

Talent Advisory Board Research Update – November 6, 2012  
*Legal Industry Diversity Report*

### **Robert Half Salary Guide Report**

2013

Robert Half International

<http://www.roberthalflegal.com/SalaryCenter>

The 2013 Robert Half Legal Salary Guide includes projected starting salary ranges for over 70 legal positions. The salary ranges are national averages but can be adjusted for 150 markets in the U.S. The salary ranges represent starting compensation only because factors such as service time and work ethics are difficult to measure. There has been an increase in hiring at both law firms and corporate legal departments. Most of the hiring in law firms takes place at small and mid-sized firms. The practice areas with the highest increases in hiring include General Business and Commercial Law, Labor and Employment Law, and Litigation. The rise in the hiring of associates has also led to a demand and rise in the number of paralegals and legal secretaries hired. Although the number of job seekers has increased, 45 percent of lawyers surveyed said that it is challenging for their company's legal departments and law firms to find skilled legal professionals. For this reason, employers are willing to offer above average compensation for skilled legal professionals and also adopt measures that focus on retention and turnover reduction. Employers sometimes hire legal professionals on a project basis when additional support is needed in order to stay within their hiring budgets.

### **Report of the Seventh Annual NAWL National Survey on Retention and Promotion of Women in Law Firms**

October 2012

National Association of Women Lawyers

<http://nawl.timberlakepublishing.com/files/NAWL%202012%20Survey%20Report%20final.pdf>

The NAWL Survey tracks the professional progress of women in the nation's largest 200 law firms. The 2012 survey found that women are becoming a majority in the staff attorney role and that women are more likely to reach the equity partner position at one-tier firms than at two-tier AmLaw 100 firms. The average female equity partner earns only 89 percent of their male counterpart's compensation. Women have fewer billable hours and books of business than men. At the entry level, women constituted 47 percent of graduating lawyers but only about 45 percent of first and second-year associates at AmLaw 200 firms. The only category where women constitute a majority is at the staff attorney level, 70 percent of staff attorneys are women where staff attorney is defined as " full-time lawyer positions that are not partner-track". In a typical firm, women lawyers account for about 35 percent of counsel, 15 percent of equity partners, and 20 percent of the firm's highest governing committee.

## **Law Review Diversity Report**

2012

New York Law School, the National Law Journal, and Ms. JD

[http://ms-jd.org/files/lr2012\\_final.pdf](http://ms-jd.org/files/lr2012_final.pdf)

The National Law Journal, New York Law School, and Ms. JD selected subjects for the Law Review Diversity Report from the 2011 U.S. News and World Top 50 Law Schools. The gender diversity data was self-reported by law school students, law review support staff, and recent law school alumni. The data showed that 42.45 percent of women members of law journals and 42.45 percent of women in leadership correlated with the percentage of women awarded law degrees during the same time period (43.75 percent). The number of female editors-in-chief was, however, disproportionately low at 28.6 percent, a decline from 33 percent in the 2008-2010 data collected by Ms. JD.

## **2012 Board of Directors Survey**

Dr. Boris Groysberg and Deborah Bell

Heidrick & Struggles

[http://www.heidrick.com/PublicationsReports/Documents/WCD\\_2012BoardSurvey.pdf](http://www.heidrick.com/PublicationsReports/Documents/WCD_2012BoardSurvey.pdf)

In partnership with Heidrick & Struggles and Women Corporate Directors (WCD), Dr. Boris Groysberg and Deborah Bell surveyed over a thousand directors (60 percent men and 40 percent women) from 58 countries in an attempt to understand why the boardroom still faces issues such as board diversity and the use of quotas. Women believe that the most effective way to build diverse corporate boards is through “board leadership serving as champions of board diversity” while men believe that “developing a pipeline of diverse board candidates through director advocacy, mentorship, and training” is the most effective way to increase board diversity. More women than men agree that the use of quotas is an effective tool for increasing boardroom diversity (51 percent women vs. 25 percent men). More women than men also support the use of quotas (39 percent women vs. 18 percent men).

## **Diversity & The Bar General Counsel Survey**

September/October 2012

Minority Corporate Counsel Association

<http://content.yudu.com/A1yfrd/DivTheBarSeptOct2012/resources/index.htm?referrerUrl=http%3A%2F%2Fwww.mcca.com%2Findex.cfm%3Ffuseaction%3DPage.viewPage%26pageId%3D2077%26parentID%3D471%26nodeID%3D1>

MCCA's 13<sup>th</sup> annual General Counsel Survey found that the number of women who run *Fortune 500* companies has increased to its highest level at 18 in 2012. In 2012, 78 women general counsel appear in the *Fortune 1000*, a

decline of 4 from 2011 because 6 companies with women general counsel left for the *Fortune 500*, cited as a sign of strength rather than weakness. Seventy-two of the women general counsels are Caucasian, a 5 percent decline from 2011 while the number of African American and Hispanics remain steady at 3 and 2, respectively.

### **Diversity Management in Corporate America**

Fall 2007

Frank Dobbin, Alexandra Kalev, and Erin Kelly

University of California Press

[http://scholar.harvard.edu/dobbin/files/2007\\_contexts\\_dobbin\\_kalev\\_kelly.pdf](http://scholar.harvard.edu/dobbin/files/2007_contexts_dobbin_kalev_kelly.pdf)

Minorities and women continue to be rare in management. In 2002, while 16% of white men were managers, only 10 percent of Asian men, 9 percent of white women, 6 percent of black men, 6 percent of Asian women, 5 percent of Hispanic men, 4 percent of black women, and 4 percent of Hispanic women were managers. A survey of 829 companies assessed the effectiveness of diversity programs in increasing the number of women and minorities in management. The companies assessed adopted diversity programs that focused on changing managers' behavior, creating social connections that encourage women and minorities to advance to management level positions, and holding individuals or groups accountable for hiring practices. The study found overall that companies trying to change managers' behavior through training and evaluation did not see significant changes. Network programs that were aimed at improving the position of women and minorities were shown to have little effect on improving the position of women and minorities in management. Mentorship programs on the other hand, showed positive effects for black women, Latinos, and Asians. The data also showed that companies that assign responsibility for diversity to a diversity manager, or to a taskforce made up of managers from different departments, typically see significant positive changes in diversity.