

Family Leave – U.S., Canada, and Global

Catalyst, Updated May 1, 2012

http://www.catalyst.org/file/625/qt_family_leave.pdf

This report compares Family Leave policies of the US with those of other countries and points out that the US is one of the only industrialized nations that don't provide paid leave for new parents. Under the federal Family and Medical Leave Act of 1993 new parents can take up to 12 weeks of unpaid leave, and in 2002 California became the first state to offer partial compensation for up to 6 weeks of such leave. The report data shows that roughly 70% of mothers with children under 18 participate in the workforce, 60% of mothers with children under 3 years, and 55% with children under 1 year of age.

Women in Law in the U.S.

Catalyst, Updated April 25, 2012

http://www.catalyst.org/file/627/qt_women_in_law_in_the_us.pdf

This report is a good summary of statistics of women lawyers over time. The study shows that the percentage of women in law school has declined from its highest level at 50% in 1993 to 47% in 2010. Women comprise 32% of all attorneys, 45% of associates and 20% of partners. Few women are law firm management or business development leaders. Women are promoted to partner at higher rates in single tier firms, but women equity partners make 86% of the compensation of their male counterparts. Women comprise 20% of general counsel in the Fortune 500. While 84% of men have a spouse who is employed full-time only 44% of women have a full-time spouse. All of the best law firms for women, 100% have reduced hour policies, 94% allow reduced-hours lawyers to be eligible for equity partnership, 78% offer full-time telecommuting and back-up childcare, and 44% have written full-time flex policies.

2012 National Study of Employers

Families and Work Institute and Society for Human Resource Management, 2012

http://familiesandwork.org/site/research/reports/NSE_2012_.pdf

According to this study entitled *2012 National Study of Employers* by the Families and Work Institute and Society for Human Resources Management, there are mixed results in enabling employees at over 1,000 US employers to achieve work-life goals. Employer flex-time offerings aimed at retaining employees increased significantly over the period from 2005 to 2012. However, employees believe that while technology has enabled flexible work arrangements, it is increasingly difficult to take leaves or work part-time for some periods without experiencing career penalties. Workplaces with greater than 25 percent women and those with greater than 50 percent white populations are likely to offer more flexibility. More than two-thirds of employers encourage supervisors to reward employee accomplishments rather than face time, but many employers don't reward such efforts suggesting a shift in culture is also important.

Diversity and Flexibility Connection: Best Practices

The Project for Attorney Retention (PAR), October 29, 2009

http://www.attorneyretention.org/Publications/DiverFlexConn_BestPractices.pdf

This set of best practices was developed by a meeting of general counsel and large law firm chairs in May 2009. Clients care about flexibility because it's linked to achieving diversity. With a 20% turnover rate (more than double most industries), clients find outside turnover both disruptive and expensive. A major cause of turnover is the lack of flexibility in the workplace which is particularly difficult for women. The report says, "Given that 82% of American women have children, and that 95% of mothers aged 25-44 work fewer than 50 hours a week, it is highly improbable that law firms will have a sufficient pool of women eligible for partnership until the scheduling tension is effectively addressed." Minority groups often have more elder care responsibility, 70% of minority women are the sole primary breadwinners in their households, and minority women leave law firms at a higher rate than any other group.

2009 Diversity Best Practices Guide

The Association for Legal Career Professionals (NALP), April 2009

<http://www.nalp.org/uploads/DiversityBPGuide09.pdf>

In order to advance legal community diversity efforts the 2009 NALP Guide (an updated version of the 2006 NALP Guide) was developed by the Diversity Advancement Committee of NALP's Diversity Section and based on industry research and interviews with law firm professionals nationwide. The Guide has four sections: (1) Leadership, (2) Retention, Culture and Inclusion, (3) Professional Development, and (4) Recruitment. The most relevant section to this research brief is the Leadership section which opens with the following statement: "There are some universal tenets that have proved essential to a successful strategy for enhancing and embracing diversity in law firms. First, there must be a strong demonstrated commitment from firm management. Second, diversity must be defined as a core value of the organization and woven into all that the firm does. Finally, specific goals must be identified and metrics must be utilized to ensure accountability and progress. Effective and innovative leadership is critical on all of these fronts." The Leadership section highlights the importance of communication, involvement of leadership in day-to-day diversity work, representation of diverse lawyers at all leadership levels, leadership training and accountability of leaders. The subsequent three sections are helpful for implementing diversity programs.

Metrics for Success: Measurement in Diversity Initiatives

MCCA, 2003

<http://www.mcca.com/index.cfm?fuseaction=page.viewpage&pageid=615>

This report provides extensive examples of metrics that can be used to measure diversity which are important in communicating the business case for diversity in financial terms. The report introduction refers to an increasingly diverse population which will make those firms who can best service diverse populations most successful. Those firms which diversify may experience higher levels of competitiveness in the diverse talent market, a higher return on recruitment costs of diverse attorneys who stay at the firm longer, and higher client service levels through diverse perspectives. Diversity metrics enable firms to measure the impact of their efforts, communicate such impacts and make necessary adjustments to improve return on investment.