part-time would hurt your career.	42.6% (464)	31.8% (347)	8.9% (97)	7.7% (84)	3.8% (41)	5.2% (57)	1,090
Connections can benefit a legal career.	63.9% (697)	30.8% (336)	2.8% (31)	0.4% (4)	0.4% (4)	1.7% (19)	1,091
You have benefited from your connections.	24.7% (270)	38.2% (417)	18.2% (199)	11.5% (126)	4.4% (48)	3.0% (33)	1,093
Your workplace adequately addresses your child care concerns.	5.2% (57)	13.3% (145)	25.5% (277)	8.9% (97)	6.6% (72)	40.4% (440)	1,088
You have sufficient control over your schedule.	18.0% (195)	43.0% (466)	15.6% (169)	14.7% (159)	7.0% (76)	1.8% (19)	1,084
You feel adequately trained for the work you're doing.	22.2% (243)	49.4% (540)	13.7% (150)	10.6% (116)	2.9% (32)	1.1% (12)	1,093
Your boss is a jerk.	5.9% (64)	4.2% (46)	13.2% (143)	14.5% (158)	40.8% (444)	21.3% (232)	1,087

19. Do you carry a Blackberry (or similar portable device) to keep in closer touch with work?

	Response Percent	Response Count
Yes, it is required by my employer	19.7%	215
Yes, I carry one but it is not required	41.0%	449
No	39.3%	430

20. What are your employer's expectations for advancement? Are you meeting them?

	Response Percent	Response Count
<i>Text Data</i>	69.9%	832

21. Compared with similarly situated members of the opposite sex in your present job, do you feel that

	More	Same	Less	Uncertain	N/A	Response Count
Your compensation is	4.0% (44)	48.9% (533)	20.8% (227)	12.2% (133)	14.0% (153)	1,090
Your opportunities for advancement are	5.0% (54)	55.4% (604)	17.8% (194)	6.1% (66)	15.8% (172)	1,090
The encouragement you receive for your performance is	4.1% (45)	58.9% (642)	12.9% (141)	6.1% (66)	18.0% (196)	1,090
Your participation in management decisions is	7.5% (81)	50.0% (543)	14.2% (154)	5.7% (62)	22.7% (246)	1,086
Your opportunities for attracting new business are	6.3% (69)	44.7% (487)	14.2% (155)	5.0% (55)	29.7% (324)	1,090
The quality of assignments you receive is	5.6% (61)	63.0% (687)	7.0% (76)	5.6% (61)	18.9% (206)	1,091
The degree of autonomy you are allowed is	8.2% (89)	65.3% (712)	5.7% (62)	4.8% (52)	16.1% (175)	1,090
Your ideas are respected	6.5% (71)	62.5% (679)	9.0% (98)	5.8% (63)	16.2% (176)	1,087

22. Thinking back on your professional interactions during the past year, have you personally observed any of the following undesirable behaviors in a professional setting?

	Gender-based	Race-based	Sexual Orientation-based	Responses
Discrimination	23.5% (280)	14.1% (168)	5.4% (64)	28% (334)
Use of Demeaning Names	17.8% (212)	12.3% (147)	9.5% (113)	23.6% (281)
Denigrating Jokes	19.4% (231)	15.3% (182)	12.3% (146)	25.9% (309)
Condescending Treatment	28.3% (337)	8.6% (103)	3.6% (43)	30.6% (364)
Categorical Discounting of Ideas	12.9% (154)	4.5% (53)	1.8% (21)	14.6% (174)
Inappropriate Comments on Appearance	25.1% (299)	3.6% (43)	3.8% (45)	26.2% (312)

23. How often have you experienced physical or verbal sexual advances during the past year's professional interactions?

	Often	Sometimes	Rarely	Never	N/A	Response Count
Subordinate	0.2% (2)	1.2% (13)	2.6% (28)	83.5% (888)	12.4% (132)	1,063
Co-worker	0.4% (4)	2.4% (26)	4.8% (51)	81.6% (867)	10.8% (115)	1,063
Superior	0.4% (4)	2.5% (26)	1.7% (18)	83.7% (887)	11.8% (125)	1,060
Judge	0.2% (2)	1.9% (20)	1.7% (18)	83.8% (891)	12.4% (132)	1,063

