

THE SURVEY OF AMERICAN LAWYERS AT MAJOR LAW FIRMS: HOURS WORKED ON WEEKENDS, HOLIDAYS AND VACATIONS

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LAW FIRMS OF THE SURVEY PARTICIPANTS

Adams and Reese LLP
Allen, Kopet & Associates
Alston Hunt Floyd & Ing
Babst Calland
Bamberger, Foreman, Oswald and Hahn, LLP.
Becker & Poliakoff, LLP
Berger Singerman
Bernstein Shur
Best Best & Krieger LLP
Best, Best
Black White & Brown, PLLC
Blank Rome, LLP
Bone McAllester Norton PLLC
Borgelt, Powell, Peterson & Frauen
Bose McKinney & Evans, LLP
Bowles Rice LLP
Bremer Whyte
Brennan Manna & Diamond LLC
Buckingham, Doolittle & Burroughs, LLC
Buckley King
Buckley King LPA
Burr & Forman, LLP
ButlerSnow LLP
Cassiday Schade LLP
CCHA
Chamberlain Hrdlicka
Chambliss Bahner & Stophel, PC
Cole, Scott & Kissane, P.A.
Collins and Lacy
Conley Rose
Conner & Winters, LLP
Cooper Levenson
Crowley Fleck
Davis & Young
Davis Brown Law Firm
Degan, Blanchard & Nash
Dehay
Duane Morris, LLP
Edwards Wildman Palmer LLP
Fragomen
Gallagher Sharp
Gilbert Kelly
Goldberg Segalla
Greenberg Traurig
Gust Rosenfeld, PLC
Hammerle
Harvey Kruse PC
Harwood Lloyd LLC
Hinckley, Allen & Snyder LLP
Hoagland Longo Moran Dunst & Doukas
Holland & Hart LLP
Holland Hart
Husch Blackwell, LLC
Hutchens Law
JacksonLewis PC
Johnson & Bell, Ltd.
Jones Day
Jones Waldo

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Kastner Westman & Wilkins
Kaufman & Canoles
Keleher & McLeod, PA
Keller and Heckman LLP
Klein DeNatale Goldner
Kutak Rock LLP
La Suer
Lawler
LCHB
Leech Tishman
Liskow
Lommen Abdo
Lorber, Greenfield & Polito, LLP
Marshall Dennehey Warner Coleman & Goggin
Martin Clearwater & Bell LLP
Mastagni Holstedt
Mayer Brown LLP
McGlinchey Stafford PLLC
MDMC
Meagher & Geer
Mintz Levin P.C.
Morgan Melhuish Abrutyn
Morrison & Foerster
Motley Rice LLC
Niles, Barton & Wilmer, LLP
Ogletree Deakins Law Firm
Parr Brown Gee & Loveless, P.C.
Preti Flaherty
Rainey Kizer Reviere and Bell PLLC
Rato
Robinson Waters & O'Doriso
Rosenberg Martin Greenberg
Rushton, Stakely
SAB
Sanders Warren & Russell
Sedlacek
Sheppard, Mullin, Richter & Hampton LLP
Shuttleworth and Ingersoll
Sirote & Permutt
Skadden, Arps, Slate, Meagher & Flom LLP
Slagel
Smith, Currie & Hancock LLP
Snell & Wilmer
Spilman Thomas & Battle, PLLC
Sprouse Shrader Smith PLLC
Staas & Halsey LLP
Stites & Harbison
Strauss Troy Co., LPA
Sutherland Asbill & Brennan
Taft Stettinius & Hollister, LLP
Tauil&Chequer Advogados
Todd & Weld LLP
Van Cott
Venable LLP
Welborn Sullivan Meck & Tooley, P. C
Whiteford Taylor & Preston
Williams Mullen
Wilson Elser
Wilson Worley, PC
Wise Carter Child & Caraway
Wright, Lindsey & Jennings LLP

THE QUESTIONNAIRE

1. Please give us the following contact information
 - A. Name:
 - B. Law Firm:
 - C. Work Title:
 - D. Email Address:
 - E. Phone Number:

2. Age of Respondent
 - A. Under 30
 - B. 30-39
 - C. 40-49
 - D. 50-59
 - E. 60 or Over

3. Gender of Respondent
 - A. Male
 - B. Female

4. Number of Lawyers in the Firm
 - A. 25-49
 - B. 50-99
 - C. 100-200
 - D. More than 200

5. Work Title of Respondent
 - A. Partner
 - B. Associate
 - C. Associate, non-partner track or contract lawyer
 - D. Of Counsel
 - E. Other (please specify)

6. What percentage of your work time would you say is accounted for by work on litigation?

7. In what area of the law would you say you are most adept and expert? (i.e real estate law, bankruptcy, employment law, intellectual property personal injury, maritime law, etc.)

8. How many hours did you bill on each of the days specified: If you did not bill any hours on these days you should still answer the question and put 0 in each box.
- A. the most recent Saturday
 - B. the most recent Sunday
9. How many hours did you bill on each of the holiday or special days specified: If you did not bill any hours on these days you should still answer the question and put 0 in each box.
- A. Christmas Day
 - B. Christmas Eve
 - C. Thanksgiving Day
 - D. Black Friday (the day after
 - E. Thanksgiving)
 - F. Memorial Day
 - G. New Year's Day
 - H. the 4th of July
10. Over the past year, about what percentage of Saturdays would you say that you have worked billable hours?
11. Over the past year, about what percentage of Sundays would you say that you have worked billable hours?
12. Approximately what percentage of your annual billable hours would you say are accounted for by work on Saturday, Sunday and holidays?
13. Approximately what percentage of your non-billable work hours would you say are accounted for by work on Saturday, Sunday or holidays?
14. How many vacation days did you take (take, not receive or compile) in the past year?
15. During your vacation days in the past year did you do any work that resulted in billable hours?
- A. Yes
 - B. No
16. How many total billable hours did you work during your vacation days in the past year?

