

# Tools for Retention and Advancement of Women in Private Practice: NAWL's Lawyer & Law Firm Assessment Questionnaires<sup>1</sup>

By Stephanie A. Scharf and Zoe Sanders Nettles

NAWL has developed wonderful programs to teach women lawyers how to think about their careers, and what skills are needed. However, we also recognize the critical role played by employers in fostering successful careers. That is why NAWL has developed tools to help private practice employers implement policies and practices that enhance the prospects for retaining and promoting women lawyers. Drawing on input from consultants and practitioners across the country, NAWL has designed two interrelated assessment tools: one a survey of individual lawyers, and the other a survey of the employer's career development programs. In combination, these tools allow an employer to understand the experiences that lawyers are having in critical areas of career development and to assess the effectiveness of a firm's formal programs and policies.

The NAWL Lawyer Questionnaire allows an employer to understand the opportunities, events and barriers that lawyers in the firm - male and female, junior and senior - experience in the course of developing their careers. The Questionnaire should be administered anonymously to lawyers at all levels of seniority, from young associates to law firm leaders.

By collating responses in the key areas of career development — client relationships, practice skills, quality of life, opportunities to lead, and gender stereotyping — a firm can receive a picture of the day-to-day career dynamics for associates and partners. That information, in turn, can be the building blocks for more effective career development policies and programs.

In conjunction with the Lawyer Questionnaire, NAWL has developed a second assessment tool: the Law Firm Questionnaire. This tool allows a firm to organize and analyze information about formal programs and policies, to understand how well those programs are working and determine what changes may help the programs better achieve the firm's goals for retention and promotion.

While geared to law firm settings, much of the content of both tools applies to corporate and not-for-profit settings, as well.

The model underlying these tools may be used to analyze the experiences not just of women lawyers but of all lawyers in the firm, whether members of underrepresented and minority groups or lawyers in the majority.

<sup>1</sup> Copyright 2004 by Stephanie A. Scharf and Zoe Sanders Nettles and the National Association of Women Lawyers. All content of this publication is protected by law and may not be copied or otherwise distributed without written permission from NAWL.

**I. Lawyer Questionnaire**

*BACKGROUND INFORMATION*

1. What is your position in the Firm?
  - A. Associate
  - B. Non equity/stipend/income Partner
  - C. Equity/share Partner
2. Office Location (city): \_\_\_\_\_
3. Number of years with the Firm: \_\_\_\_\_
4. Law Firm Appointed Positions:
  - A. Practice Leader
  - B. Group Leader
  - C. Committee Chair
  - D. Firm-wide Committee Member
  - E. Department Head
  - F. Office Head
  - G. Managing Partner
  - H. Other: \_\_\_\_\_
5. Gender?
  - A. Male
  - B. Female
6. What is your practice area?
  - A. Litigation
  - B. Non-litigation
  - C. If you specialize in several areas, please list your most active practice group/team/committee: \_\_\_\_\_

*MENTORING OF LAWYERS*

7. Does the Firm have a formal mentoring program?
  - A. Yes
  - B. No
  - C. If yes, is the program firm-wide or limited to certain areas?
    1. Firm-wide
    2. Limited to certain areas
  - D. If limited, list the areas where the mentoring program is active: \_\_\_\_\_
8. If the firm has a formal program: How well would you say the Firm's formal mentoring program works, on a scale of 1 to 7:
 

1	2	3	4	5	6	7
Well below	About Average			Well Above		
expectations	for a Firm			expectations		
9. What aspects of the program would you suggest need improvement? \_\_\_\_\_
10. What aspects of the mentoring program would you say work well? \_\_\_\_\_
11. Whether or not the Firm has a formal mentoring program, are there one or more lawyers in the Firm who have served as a mentor to you personally?
  - A. Yes
  - B. No
12. If yes, how many? \_\_\_\_\_
13. For each mentor that you have had, please describe the following:
 

*For Mentor 1:*

  - A. Gender
    1. Male
    2. Female
  - B. How mentor relationship developed
    1. In course of working together
    2. Assigned by the Firm
    3. Assigned by practice group leader
    4. You initiated the mentor relationship
    5. Other: \_\_\_\_\_
  - C. Area(s) of mentoring:
    1. Training in an area of legal practice
    2. General professional development
    3. Client relationships
    4. Networking in community
    5. Participation in bar associations
  - D. On a scale of 1 to 7, how helpful has this particular mentor been?
 