Client	0.7% (8)	6.5% (70)	10.2% (109)	72.0% (771)	10.6% (113)	1,071
Other	0.6% (6)	4.6% (45)	5.9% (58)	72.3% (712)	16.6% (164)	985

24. To your best recollection, what were your pre-tax work earnings during the previous calendar year?

Income Bracket	Percent	Response Count
1. \$0-\$24,000	5.5%	60
2. \$25,000-\$49,999	17.9%	196
3. \$50,000-\$74,999	27.0%	295
4. \$75,000-\$99,999	17.5%	191
5. \$100,000-\$124,999	12.1%	132
6. \$125,000-\$149,999	5.6%	61
7. \$150,000-\$174,999	4.8%	52
8. \$175,000-\$199,999	3.0%	33
9. \$200,000-\$249,999	2.7%	29
10. \$250,000-\$299,999	1.5%	16
11. \$300,000-\$349,999	0.7%	8
12. \$350,000-\$399,999	0.5%	6
13. \$400,000-\$450,000	0.4%	4
14. More than \$450,000	0.8%	9

25. In that same calendar year, what was your pre-tax household income? (Please include your work earnings, any spousal income, investment income, trust fund, [in vivo] bequests, etc...)

Income Bracket	Percent	Response Count
1. \$0-\$24,000	1.4%	15
2. \$25,000-\$49,999	8.8%	96
3. \$50,000-\$74,999	13.6%	148
4. \$75,000-\$99,999	16.7%	182
5. \$100,000-\$124,999	16.8%	184
6. \$125,000-\$149,999	10.9%	119
7. \$150,000-\$174,999	8.7%	95
8. \$175,000-\$199,999	6.0%	65
9. \$200,000-\$249,999	8.6%	94
10. \$250,000-\$299,999	3.1%	34
11. \$300,000-\$349,999	1.6%	17
12. \$350,000-\$399,999	1.4%	15
13. \$400,000-\$450,000	0.5%	6
14. More than \$450,000	2.0%	22

26. At the time you graduated from law school, what was your total educational debt?

Debt Bracket	Percent	Response Count
1. \$0	17.4%	194
2. \$1-\$24,999	8.4%	94
3. \$25,000-\$49,999	17.6%	196
4. \$50,000-\$74,999	24.2%	269
5. \$75,000-\$99,999	14.6%	163
6. \$100,000-\$124,999	10.2%	113
7. \$125,000-\$149,999	4.0%	45
8. \$150,000-\$174,999	2.3%	26
9. \$175,000-\$200,000	1.0%	11
10. More than \$200,000	0.2%	2

27. What is your total educational debt now?

Debt Bracket	Percent	Response Count
1. \$0	34.0%	378
2. \$1-\$24,999	11.8%	131
3. \$25,000-\$49,999	14.0%	155
4. \$50,000-\$74,999	16.2%	180
5. \$75,000-\$99,999	11.0%	122
6. \$100,000-\$124,999	6.8%	76
7. \$125,000-\$149,999	3.1%	34
8. \$150,000-\$174,999	2.0%	22
9. \$175,000-\$200,000	0.9%	10
10. More than \$200,000	0.3%	3

28. What is your total household debt now? (Please include any mortgage, credit cards, spousal debts, etc...)

Debt Bracket	Percent	Response Count
1. \$0-\$24,000	6.9%	75
2. \$25,000-\$49,999	2.8%	30
3. \$50,000-\$74,999	2.7%	29
4. \$75,000-\$99,999	4.0%	43
5. \$100,000-\$124,999	5.6%	61
6. \$125,000-\$149,999	5.1%	55
7. \$150,000-\$174,999	7.2%	78
8. \$175,000-\$199,999	6.7%	73
9. \$200,000-\$249,999	15.0%	163
10. \$250,000-\$299,999	11.2%	122
11. \$300,000-\$349,999	9.3%	101
12. \$350,000-\$399,999	7.0%	76
13. \$400,000-\$450,000	4.1%	45
14. More than \$450,000	12.4%	134

29. How much more annual compensation (in dollars) would it take for you to be willing to work more hours? (If you are not willing to work more for any amount of additional compensation, then answer "not willing".)