17. Which phrase would you say best describes your firm's and your own attitude towards your working on holidays or during vacations?
- A. Holidays and vacations are not luxuries I can afford given my work load
 - B. I often work at least part time on holidays and during vacations
 - C. The firm welcomes work in critical situations but otherwise discourages work on holidays or during vacations
 - D. Everyone needs a rest and you are encouraged to take vacations and not work on holidays
18. How do you think your firm's policies towards work on weekends or work on holidays or during vacations might be improved, if at all?

SURVEY METHODOLOGY & SAMPLE CHARACTERISTICS

The Survey of American Lawyers at Major Law Firms is a survey of partners, associates, of counsel and contract lawyers with law firms in the United States with at least 25 lawyers. The Survey of American Lawyers at Major Law Firms excludes lawyers working for government, private corporations that are not law firms, law professors, and all law firms with fewer than 25 lawyers. Many Primary Research Group surveys are international in scope; however, only law firms in the United States are included in this survey.

The survey schema is based on the following formula: 60% of the organizations in the sample are drawn from law firms with 20-49 lawyers; 20% of the organizations in the sample are drawn from law firms with 50-100 partners and 20% of the sample is drawn from law firms with more than 100 lawyers.

520 law firms were randomly chosen and lawyers in these organizations were randomly sampled. Not all law firms and individuals are approached to participate in each study and there is some diversity in the sample from study to study. The sampling is stratified by the three target size categories above; these categories were further sub-divided by state, according to the number of law firms found in the state, and served as a quota system for random selection within quotas defined by firm size and geographic origin. The sample size for this study was 104 law firms and 256 lawyers.

The Survey of American Lawyers at Major Law Firms never asks its survey base about particular cases that a firm has participated in or about particular clients of a firm. Data is presented in the aggregate or in sub-groupings defined by the characteristics of the individuals and firms in the sample. Responses to some open ended questions are listed individually but anonymously.

Names of individual respondents are confidential. The names of the law firms for which individual respondents work is listed in an appendix to give survey users a better idea of the types of firms in the sample. However, lawyers are approached individually and not through any institutional arrangement with their law firm. Listing of a firm does not claim or imply any decision by an institution to participate in this survey, or imply an endorsement in any way of our products or findings.

Since the sample is chosen through random selection we cannot honor any requests for individuals who may want to participate but who have not received an invitation. This is not a reflection on any individual or firm but simply dictated by the survey methodology.

SUMMARY OF MAIN FINDINGS

Billable Hours on Saturday

The lawyers in the sample billed a mean of 1.34 hours on the most recent Saturday prior to filling out the survey form (which for most survey participants would have been in mid-August 2014). The median number of hours billed was 0 and this means that most lawyers in the sample did not bill any hours on their last Saturday prior to the survey. The maximum was 10 hours billed by any single survey participant. Older lawyers were somewhat more likely than younger ones to bill hours on Saturdays and lawyers aged 40-49, peak child-raising years – were the least likely to bill on the last Saturday, averaging as a group just 1.11 hours billed on the last Saturday. Men billed slightly more than women, but just slightly, a mean of 1.37 hours vs 1.28 hours. Those in the largest law firms, those with more than 200 lawyers, billed the most, a mean of 1.52 hours on the last Saturday vs only 1.02 for lawyers in firms with from 25-49 lawyers.

Billable Hours on Sunday

The lawyers in the sample billed more hours on their last Sunday prior to taking the survey, a mean of 1.57 hours vs 1.34 hours on the last Saturday. Older lawyers billed more than younger ones on Sunday and women billed out many more hours than men, a mean of 1.95 vs. 1.39 for men in the sample. Overall, women billed out more hours than men on weekends, a cumulative mean of 3.23 hours vs. 2.76 hours for men. Once again, those in larger law firms billed many more hours than those in smaller ones and indeed, as the size of the firm increased, so did mean billable hours on Sundays. For firms with from 25-49 lawyers, mean billable hours on the last Sunday prior to the survey was 0.86; this increases to 1.2 for firms with between 50-99 lawyers and then to 1.69 for firms with between 100-200 lawyers. For firms with more than 200, lawyers averaged 1.93 billable hours on the last Sunday prior to the survey. Moreover, for lawyers in firms with more than 100 lawyers, the median was greater than 0, meaning that most lawyers in these firms worked billable hours on the last Sunday prior to the survey. Partners also substantially out-billed associates on Sunday, billing a mean of 1.81 hours vs 1.3 for associates and 1.02 for those of counsel.

Billable Hours on Christmas Eve and Christmas Day

Christmas Day was not top heavy, with lawyers in the sample averaging a mean of 0.17 hours, or about 10 minutes, on Christmas Day, with most of the volume accounted for by a few heavy workers. The work load on Christmas Eve was a good deal heavier, more like a typical Sunday schedule, with mean billing time 1.91 hours. Lawyers of counsel tended to work more on Christmas and Christmas Eve billing, for example, a mean of 2.13 hours on the last Christmas Eve, as much as partners/shareholders of the firm.

Billable Hours on Thanksgiving

Mean hours billed on Thanksgiving were a little higher, a mean of 0.54 hours. The youngest lawyers tended to work most on Thanksgiving and lawyers under age 30 logged 0.95 billable hours on the last Thanksgiving.