Not at all helpful						Very helpful
1	2	3	4	5	6	7

E. If your mentor relationship did not work out as well as you would have liked, what do you see as the major reason? \_\_\_\_\_

*For Mentor 2:*

F. Gender

1. Male
2. Female

G. How mentor relationship developed

1. In course of working together
2. Assigned by the Firm
3. Assigned by practice group leader
4. You initiated the mentor relationship
5. Other: \_\_\_\_\_

H. Area(s) of mentoring:

1. Training in an area of legal practice
2. General professional development
3. Client relationships
4. Networking in community
5. Participation in bar associations

I. On a scale of 1 to 7, how helpful has this particular mentor been?

Not at all helpful Very helpful

1      2      3      4      5      6      7

J. If your mentor relationship has not been beneficial, what do you see as the major reason? \_\_\_\_\_

*For Mentor 3:*

K. Gender

1. Male
2. Female

L. How mentor relationship developed

1. In course of working together
2. Assigned by the Firm
3. Assigned by practice group leader
4. You initiated the mentor relationship
5. Other: \_\_\_\_\_

M. Area(s) of mentoring:

1. Training in an area of legal practice
2. General professional development
3. Client relationships
4. Networking in community
5. Participation in bar associations

N. On a scale of 1 to 7, how helpful has this particular mentor been?

Not at all helpful Very helpful

1      2      3      4      5      6      7

O. If your mentor relationship has not been beneficial, what do you see as the major reason?

14. Would you find it helpful to have a mentor or is the idea of a mentor nor worth the effort?

- A. Would be helpful
- B. Nor worth the effort

15. If your answer in the previous question is that a mentor would be helpful, please specify the principal area(s) where a mentor would be most helpful:

- A. Training in an area of legal practice
- B. General professional development
- C. Client relationships
- D. Networking in legal community
- E. Participation in bar associations
- F. Other: \_\_\_\_\_

16. Would you prefer a mentor who is male or female?

- A. Male
- B. Female
- C. No preference
- D. Please explain your answer: \_\_\_\_\_

# questionnaire

17. Do you believe that women and men lawyers are given the same mentoring at the Firm?  
A. Yes  
B. No  
C. If not, describe the difference: \_\_\_\_\_
18. If your mentor relationship has not been beneficial, what do you see as the major reason? \_\_\_\_\_  
\_\_\_\_\_
19. Do you believe there are male partners whom you can readily approach to be a mentor?  
A. Yes  
B. No
20. Do you believe there are female partners whom can readily approach to be a mentor?  
A. Yes  
B. No
21. Do you believe there are male partners in the Firm who are good role models?  
A. Yes  
B. No  
C. Please explain: \_\_\_\_\_
22. Do you believe there are female partners who are good role models?  
A. Yes  
B. No  
C. Please explain: \_\_\_\_\_
23. Do you believe there are male partners whom you can readily approach for career advice?  
A. Yes  
B. No
24. Do you believe there are female partners whom you can readily approach for career advice?  
A. Yes  
B. No
25. Do you think a firm-wide women's forum would be a helpful way to identify individuals who might be approachable as a mentor?  
A. Yes  
B. No
26. Do you think a firm-wide forum that includes men and women would be a helpful way to identify individual who might be approachable as a mentor?  
A. Yes  
B. No
27. Do you think that small groups of ten to 15 participants that meet on a regular basis would be helpful in creating mentor relationships?  
A. Yes  
B. No
28. Would you prefer a mentor who came from outside of the Firm?  
A. Yes  
B. No
- QUESTIONS \_\_\_\_\_ THROUGH \_\_\_\_\_ ARE DIRECTED TO PARTNERS IN THE FIRM:*
29. Have you ever been a mentor for a lawyer?  
A. Yes  
B. No  
Please describe your most recent mentoring relationship: \_\_\_\_\_
30. Are you currently a mentor?  
A. Yes  
B. No
31. My mentee is  
A. Male  
B. Female
32. The mentoring relationship developed  
A. In course of working together  
B. Assigned by the Firm  
C. Assigned by practice group leader  
D. You initiated the mentor relationship  
E. The mentee initiated the relationship  
F. Other: \_\_\_\_\_