		Percent	Response Count
1 Additional hour per week:	<i>Mixed Continuous and Text Data</i>	94.5%	896
5 Additional hours per week:	<i>Mixed Continuous and Text Data</i>	90.0%	853
10 Additional hours per week:	<i>Mixed Continuous and Text Data</i>	90.7%	860
20 Additional hours per week:	<i>Mixed Continuous and Text Data</i>	91.4%	866

30. How much less annual compensation (in dollars) would you be willing to accept to work fewer hours? (If you are not willing to work fewer hours for less compensation, then answer "not willing".)

		Percent	Response Count
1 Fewer hour per week:	<i>Mixed Continuous and Text Data</i>	96.4%	890
5 Fewer hours per week:	<i>Mixed Continuous and Text Data</i>	89.5%	826
10 Fewer hours per week:	<i>Mixed Continuous and Text Data</i>	90.6%	836
20 Fewer hours per week:	<i>Mixed Continuous and Text Data</i>	89.9%	830

31. Since graduating from law school, have you taken a job for less compensation than your highest paying offer? If so, how much less was the compensation and what was superior about the low-paying job that you took?

	Response Percent	Response Count
<i>Text Data</i>	72.1%	859

32. How many jobs have you held since graduating from law school?

	Response Percent	Response Count
<i>Continuous Response Data</i>	91.0%	1,084

33. In which sectors have you worked?

Sector	Percent	Response Count
Private	88.4%	962
Non-Profit	8.4%	91
Government	41.1%	447
Other	3.8%	41

34. Think back to five years ago. How many dependents (children, elderly, parents, etc...) lived with you five years ago?

Number of Dependents 5 Years Ago	Percent	Count
0	62.7%	679
1	14.3%	155
2	13.5%	146
3	6.4%	69
4 or more	3.1%	34

35. To your best recollection, what were your pre-tax earnings five years ago?

Income Bracket	Percent	Response Count
1. \$0-\$24,000	25.4%	268
2. \$25,000-\$49,999	23.8%	252
3. \$50,000-\$74,999	23.2%	245
4. \$75,000-\$99,999	12.1%	128
5. \$100,000-\$124,999	6.9%	73
6. \$125,000-\$149,999	3.6%	38
7. \$150,000-\$174,999	1.6%	17
8. \$175,000-\$199,999	0.9%	9
9. \$200,000-\$249,999	1.1%	12
10. \$250,000-\$299,999	0.6%	6
11. \$300,000-\$349,999	0.3%	3
12. \$350,000-\$399,999	0.1%	1
13. \$400,000-\$449,999	0.0%	0

14. \$450,000-\$500,000	0.2%	2
15. More than \$500,000	0.3%	3

36. In which sector did you work five years ago?

Sector	Percent	Response Count
Private	64.4%	667
Non-Profit	4.3%	45
Government	14.1%	146
Other	17.2%	178

37. Were you practicing law five years ago?

	Response Percent	Response Count
Yes	60.9%	653
No	39.1%	420

38. How many hours did you work per week five years ago? (Include both billable and non-billable hours, hours at the office and hours working on your job at home)

Hours Worked 5 Years Ago	Percent	Response Count
0	9.8%	99
10 or less	2.2%	22
11-20	6.1%	62
21-30	3.2%	32
31-39	6.2%	63
40	17.4%	177
41-45	9.2%	93
46-50	17.5%	178
51-55	6.8%	69
56-60	12.0%	122
61-70	6.5%	66
71 or more	3.2%	32