Billable Hours on Black Friday

On Black Friday, the day after Thanksgiving, many lawyers go back to work and mean billable hours was 2.85 with a median of 2 and a range of 0 to 13. The median of 2.0 implies that most lawyers at major firms are back at work on Black Friday. Lawyers whose work load is most accounted for by litigation also worked more than the average on Black Friday, and those for whom litigation accounted for more than half of their work time billed more than 3 hours on Black Friday.

Billable Hours on Memorial Day

The lawyers in the sample also billed a mean of 1.96 hours on Memorial Day. Lawyers over 50 billed the fewest hours on Memorial Day; those aged 50-59 billed a mean of 1.69 hours on Memorial Day while those aged over 60 billed a mean of 1.37. Women worked a bit more than men on Memorial Day, billing a mean of 2.16 hours vs 1.86 for men. For the most part, most lawyers do not work on Memorial Day and median hours billed for all breakouts in the sample was 0; most volume was accounted for by the relatively small number who often billed major hours, in the 7-12 range.

Billable Hours on New Year's Day

New Year's Day did not deter all as the lawyers in the sample worked a mean of 1.01 hours on New Year's Day though the median once again was 0 and most of the volume was accounted for by a small number of lawyers.

Billable Hours on the 4th of July

On the 4th of July, the lawyers in the sample worked a mean of 1.21 billable hours; once again the median was 0.

Percentage of Saturdays that Attorneys Worked Billable Hours

We asked the lawyers sampled over the past year what percentage of Saturdays had they worked billable hours? The mean was 32.46% with a median of 25% and a range of 0 to 95%. Older lawyers tended to work billable hours a higher percentage of Saturdays than did their younger counterparts. Lawyers aged 50-59 worked the most, a mean of about 37% of Saturdays (for billable hours) while those aged 40-49 worked the least, a mean of 27.76% of Saturdays over the past year. There was essentially no difference between man

and women as the former compiled billable hours on 32.52% of Saturdays while women compiled billable hours on 32.34% of Saturdays; both worked for billable hours a median of 25% of their Saturdays. Lawyers in the largest firms, those with more than 200 lawyers, were the most apt to work on Saturdays, and these lawyers worked for billable hours a mean of 35.16% of their Saturdays.

Percentage of Sundays that Attorneys Worked Billable Hours

The lawyers in the sample compiled billable hours a mean of 29.07% of their Sundays in the past year, and a median of 21%.

Percentage of Billable Hours Accounted for by Work On Weekends

Billing on Saturdays, Sundays and holidays accounted for a mean of 8.18% and a median of 6.65% of the total billable hours for all of the lawyers in the sample. The range was from 0 to 50%. The total was higher for women than for men; 9.68% of women, 7.5% for men.

Non-Billable Hour Work Time Accounted for by Work on Weekends, Holidays and Vacations

In addition to working billable hours on weekends, holidays and vacations, the lawyers in the sample sometimes worked non-billable hours. Indeed, work on weekends, holidays and vacations accounted for a mean of 14.9% of the non-billable work hours for the lawyers in the sample; the median was 10%; the range, 0 to 95%. Women in the sample accrued 16.84% of their non-billable hours on weekends, holidays.

Number of Vacation Days Taken in the Past Year

We asked the lawyers in the sample how many vacation days did they take within the past year (take, not receive or compile). The mean was 12.05; the median 10 and the range, 0 to 90. Vacation time was strongly and positively related to age; the older the lawyers, the longer the vacation time taken. Lawyers under 30 took only 7.33 vacation days and those aged 30-39 took 9.86. Lawyers age 40-49 took 11.27 vacation days and those 50-59 took 12.15. Lawyers in the sample over age 60 took an average of 17.48 vacation days in the past year. Partners took more vacation days than associates, a mean of 13.38 vs 9.24.

Billable Hours During Vacations

Lawyer's vacations are not very long and they are punctuated by periods of work within the vacation period. 82.7% of the lawyers sampled did work over their vacations that resulted in billable hours. Indeed the lawyers in the sample billed a mean of 20.6 and a median of 15 hours over their vacations.

Table 1 How many hours did you bill on each of the days specified: If you did not bill any hours on these days you should still answer the question and put 0 in each box.

Table 1.1.1 How many hours did you bill on the most recent Saturday?

	Mean	Median	Minimum	Maximum
Entire sample	1,34	0,00	0,00	10,00

Table 1.1.2 How many hours did you bill on the most recent Saturday? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	1,17	0,00	0,00	6,00
30-39	1,32	0,00	0,00	9,90
40-49	1,11	0,00	0,00	10,00
50-59	1,48	0,50	0,00	8,00
60 or Over	1,45	0,00	0,00	6,00

Table 1.1.3 How many hours did you bill on the most recent Saturday? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	1,37	0,00	0,00	9,90
Female	1,28	0,00	0,00	10,00

Table 1.1.4 How many hours did you bill on the most recent Saturday? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	1,03	0,00	0,00	8,00
50-99	1,29	0,20	0,00	8,00
100-200	1,20	0,00	0,00	5,00
More than 200	1,52	0,00	0,00	10,00

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Table 1.1.5 How many hours did you bill on the most recent Saturday? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	1,45	0,30	0,00	10,00
Associate	1,31	0,00	0,00	9,90
Of Counsel	0,80	0,00	0,00	8,00

Table 1.1.6 How many hours did you bill on the most recent Saturday? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	1,26	0,00	0,00	9,90
More than 90	1,74	1,00	0,00	10,00
20-49	0,94	0,00	0,00	6,00
50-89	1,43	1,00	0,00	6,00
More than 90	1,30	0,00	0,00	8,00

Table 1.1.7 How many hours did you bill on the most recent Saturday? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	1,62	1,00	0,00	8,00
Employment law	1,39	0,00	0,00	9,90
Corporate, Finance, Securities, Industry	1,37	0,00	0,00	6,00
Intellectual Property	1,40	0,00	0,00	10,00
Personal Injury and Non-Institutional Clients	0,75	0,00	0,00	5,00
Insurance @ Real Estate	1,49	0,30	0,00	5,00

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Table 1.2.1 How many hours did you bill on the most recent Sunday?