33. What are the areas in which you have mentored?  
 A. Training on specific legal matters  
 B. General professional development  
 C. Client relationships  
 D. Networking in community  
 E. Participation in bar associations
34. On a scale of 1 to 7, how effective do you think the mentoring process has been to the mentee?  
 Not at all effective Very effective  
 1      2      3      4      5      6      7
35. If the mentor relationship was less effective helpful than you would have liked, what do you see as the major reason? \_\_\_\_\_
36. In what areas do you think a mentoring relationship is most helpful?  
 A. Training on specific legal matters even though the mentor was not assigned to the matter  
 B. General professional development  
 C. Client relationships  
 D. Networking in legal community  
 E. Participation in bar associations  
 F. Other: \_\_\_\_\_
37. Would you have preferred to mentor a male lawyer or a female lawyer?  
 A. Male  
 B. Female  
 C. No preference  
 D. Please explain your answer: \_\_\_\_\_
38. What are the reasons that you believe the mentoring relationship was or was not successful? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
39. If the mentoring relationship was not successful, what were the obstacles to its success?  
 40. What were some of the things that you did as a mentor that worked? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
41. What did not work? \_\_\_\_\_
42. Would you be willing to be a mentor to a less experienced lawyer in the future?  
 A. Yes  
 B. No  
 C. If not, why not? \_\_\_\_\_
43. Would you prefer to mentor someone outside of the Firm?  
 A. Yes  
 B. No  
 C. Explain: \_\_\_\_\_
- QUALITY OF LIFE CONSIDERATIONS**
44. Do you know whether the Firm has policies in these areas? Please circle each policy that exists at the Firm:  
 A. Flexible work hours  
 B. Family leave  
 C. Part-time work  
 D. Reimbursement of child care costs  
 E. On site child care center  
 F. Other \_\_\_\_\_

# questionnaire

45. On a scale from 1 (worst) to 7 (best), how would you rate the following policies of the Firm:

Worst	Average			Best		
1	2	3	4	5	6	7

- A. Ease of access to computer network system from outside the office? \_\_\_\_\_
- B. Flex time policy? \_\_\_\_\_
- C. Flexibility of hours for family care?
  - 1. During pregnancy? \_\_\_\_\_
  - 2. For child care? \_\_\_\_\_
  - 3. For care of other family members who are not children? \_\_\_\_\_
- D. The Firm's policies about leave? \_\_\_\_\_
- E. The Firm's advancement of partners who are not working on a full-time schedule? \_\_\_\_\_
- F. The Firm's advancement of associates who are not working on a full-time schedule? \_\_\_\_\_
- G. The Firm's support for physical fitness of lawyers? \_\_\_\_\_
- H. Other [to be suggested by Firm] \_\_\_\_\_

46. Is it your perception that the Firm has consistent policies on its quality of life programs (such as flexible work hours or family leave) in all areas of the Firm or is there variation within the Firm?