39. How many work days of vacation did you take five years ago?

Number of Vacation Days 5 Years Ago	Percent	Response Count
0	22.1%	219
1-5	20.9%	207
6-10	32.5%	322
11-15	16.5%	163
16-20	4.2%	42
21 or more	3.7%	37

40. Five years ago, how many days off from work were you allowed? (Answer "uncertain" if you're unsure and "no policy" if the amount was not clearly set by your employer)

Unpaid									
	0	1-5	6-10	12-15	16-20	21 or more	uncertain	no policy	Response Count
Amount Allowed	16.9% (144)	1.9% (16)	1.6% (14)	0.2% (2)	0.2% (2)	2.3% (20)	34.5% (294)	42.3% (361)	853

Vacation									
	0	1-5	6-10	12-15	16-20	21 or more	uncertain	no policy	Response Count
Amount Allowed	6.1% (55)	5.5% (50)	17.9% (162)	16.5% (149)	4.0% (36)	3.8% (34)	16.6% (150)	29.6% (268)	904

Sick									
	0	1-5	6-10	12-15	16-20	21 or more	uncertain	no policy	Response Count
Amount Allowed	7.6% (67)	11.3% (99)	9.6% (84)	8.0% (70)	1.0% (9)	1.5% (13)	23.9% (210)	37.1% (326)	878

Personal									
	0	1-5	6-10	12-15	16-20	21 or more	uncertain	no policy	Response Count
Amount Allowed	17.4% (147)	10.0% (85)	1.5% (13)	1.7% (14)	0.5% (4)	1.3% (11)	26.1% (221)	41.6% (352)	847

Paid Maternity/Paternity Leave not counted as Vacation, Sick, or Personal									
	0	1-5	6-10	12-15	16-20	21 or more	uncertain	no policy	Response Count
Amount Allowed	17.0% (135)	1.0% (8)	1.3% (10)	1.1% (9)	0.5% (4)	7.0% (56)	36.7% (292)	35.4% (282)	796

41. Which kind(s) of flexibility were available in your job 5 years ago?

	You could adjust the time(s) of day in which you were working	You could work from home	You could adjust the number of hours you worked	You had no flexibility	Response Count
Daily	44.4% (272)	24.5% (150)	35.9% (220)	50.1% (307)	613
Occasionally	52.2% (363)	43.0% (299)	40.9% (284)	42.0% (292)	695

42. Five years ago, did you work for a different employer than currently?

	Response Percent	Response Count
Yes	66.0%	603
No	34.0%	310

43. Why did you change jobs?

	Response Percent	Response Count
<i>Text Data</i>	78.7%	937

44. Relative to now, how much do you expect to earn in five years?

	Percent	Response Count
1. Considerably More	49.8%	535
2. Slightly More	42.6%	458
3. Same	5.3%	57
4. Slightly Less	1.6%	17
5. Considerably Less	0.7%	7

45. In five years, are you more or less likely to be practicing law?

	Percent	Response Count
More Likely to Practice	66.7%	710
Less Likely to Practice	33.3%	355

46. In five years, are you more likely to be in the same job or to have changed jobs?

	Percent	Response Count
More Likely to Remain in Current Job	58.0%	619
More Likely to Change Jobs	42.0%	448

47. Why might you change jobs?

	Response Percent	Response Count
<i>Text Data</i>	36.8%	438

48. Do you have children?

	Response Percent	Response Count
Yes	56.5%	613
No	43.5%	471

49. How many children do you have?

	Response Percent	Response Count
<i>Continuous Response Data</i>	56.5%	613

50. What is the age of your youngest child?

Age of Youngest Child	Percent	Response Count
0-1	29.2%	179
2-3	24.1%	148
4-6	19.7%	121
5-9	11.3%	69
10-14	7.3%	45
15-18	1.8%	11
19-22	2.9%	18
Over 22	3.6%	22