	Mean	Median	Minimum	Maximum
Entire sample	1,57	0,00	0,00	10,00

Table 1.2.2 How many hours did you bill on the most recent Sunday? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	1,47	0,00	0,00	9,00
30-39	1,21	0,00	0,00	8,00
40-49	1,66	1,00	0,00	10,00
50-59	1,76	1,00	0,00	9,80
60 or Over	1,72	0,00	0,00	9,00

Table 1.2.3 How many hours did you bill on the most recent Sunday? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	1,39	0,00	0,00	10,00
Female	1,95	1,00	0,00	9,80

Table 1.2.4 How many hours did you bill on the most recent Sunday? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	0,86	0,00	0,00	6,00
50-99	1,20	0,00	0,00	7,40
100-200	1,69	0,25	0,00	6,00
More than 200	1,93	0,80	0,00	10,00

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Table 1.2.5 How many hours did you bill on the most recent Sunday? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	1,81	1,00	0,00	10,00
Associate	1,30	0,00	0,00	9,00
Of Counsel	1,02	0,00	0,00	6,00

Table 1.2.6 How many hours did you bill on the most recent Sunday? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	1,49	0,00	0,00	8,00
More than 90	1,50	1,00	0,00	5,00
20-49	1,81	1,00	0,00	10,00
50-89	1,73	0,40	0,00	9,00
More than 90	1,47	0,00	0,00	9,80

Table 1.2.7 How many hours did you bill on the most recent Sunday? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	2,08	1,00	0,00	9,80
Employment law	1,42	0,00	0,00	10,00
Corporate, Finance, Securities, Industry	2,37	1,75	0,00	9,00
Intellectual Property	1,30	0,00	0,00	6,00
Personal Injury and Non-Institutional Clients	1,12	0,00	0,00	6,00
Insurance @ Real Estate	1,74	0,50	0,00	8,00

Table 2 How many hours did you bill on each of the holiday or special days specified: If you did not bill any hours on these days you should still answer the question and put 0 in each box.

Table 2.1.1 How many hours did you bill on Christmas Day?

	Mean	Median	Minimum	Maximum
Entire sample	0,17	0,00	0,00	8,00

Table 2.1.2 How many hours did you bill on Christmas Day? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	0,24	0,00	0,00	5,00
30-39	0,17	0,00	0,00	4,00
40-49	0,36	0,00	0,00	8,00
50-59	0,13	0,00	0,00	3,00
60 or Over	0,02	0,00	0,00	1,00

Table 2.1.3 How many hours did you bill on Christmas Day? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	0,21	0,00	0,00	8,00
Female	0,08	0,00	0,00	4,00

Table 2.1.4 How many hours did you bill on Christmas Day? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	0,12	0,00	0,00	3,00
50-99	0,32	0,00	0,00	5,00
100-200	0,05	0,00	0,00	2,00
More than 200	0,17	0,00	0,00	8,00

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Table 2.1.5 How many hours did you bill on Christmas Day? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	0,16	0,00	0,00	8,00
Associate	0,16	0,00	0,00	5,00
Of Counsel	0,24	0,00	0,00	4,00

Table 2.1.6 How many hours did you bill on Christmas Day? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	0,16	0,00	0,00	5,00
More than 90	0,26	0,00	0,00	4,00
20-49	0,07	0,00	0,00	2,00
50-89	0,09	0,00	0,00	3,00
More than 90	0,21	0,00	0,00	8,00

Table 2.1.7 How many hours did you bill on Christmas Day? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	0,00	0,00	0,00	0,00
Employment law	0,13	0,00	0,00	4,00
Corporate, Finance, Securities, Industry	0,32	0,00	0,00	4,00
Intellectual Property	0,35	0,00	0,00	8,00
Personal Injury and Non-Institutional Clients	0,13	0,00	0,00	2,00
Insurance @ Real Estate	0,12	0,00	0,00	3,00

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Table 2.2.1 How many hours did you bill on Christmas Eve?

	Mean	Median	Minimum	Maximum
Entire sample	1,91	0,00	0,00	11,80

Table 2.2.2 How many hours did you bill on Christmas Eve? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	1,44	0,00	0,00	11,00
30-39	1,57	0,00	0,00	10,00
40-49	2,63	1,00	0,00	11,80
50-59	1,84	0,00	0,00	8,00
60 or Over	1,99	0,00	0,00	7,00

Table 2.2.3 How many hours did you bill on Christmas Eve? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	2,10	0,00	0,00	11,80
Female	1,53	0,00	0,00	8,00

Table 2.2.4 How many hours did you bill on Christmas Eve? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	1,43	0,00	0,00	7,00
50-99	2,27	0,00	0,00	11,00
100-200	1,26	0,00	0,00	6,20
More than 200	2,19	0,00	0,00	11,80

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Table 2.2.5 How many hours did you bill on Christmas Eve? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	2,14	0,00	0,00	11,80
Associate	1,45	0,00	0,00	11,00
Of Counsel	2,13	0,00	0,00	8,00

Table 2.2.6 How many hours did you bill on Christmas Eve? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	2,08	0,00	0,00	11,80
More than 90	1,79	0,00	0,00	6,20
20-49	1,56	0,00	0,00	10,00
50-89	2,15	0,00	0,00	9,00
More than 90	1,81	0,00	0,00	10,00

Table 2.2.7 How many hours did you bill on Christmas Eve? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	1,99	0,00	0,00	7,00
Employment law	1,81	0,00	0,00	10,00
Corporate, Finance, Securities, Industry	1,41	0,00	0,00	7,00
Intellectual Property	2,37	1,00	0,00	11,80
Personal Injury and Non-Institutional Clients	2,08	0,00	0,00	8,00
Insurance @ Real Estate	1,44	0,00	0,00	8,00

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Table 2.3.1 How many hours did you bill on Thanksgiving Day?