- A. Consistent across all areas of the Firm
- B. Varies by practice group
- C. Highly individual decision-making

47. How do you rate the Firm's services geared toward increasing lawyers' efficiency:

- A. Technology (laptops, Blackberries®, etc.)
- B. Access to networks
- C. Access to physical site
- D. Competent staff
- E. Training in time management and best office practices
- F. Training in stress reductions

48. Please identify ways you believe the Firm could change services or functions that would improve your quality of life.

#### *CLIENT AND PRACTICE DEVELOPMENT OPPORTUNITIES*

49. Do you believe that male and female lawyers at similar levels of seniority are given substantially the same marketing and client development opportunities?

- A. Within your practice area?
  - 1. Yes
  - 2. No
- B. Within your group/team?
  - 1. Yes
  - 2. No
- C. Within the Firm?
  - 1. Yes
  - 2. No
- D. If the answer to any question is "No," please explain:  
\_\_\_\_\_  
\_\_\_\_\_

50. For women lawyers: do you believe you are given substantially the same opportunities to develop your skills, experience, and significant relationship as male lawyers of similar experience and seniority?

- A. On your team?
  - 1. Yes
  - 2. No
- B. Within your group?
  - 1. Yes
  - 2. No
- C. Within the Firm?
  - 1. Yes
  - 2. No
- D. If the answer to any question is "No," please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

51. Have lawyers in your Firm provided opportunities for you to manage or partially manage a client relationship?

- A. Yes
  - 1. If yes, how often in the past two years?
- B. No
- C. Comments:

---

---

52. Have lawyers in your Firm provided substantive work that enabled you to develop a relationship with a client of the Firm?

- A. Yes
  - 1. If Yes, how often in the past two years?
- B. No.
- C. Comments:

---

---

53. Have you taken part in the preparation of written or visual materials for marketing presentations to clients or potential clients?

- A. Yes How many times \_\_\_\_\_
- B. No

54. Have you personally attended marketing presentations to clients or potential clients?

- A. Yes How many times \_\_\_\_\_
- B. No

55. If you personally attended, were you given an active role as a participant in those marketing presentations?

- A. Yes
- B. No

56. Did you feel that your role as a participant in those marketing activities and presentations was appropriate for your level of seniority and experience in the area of business being solicited?

- A. Yes
- B. No
- C. Please explain:

---

---

---

57. If you have participated in the preparation of marketing materials and the targeted client retained the Firm, were you given a portion of origination credit?

- A. Yes
- B. No
- C. Explain:

---

---

58. If you have attended a marketing event and the targeted client retained the Firm, were you given a portion of origination credit?

- A. Yes
- B. No

59. Are you encouraged by your team/practice group to establish new client relationships?

- A. Yes
- B. No.
- C. Were you overtly discouraged from establishing new client relationships?
  - 1. Yes
  - 2. No

D. If yes, how did the encouragement manifest itself? E.g., team assistance with your proposed marketing projects, senior lawyers assisting you in presentations, lawyers introducing you to clients/client opportunities, marketing opportunities made known to you or suggested, marketing budget provided to you, other:

---

---

# questionnaire

60. Have you been asked to prepare an marketing plan for yourself?  
A. Yes  
B. No  
C. If yes, how often?  
1. Every year  
2. Occasionally  
3. Other
61. Have you been asked to prepare a marketing budget for yourself?  
A. Yes  
B. No  
C. If yes, how often?  
1. Every year  
2. Occasionally  
3. Other
62. Have you ever made a request for marketing funds?  
A. Yes  
B. No. Explain: \_\_\_\_\_
63. Has any request made by you for marketing funds ever been denied?  
A. Yes. Explain: \_\_\_\_\_  
B. No.
64. Have you ever been offered specific marketing funds which you were told were earmarked for your client development?  
A. Yes  
B. No  
C. Explain: \_\_\_\_\_
65. Have you ever been asked to take the lead on a matter?  
A. Yes  
B. No
66. If you are a partner or of counsel, have you had the experience of another lawyer in the Firm being designated as the lead lawyer on a file for which you believe you should have been the lead?  
A. Yes Explain:  
\_\_\_\_\_  
\_\_\_\_\_  
B. No  
C. If yes, is that experience:  
1. Rare  
2. Occasional  
3. Frequent
67. How frequently per month do you have direct client contact regarding a legal matter being handled by the Firm?  
A. 10 or more  
B. 5 to 10  
C. 3 to 5  
D. 1 to 2  
E. Never
68. Is the frequency of client contact that you have about the same as other lawyers in the Firm at your level of seniority?  
A. About the same  
B. More than other lawyers at my level of seniority  
C. Less than other lawyers at my level of seniority
69. How does the level of work you are asked to perform compare with your years of experience?  
A. Level is below years of experience  
B. Level is appropriate for years of experience  
C. Level is above years of experience  
D. If below or above, please give your comments/explanation: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

70. Have you received guidance from anyone in the Firm as to how much of your professional activities should be placed on acquiring, managing, and staffing your own client matters, as opposed to working on files given to you by partners on your team or others in the Firm?

- A. Yes
- B. No
- C. If yes, from whom did you receive that guidance and what were the circumstances? \_\_\_\_\_  
\_\_\_\_\_

71. Do you believe your time and skills are being:

- A. Over-utilized
- B. Under-utilized
- C. Comments: \_\_\_\_\_  
\_\_\_\_\_

72. Are you satisfied with the amount of work you are receiving?

- A. Yes
- B. No
- C. Comments: \_\_\_\_\_

73. Are you happy with the type of work you are receiving?

- A. Yes
- B. No
- C. Comments: \_\_\_\_\_  
\_\_\_\_\_

74. Do you feel you are you receiving good direction regarding your marketing efforts?

- A. Yes
- B. No

75. Do you feel that you are receiving good direction about involvement in community and bar activities?

- A. Yes
- B. No

76. Do you feel the Firm is providing adequate support (financial and otherwise) and opportunities for your marketing?

- A. Yes
- B. No

*USE OF RESOURCES OF THE FIRM*

77. Are you aware of the following resources that the Firm makes available to its lawyers? Circle all that you know about.

- A. [List from Firm]

78. How often have you used these resources of the Firm:

- A. Marketing department
  - 1. Monthly
  - 2. Every few months
  - 3. Once a year
  - 4. Almost never
- B. [List from Firm]

*RECRUITING LAWYERS*

79. Do you believe that the Firm actively recruits women lawyers ?

- A. Yes
- B. No
- C. If not, please explain the basis for your answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# questionnaire

80. Do you believe women lawyers at the Firm are given adequate opportunities to participate in the recruiting process?

- A. Yes
- B. No
- C. If not, please explain the basis for your

answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

81. Do you believe that--if all other factors, such as academic qualifications, are equal--women and men are given equal chances to be hired at the Firm ?

- A. Yes
- B. No
- C. If not, please explain the basis for your

answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

82. During the recruiting process, were you provided sufficient information as to women's issues at the Firm to discuss such issues with recruits?

- A. Yes
- B. No
- C. If not, please explain the basis for your answer:
- D. What specific information was provided to you?
  1. Maternity leave policy? In writing?
  2. [list-other]

### *GENERAL OBSERVATIONS AND RECOMMENDATIONS*

83. Do you believe that there are any impediments at the Firm to your practice development? If so, describe them (you are encouraged to be frank!):

\_\_\_\_\_  
\_\_\_\_\_

84. If you are an associate: do you believe that there are any impediments at the Firm to your becoming a partner? If so, describe them (you are encouraged to be frank!):

\_\_\_\_\_  
\_\_\_\_\_

85. If you are a partner: do you believe that there are any impediments at the Firm to your moving up the partnership ranks? If so, describe them (you are encouraged to be frank!):