51. How many dependents (ie children, elderly parents, handicapped siblings, etc...) are you responsible for?

Number of Dependents	Percent	Response Count
0	43.0%	463
1	17.6%	189
2	21.9%	236
3	10.8%	116
4 or more	6.7%	72

52. What is your marital status?

	Percent	Response Count
Single	18.2%	197
Partnered	2.3%	25
Married	71.2%	773
Re-married	2.4%	26
Divorced	4.8%	52
Separated	0.9%	10
Widowed	0.2%	2

53. Does your spouse/partner work?

	Response Percent	Response Count
Yes	81.8%	681
No	18.2%	152

54. Which kind(s) of flexibility in working arrangement does your spouse/partner have?

	can adjust the time(s) of day worked	can work from home	can adjust the number of hours worked	no flexibility	Response Count
Daily	50.7% (241)	34.5% (164)	41.3% (196)	42.9% (204)	475
Occasionally	53.8% (278)	45.3% (234)	48.5% (251)	31.5% (163)	517

55. On average, how many hours per week does your spouse/partner work?

Hours Worked by Spouse	Percent	Response Count
10 or less	2.7%	18
11-20	5.9%	40
21-30	8.9%	60
31-39	7.7%	52
40	29.1%	196
41-45	11.9%	80
46-50	16.2%	109
51-55	4.2%	28
56-60	8.3%	56
61-70	3.1%	21
71 or more	1.9%	13

56. Compared to your commitment to your career, would you say the commitment of your spouse/partner to his/her career is:

	Percent	Response Count
Much Less	13.5%	92
Moderately Less	19.7%	134
Same	38.2%	260
Moderately Greater	13.4%	91
Much Greater	15.1%	103

57. From what law school did you graduate?

	Percent	Response Count
USC	61.7%	667
Charleston	2.6%	28
Other	35.7%	386

58. In which year did you graduate law school?

	Response Percent	Response Count
<i>Continuous Response Data</i>	90.3%	1076

59. What was your approximate rank when you graduated from law school?

	Percent	Response Count
Top 5%	6.8%	71
Between Top 6% and Top 10%	11.5%	121
Between Top 11% and Top 25%	27.5%	288
Between Top 26% and Top 50%	37.8%	396
Beneath Top 50%	16.4%	172

60. In which year were you born?

Year Born	Percent	Response Count
Before 1955	3.7%	39
1955-1959	2.1%	22
1960-1964	5.4%	58
1965-1969	21.7%	231
1970-1974	29.7%	316
1975-1979	25.5%	272
After 1979	11.9%	127

61. Were you raised in South Carolina?

	Response Percent	Response Count
Yes	61.3%	656
No	38.7%	414

62. What is your sex?

	Response Percent	Response Count
Male	49.7%	535
Female	50.3%	541

63. What is your race?

	Percent	Response Count
Asian	0.9%	10
African American	5.2%	56
Hispanic	0.8%	9
Native American	0.3%	3
Caucasian	92.9%	994
Other	0.5%	5

64. Our mission is “to identify and address issues regarding retention and satisfaction of attorneys in the practice of law in order to maximize professional potential.” We need your help to identify these issues. Please include here any reflections you have on dissatisfaction in and desertion from the legal profession.

	Response Percent	Response Count
<i>Text Data</i>	61.6%	734

65. We believe that the costs of attrition are quite high. A recent survey of the 100 largest law firms in Massachusetts sought to quantify these costs. According to the survey, a full accounting of the costs of attrition should include:

- Lost productivity for period of time the position remains vacant
- Lost investment in training you
- Lost knowledge, skill, and contacts you have
- Administrative costs
- Lost productivity/morale of coworkers
- Recruiting and hiring expenses
- Interview time spent by coworkers
- Cost of training your replacement
- Lost productivity due to getting your replacement up-to-speed

Unfortunately, none of the 50 responding firms systematically collected data on their attrition costs (although all expressed interest in obtaining such data).

If you were to leave your current position, what is your best guess of how much that would cost (in dollars) your current employer?

	Response Percent	Response Count
<i>Continuous Response Data</i>	65.7%	783