	Mean	Median	Minimum	Maximum
Entire sample	0,54	0,00	0,00	10,00

Table 2.3.2 How many hours did you bill on Thanksgiving Day? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	0,95	0,00	0,00	10,00
30-39	0,58	0,00	0,00	8,90
40-49	0,37	0,00	0,00	4,60
50-59	0,61	0,00	0,00	7,00
60 or Over	0,36	0,00	0,00	6,00

Table 2.3.3 How many hours did you bill on Thanksgiving Day? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	0,56	0,00	0,00	10,00
Female	0,50	0,00	0,00	7,00

Table 2.3.4 How many hours did you bill on Thanksgiving Day? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	0,16	0,00	0,00	6,00
50-99	0,91	0,00	0,00	10,00
100-200	0,18	0,00	0,00	5,00
More than 200	0,68	0,00	0,00	8,90

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Table 2.3.5 How many hours did you bill on Thanksgiving Day? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	0,45	0,00	0,00	7,00
Associate	0,72	0,00	0,00	10,00
Of Counsel	0,48	0,00	0,00	4,00

Table 2.3.6 How many hours did you bill on Thanksgiving Day? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	0,37	0,00	0,00	4,60
More than 90	0,68	0,00	0,00	6,00
20-49	0,55	0,00	0,00	8,90
50-89	0,73	0,00	0,00	10,00
More than 90	0,47	0,00	0,00	8,00

Table 2.3.7 How many hours did you bill on Thanksgiving Day? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	0,54	0,00	0,00	8,00
Employment law	0,47	0,00	0,00	10,00
Corporate, Finance, Securities, Industry	0,90	0,00	0,00	8,90
Intellectual Property	0,60	0,00	0,00	6,00
Personal Injury and Non-Institutional Clients	0,28	0,00	0,00	5,00
Insurance @ Real Estate	0,73	0,00	0,00	5,00

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Table 2.4.1 How many hours did you bill on Black Friday (the day after Thanksgiving)?

	Mean	Median	Minimum	Maximum
Entire sample	2,85	2,00	0,00	13,00

**Table 2.4.2 How many hours did you bill on Black Friday (the day after Thanksgiving)?
Broken out by Age of Respondent**

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	2,76	0,00	0,00	10,00
30-39	2,55	0,00	0,00	10,00
40-49	2,87	1,00	0,00	12,10
50-59	3,08	2,00	0,00	13,00
60 or Over	2,94	2,00	0,00	10,00

**Table 2.4.3 How many hours did you bill on Black Friday (the day after Thanksgiving)?
Broken out by Gender of Respondent**

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	2,85	2,00	0,00	12,10
Female	2,85	2,00	0,00	13,00

**Table 2.4.4 How many hours did you bill on Black Friday (the day after Thanksgiving)?
Broken out by Number of Lawyers in the Firm**

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	2,18	0,00	0,00	13,00
50-99	3,62	3,50	0,00	10,00
100-200	2,56	0,60	0,00	10,00
More than 200	2,97	2,00	0,00	12,10

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**Table 2.4.5 How many hours did you bill on Black Friday (the day after Thanksgiving)?
Broken out by Work Title of Respondent**

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	3,01	2,00	0,00	12,10
Associate	2,58	0,00	0,00	10,00
Of Counsel	2,83	1,50	0,00	13,00

**Table 2.4.6 How many hours did you bill on Black Friday (the day after Thanksgiving)?
Broken out by Percentage of Work Time Accounted for by Litigation**

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	2,70	1,00	0,00	13,00
More than 90	2,83	2,00	0,00	8,00
20-49	2,07	1,00	0,00	10,00
50-89	3,12	2,00	0,00	10,00
More than 90	3,07	2,10	0,00	10,00

**Table 2.4.7 How many hours did you bill on Black Friday (the day after Thanksgiving)?
Broken out by Legal Field or Specialty**

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	2,71	2,00	0,00	10,00
Employment law	3,02	2,00	0,00	13,00
Corporate, Finance, Securities, Industry	2,32	0,50	0,00	9,80
Intellectual Property	3,00	2,00	0,00	12,10
Personal Injury and Non-Institutional Clients	2,50	2,00	0,00	8,00
Insurance @ Real Estate	3,30	3,50	0,00	10,00

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Table 2.5.1 How many hours did you bill on Memorial Day?