\_\_\_\_\_  
\_\_\_\_\_

86. Do you believe that there are any impediments, not created by the Firm, to your long-term prospects for practicing law at the Firm? If yes, please explain (you are encouraged to be frank and to list personal issues if applicable!):

\_\_\_\_\_  
\_\_\_\_\_

A. Is there anything you would suggest to the Firm to help you in resolving these impediments?

\_\_\_\_\_  
\_\_\_\_\_

87. If the firm could do one thing to help your career, what would you like that to be?

\_\_\_\_\_  
\_\_\_\_\_

88. Can you offer any recommendations to help the Firm improve the recruitment, advancement, and retention of women?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

89. Do you have any suggestions for programs, practices, or policies that could be implemented at the Firm to assist you in your career or practice development?

\_\_\_\_\_

\_\_\_\_\_

90. Do you believe the Firm's lawyers generally receive fair consideration for appointment to positions of significant responsibility within the Firm?

- A. Yes
- B. No

If no, please explain: \_\_\_\_\_

91. Do you believe the Firm's lawyers generally receive fair consideration for election to positions of significant responsibility within the Firm?

- A. Yes
- B. No

If no, please explain: \_\_\_\_\_

92. Do you believe the Firm's women lawyers generally receive fair consideration for appointment to positions of significant responsibility within the Firm?

- A. Yes
- B. No

If no, please explain: \_\_\_\_\_

93. Do you believe the Firm's women lawyers generally receive fair consideration for election to positions of significant responsibility within the Firm?

- A. Yes
- B. No

If no, please explain: \_\_\_\_\_

94. Do you believe you personally have received fair consideration for appointment to positions of significant responsibility within the Firm?

- A. Yes
- B. No

If no, please explain: \_\_\_\_\_

95. Do you believe you personally have received fair consideration for election to positions of significant responsibility within the Firm?

- A. Yes
- B. No

If no, please explain: \_\_\_\_\_

**GENDER RELATIONS AMONG LAWYERS**

96. What is your assessment of the professional relationships between men and women lawyers at the Firm?

Not at all professional						Very professional
1	2	3	4	5	6	7

97. Have you ever observed conduct (including comments) made by a male lawyer at the Firm to a woman lawyer working in the Firm that was inappropriate in the context of gender?

- A. Yes
- B. No

C. If yes, was the conduct towards a woman lawyer working in the Firm?

D. If yes, which category best describes the conduct? (circle all that apply):

1. Condescending
2. Sexual (verbal)
3. Sexual (physical)
4. Impolite
5. Gender stereotyping in comments
6. Gender stereotyping in the evaluation process
7. Gender stereotyping in the assignment process
8. Other: \_\_\_\_\_

E. If your answer is yes, how would you compare what you observed to your experience with the Firm as a whole?

1. Everyday occurrence
2. Fairly often
3. One-time occurrence
4. Other: \_\_\_\_\_

# questionnaire

98. Have you ever observed conduct (including comments) made by a male lawyer at the Firm to a woman lawyer Recruit that was inappropriate in the context of gender?
- A. Yes
  - B. No
  - C. If yes, was the conduct towards a woman lawyer Recruit?
  - D. If yes, which category best describes the conduct? (circle all that apply):
    - 1. Condescending
    - 2. Sexual (verbal)
    - 3. Sexual (physical)
    - 4. Impolite
    - 5. Gender stereotyping in comments
    - 6. Gender stereotyping in the evaluation process
    - 7. Gender stereotyping in the assignment process
    - 8. Other: \_\_\_\_\_
  - E. If your answer is yes, how would you compare what you observed to your experience with the Firm as a whole?
    - 1. Everyday occurrence
    - 2. Fairly often
    - 3. One-time occurrence
    - 4. Other: \_\_\_\_\_
99. In the past year, how often have you been aware of inappropriate conduct at the Firm on the basis of gender, whether or not you personally observed the event?
- A. Not at all
  - B. Only once
  - C. Several times
  - D. More than 10 times a year
100. Have you ever reported an incident of inappropriate conduct on the basis of gender?
- A. Yes
  - B. No
  - C. If yes, to whom was the incident reported and what was the result?