	Mean	Median	Minimum	Maximum
Entire sample	1,96	0,00	0,00	12,00

Table 2.5.2 How many hours did you bill on Memorial Day? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	2,38	0,00	0,00	10,00
30-39	2,21	0,00	0,00	10,00
40-49	2,43	0,00	0,00	11,50
50-59	1,69	0,00	0,00	12,00
60 or Over	1,37	0,00	0,00	10,00

Table 2.5.3 How many hours did you bill on Memorial Day? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	1,86	0,00	0,00	11,50
Female	2,16	0,00	0,00	12,00

Table 2.5.4 How many hours did you bill on Memorial Day? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	1,29	0,00	0,00	12,00
50-99	2,04	0,00	0,00	10,00
100-200	2,28	1,00	0,00	10,00
More than 200	2,09	0,00	0,00	11,50

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Table 2.5.5 How many hours did you bill on Memorial Day? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	1,97	0,00	0,00	11,50
Associate	2,22	0,00	0,00	10,00
Of Counsel	0,96	0,00	0,00	12,00

Table 2.5.6 How many hours did you bill on Memorial Day? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	2,05	0,00	0,00	12,00
More than 90	2,47	1,00	0,00	10,00
20-49	1,56	0,00	0,00	10,00
50-89	1,82	0,00	0,00	10,00
More than 90	1,90	0,00	0,00	10,00

Table 2.5.7 How many hours did you bill on Memorial Day? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	1,67	0,00	0,00	8,00
Employment law	2,32	0,00	0,00	12,00
Corporate, Finance, Securities, Industry	2,23	0,00	0,00	9,00
Intellectual Property	1,91	0,00	0,00	11,50
Personal Injury and Non-Institutional Clients	1,47	0,00	0,00	7,00
Insurance @ Real Estate	1,82	0,00	0,00	10,00

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Table 2.6.1 How many hours did you bill on New Year's Day?

	Mean	Median	Minimum	Maximum
Entire sample	1,01	0,00	0,00	15,00

Table 2.6.2 How many hours did you bill on New Year's Day? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	2,14	0,00	0,00	14,00
30-39	1,15	0,00	0,00	15,00
40-49	1,11	0,00	0,00	8,10
50-59	0,87	0,00	0,00	8,00
60 or Over	0,44	0,00	0,00	6,00

Table 2.6.3 How many hours did you bill on New Year's Day? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	0,82	0,00	0,00	15,00
Female	1,39	0,00	0,00	14,00

Table 2.6.4 How many hours did you bill on New Year's Day? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	0,82	0,00	0,00	12,00
50-99	1,25	0,00	0,00	14,00
100-200	0,78	0,00	0,00	8,00
More than 200	1,07	0,00	0,00	15,00

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Table 2.6.5 How many hours did you bill on New Year's Day? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	0,87	0,00	0,00	15,00
Associate	1,45	0,00	0,00	14,00
Of Counsel	0,32	0,00	0,00	4,00

Table 2.6.6 How many hours did you bill on New Year's Day? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	0,79	0,00	0,00	8,10
More than 90	1,08	0,00	0,00	15,00
20-49	0,93	0,00	0,00	8,00
50-89	0,71	0,00	0,00	8,00
More than 90	1,37	0,00	0,00	14,00

Table 2.6.7 How many hours did you bill on New Year's Day? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	1,12	0,00	0,00	8,00
Employment law	0,83	0,00	0,00	12,00
Corporate, Finance, Securities, Industry	1,15	0,00	0,00	14,00
Intellectual Property	0,90	0,00	0,00	8,10
Personal Injury and Non-Institutional Clients	0,56	0,00	0,00	7,10
Insurance @ Real Estate	2,16	0,00	0,00	15,00

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Table 2.7.1 How many hours did you bill on the 4th of July?

	Mean	Median	Minimum	Maximum
Entire sample	1,21	0,00	0,00	16,00

Table 2.7.2 How many hours did you bill on the 4th of July? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	0,93	0,00	0,00	6,00
30-39	1,57	0,00	0,00	15,00
40-49	1,47	0,00	0,00	9,90
50-59	1,04	0,00	0,00	16,00
60 or Over	0,83	0,00	0,00	9,00

Table 2.7.3 How many hours did you bill on the 4th of July? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	1,17	0,00	0,00	15,00
Female	1,29	0,00	0,00	16,00

Table 2.7.4 How many hours did you bill on the 4th of July? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	1,11	0,00	0,00	16,00
50-99	1,12	0,00	0,00	8,00
100-200	0,91	0,00	0,00	8,00
More than 200	1,37	0,00	0,00	15,00

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Table 2.7.5 How many hours did you bill on the 4th of July? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	1,04	0,00	0,00	9,90
Associate	1,46	0,00	0,00	15,00
Of Counsel	1,36	0,00	0,00	16,00

Table 2.7.6 How many hours did you bill on the 4th of July? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	1,29	0,00	0,00	16,00
More than 90	1,68	0,00	0,00	15,00
20-49	0,78	0,00	0,00	5,00
50-89	1,07	0,00	0,00	9,00
More than 90	1,20	0,00	0,00	8,00

Table 2.7.7 How many hours did you bill on the 4th of July? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	1,12	0,00	0,00	9,00
Employment law	1,35	0,00	0,00	16,00
Corporate, Finance, Securities, Industry	1,58	0,00	0,00	8,00
Intellectual Property	1,57	0,00	0,00	15,00
Personal Injury and Non-Institutional Clients	0,67	0,00	0,00	5,00
Insurance @ Real Estate	0,70	0,00	0,00	4,00

Table 3.1 Over the past year, about what percentage of Saturdays would you say that you have worked billable hours?

	Mean	Median	Minimum	Maximum
Entire sample	32,46	25,00	0,00	95,00

Table 3.2 Over the past year, about what percentage of Saturdays would you say that you have worked billable hours? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	33,43	30,00	0,00	90,00
30-39	29,11	20,00	0,00	90,00
40-49	27,76	20,00	0,00	90,00
50-59	36,99	30,00	0,00	90,00
60 or Over	34,42	30,00	0,00	95,00

Table 3.3 Over the past year, about what percentage of Saturdays would you say that you have worked billable hours? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	32,52	25,00	0,00	95,00
Female	32,34	25,00	0,00	90,00

Table 3.4 Over the past year, about what percentage of Saturdays would you say that you have worked billable hours? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	26,82	20,00	0,00	90,00
50-99	33,55	25,00	0,00	95,00
100-200	29,77	25,00	0,00	90,00
More than 200	35,16	30,00	0,00	90,00

Table 3.5 Over the past year, about what percentage of Saturdays would you say that you have worked billable hours? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	35,78	27,50	0,00	95,00
Associate	30,13	20,00	0,00	90,00
Of Counsel	20,52	10,00	0,00	85,00

Table 3.6 Over the past year, about what percentage of Saturdays would you say that you have worked billable hours? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	29,16	20,00	0,00	95,00
More than 90	39,97	45,00	0,00	90,00
20-49	23,04	10,00	0,00	75,00
50-89	30,85	25,00	0,00	90,00
More than 90	36,20	30,00	0,00	90,00

Table 3.7 Over the past year, about what percentage of Saturdays would you say that you have worked billable hours? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	33,93	27,50	1,00	90,00
Employment law	35,01	30,00	0,00	90,00
Corporate, Finance, Securities, Industry	31,27	22,50	0,00	90,00
Intellectual Property	30,57	25,00	0,00	90,00
Personal Injury and Non-Institutional Clients	26,57	20,00	0,00	95,00
Insurance @ Real Estate	35,76	33,00	0,00	90,00

Table 4.1 Over the past year, about what percentage of Sundays would you say that you have worked billable hours?

	Mean	Median	Minimum	Maximum
Entire sample	29,07	21,00	0,00	100,00

Table 4.2 Over the past year, about what percentage of Sundays would you say that you have worked billable hours? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	26,55	20,00	0,00	90,00
30-39	29,45	25,00	0,00	90,00
40-49	30,81	20,00	0,00	100,00
50-59	30,81	30,00	0,00	95,00
60 or Over	25,55	20,00	0,00	95,00

Table 4.3 Over the past year, about what percentage of Sundays would you say that you have worked billable hours? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	28,06	20,00	0,00	100,00
Female	31,15	25,00	0,00	95,00

Table 4.4 Over the past year, about what percentage of Sundays would you say that you have worked billable hours? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	22,58	20,00	0,00	85,00
50-99	27,85	27,50	0,00	90,00
100-200	25,60	20,00	0,00	90,00
More than 200	33,04	25,00	0,00	100,00

Table 4.5 Over the past year, about what percentage of Sundays would you say that you have worked billable hours? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	31,26	25,00	0,00	100,00
Associate	27,72	20,00	0,00	90,00
Of Counsel	20,52	10,00	0,00	80,00

Table 4.6 Over the past year, about what percentage of Sundays would you say that you have worked billable hours? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	28,47	20,00	0,00	95,00
More than 90	32,91	27,50	0,00	90,00
20-49	28,52	25,00	0,00	100,00
50-89	28,91	20,00	0,00	90,00
More than 90	28,18	25,00	0,00	95,00

Table 4.7 Over the past year, about what percentage of Sundays would you say that you have worked billable hours? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	32,50	23,00	1,00	90,00
Employment law	30,82	25,00	0,00	100,00
Corporate, Finance, Securities, Industry	28,50	20,00	0,00	90,00
Intellectual Property	28,46	25,00	0,00	90,00
Personal Injury and Non-Institutional Clients	20,85	10,00	0,00	95,00
Insurance @ Real Estate	32,36	30,00	0,00	90,00

Table 5.1 Approximately what percentage of your annual billable hours would you say are accounted for by work on Saturday, Sunday and holidays?

	Mean	Median	Minimum	Maximum
Entire sample	8,18	6,65	0,00	50,00

Table 5.2 Approximately what percentage of your annual billable hours would you say are accounted for by work on Saturday, Sunday and holidays? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	8,20	5,00	0,00	25,00
30-39	8,66	6,30	0,00	50,00
40-49	6,38	5,00	1,00	20,00
50-59	9,28	10,00	0,00	30,00
60 or Over	7,52	8,00	0,00	25,00

Table 5.3 Approximately what percentage of your annual billable hours would you say are accounted for by work on Saturday, Sunday and holidays? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	7,50	5,00	0,00	50,00
Female	9,68	10,00	0,00	30,00

Table 5.4 Approximately what percentage of your annual billable hours would you say are accounted for by work on Saturday, Sunday and holidays? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	5,91	5,00	0,00	25,00
50-99	8,91	10,00	0,00	50,00
100-200	9,45	10,00	0,00	30,00
More than 200	8,46	8,00	0,00	30,00

Table 5.5 Approximately what percentage of your annual billable hours would you say are accounted for by work on Saturday, Sunday and holidays? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	8,01	6,00	0,00	30,00
Associate	9,00	10,00	0,00	50,00
Of Counsel	6,33	5,00	0,00	25,00

Table 5.6 Approximately what percentage of your annual billable hours would you say are accounted for by work on Saturday, Sunday and holidays? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	7,09	5,00	0,00	50,00
More than 90	7,81	10,00	0,00	25,00
20-49	8,28	5,00	0,00	30,00
50-89	8,25	5,00	0,00	25,00
More than 90	9,14	10,00	1,00	30,00

Table 5.7 Approximately what percentage of your annual billable hours would you say are accounted for by work on Saturday, Sunday and holidays? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	8,29	10,00	1,00	20,00
Employment law	7,97	7,50	0,00	25,00
Corporate, Finance, Securities, Industry	8,81	10,00	0,00	25,00
Intellectual Property	8,60	10,00	0,00	30,00
Personal Injury and Non-Institutional Clients	8,04	5,00	0,00	50,00
Insurance @ Real Estate	7,48	5,00	0,00	20,00

Table 6.1 Approximately what percentage of your non-billable work hours would you say are accounted for by work on Saturday, Sunday or holidays?