## II. Law Firm Questionnaire

1. List each policy or program ("Program") of the Firm which is available to assist lawyers in business development. For each Program list:
  - A. Name?
  - B. Nature of Program?
  - C. To whom the Program is available?
  - D. How availability is determined?
  - E. How lawyers in the Firm are informed about the ability to use the program?
  - F. Extent to which Program has been used in past year by women lawyers?
2. List each policy or program ("Program") of the Firm which is available to assist lawyers in continuing education or development of practice skills? For each Program list:
  - A. Name?
  - B. Nature of Program?
  - C. To whom the Program is available?
  - D. How availability is determined?
  - E. How lawyers in the Firm are informed about the ability to use the program?
  - F. Extent to which Program has been used in past year by women lawyers?
3. List each policy or program ("Program") of the Firm which is available to assist lawyers with quality of life issues. For each Program list:
  - A. Name?
  - B. Nature of Program?
  - C. To whom the Program is available?
  - D. How availability is determined?
  - E. How lawyers in the Firm are informed about the ability to use the program?
  - F. Extent to which Program has been used in past year by women lawyers?
4. List each policy or program ("Program") of the Firm which is designed to enhance recruitment, retention or promotion of women and/or minorities. For each Program list:
  - A. Name?
  - B. Nature of Program?
  - C. To whom the Program is available?
  - D. How availability is determined?
  - E. How lawyers in the Firm are informed about the ability to use the Program?
  - F. Extent to which Program has been used in past year by women lawyers?
5. Benchmarks: historical and statistical data about hiring, retention and promotion of women in the Firm as a whole and in particular offices.

**Conclusion**

These two tools together — the Lawyer Questionnaire and the Law Firm Questionnaire — provide the basic information a firm can use to benchmark where it stands and where it wants to go in helping women lawyers develop careers at the firm. Both tools fit the goal of all of NAWL's various programs to help foster the best practices, among women lawyers and their employers, to frame successful, and satisfying legal careers.

NAWL expresses thanks to Jane Piggott and Nancy Johnson for their very helpful comments during the process of developing the Law Firm Questionnaire. Jane Piggott is a consultant to law firms on issues of diversity and career development and has been a speaker at NAWL's Take Charge of Your Career programs series. Nancy Johnson was the chair of NAWL's 2003-2004 Gender Bias Committee.

For information about use of the NAWL Lawyer and Law Firm Assessment Questionnaire, please contact the Executive Director of NAWL at [parkm@nawl.org](mailto:parkm@nawl.org).



**Zoe Sanders Nettles** is the President of NAWL and a partner in the Columbia, South Carolina law firm of Nelson Mullins Riley & Scarborough. Ms. Nettles practices administrative law and business litigation with an emphasis on class actions and consumer and pharmaceutical litigation. She also practices criminal defense. Ms. Nettles is a member of the American Bar Association, a permanent member of the US Fourth Circuit Judicial Conference, a member of the SC Administrative and Regulatory Law Association and the SC Association of Women Lawyers. She is the current chairwoman of South Carolinians for Alternatives to the Execution of Children.



**Stephanie A. Scharf** is the President-Elect of NAWL and a partner in the law firm of Jenner & Block, LLP. She co-chairs the Firm's Products Liability and Mass Tort Defense Practice, is active in the Class Action Litigation and the Insurance Litigation and Counseling Practices, and has been a member of the Firm's Management Committee. She is active in the American Bar Association, local bar associations and community organizations. Before practicing law, she taught and conducted social research at The University of Chicago. Ms. Scharf has a law degree and doctorate in behavioral sciences/psychology.