	Mean	Median	Minimum	Maximum
Entire sample	14,19	10,00	0,00	95,00

Table 6.2 Approximately what percentage of your non-billable work hours would you say are accounted for by work on Saturday, Sunday or holidays? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	10,83	5,00	0,00	50,00
30-39	13,52	5,00	0,00	95,00
40-49	14,33	10,00	0,00	85,00
50-59	16,82	10,00	0,00	90,00
60 or Over	12,46	9,00	0,00	90,00

Table 6.3 Approximately what percentage of your non-billable work hours would you say are accounted for by work on Saturday, Sunday or holidays? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	12,97	8,50	0,00	95,00
Female	16,84	10,00	0,00	85,00

Table 6.4 Approximately what percentage of your non-billable work hours would you say are accounted for by work on Saturday, Sunday or holidays? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	15,47	8,00	0,00	95,00
50-99	10,65	5,00	0,00	50,00
100-200	13,83	10,00	0,00	75,00
More than 200	14,91	10,00	0,00	90,00

Table 6.5 Approximately what percentage of your non-billable work hours would you say are accounted for by work on Saturday, Sunday or holidays? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	15,97	10,00	0,00	90,00
Associate	12,39	5,00	0,00	95,00
Of Counsel	9,72	5,00	0,00	50,00

Table 6.6 Approximately what percentage of your non-billable work hours would you say are accounted for by work on Saturday, Sunday or holidays? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	11,23	8,50	0,00	85,00
More than 90	22,39	10,00	0,00	90,00
20-49	11,54	5,00	0,00	80,00
50-89	14,44	10,00	0,00	80,00
More than 90	13,77	8,00	0,00	95,00

Table 6.7 Approximately what percentage of your non-billable work hours would you say are accounted for by work on Saturday, Sunday or holidays? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	15,53	10,00	0,00	75,00
Employment law	12,02	6,50	0,00	85,00
Corporate, Finance, Securities, Industry	10,23	10,00	0,00	30,00
Intellectual Property	17,64	10,00	0,00	90,00
Personal Injury and Non-Institutional Clients	13,35	5,00	0,00	80,00
Insurance @ Real Estate	17,76	5,00	0,00	95,00

Table 7.1 How many vacation days did you take (take, not receive or compile) in the past year?

	Mean	Median	Minimum	Maximum
Entire sample	12,05	10,00	0,00	90,00

Table 7.2 How many vacation days did you take (take, not receive or compile) in the past year? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	7,33	5,00	0,00	22,00
30-39	9,86	10,00	0,00	25,00
40-49	11,27	10,00	0,00	22,00
50-59	12,15	12,00	0,00	30,00
60 or Over	17,48	15,00	0,00	90,00

Table 7.3 How many vacation days did you take (take, not receive or compile) in the past year? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	12,31	10,00	0,00	90,00
Female	11,51	10,00	1,00	30,00

Table 7.4 How many vacation days did you take (take, not receive or compile) in the past year? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	11,38	10,00	0,00	30,00
50-99	13,45	13,00	0,00	40,00
100-200	11,36	10,00	0,00	30,00
More than 200	12,09	10,00	0,00	90,00

Table 7.5 How many vacation days did you take (take, not receive or compile) in the past year? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	13,38	12,00	0,00	90,00
Associate	9,24	8,00	0,00	25,00
Of Counsel	13,56	15,00	0,00	35,00

Table 7.6 How many vacation days did you take (take, not receive or compile) in the past year? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	12,73	13,75	0,00	40,00
More than 90	14,90	12,00	1,00	90,00
20-49	11,81	10,00	0,00	35,00
50-89	12,02	10,00	1,00	30,00
More than 90	10,37	10,00	0,00	30,00

Table 7.7 How many vacation days did you take (take, not receive or compile) in the past year? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	14,41	12,00	3,00	40,00
Employment law	12,35	12,00	0,00	30,00
Corporate, Finance, Securities, Industry	9,77	10,00	0,00	17,00
Intellectual Property	11,35	10,00	0,00	90,00
Personal Injury and Non-Institutional Clients	12,79	12,00	0,00	40,00
Insurance @ Real Estate	9,62	9,00	0,00	30,00

Table 8.1 During your vacation days in the past year did you do any work that resulted in billable hours?

	No Answer	Yes	No
Entire sample	3,46%	82,69%	13,85%

Table 8.2 During your vacation days in the past year did you do any work that resulted in billable hours? Broken out by Age of Respondent

Age of Respondent	No Answer	Yes	No
Under 30	4,76%	57,14%	38,10%
30-39	2,99%	76,12%	20,90%
40-49	2,13%	93,62%	4,26%
50-59	1,39%	90,28%	8,33%
60 or Over	7,55%	81,13%	11,32%

Table 8.3 During your vacation days in the past year did you do any work that resulted in billable hours? Broken out by Gender of Respondent

Gender of Respondent	No Answer	Yes	No
Male	4,02%	81,61%	14,37%
Female	2,33%	84,88%	12,79%

Table 8.4 During your vacation days in the past year did you do any work that resulted in billable hours? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	No Answer	Yes	No
25-49	4,00%	84,00%	12,00%
50-99	2,44%	80,49%	17,07%
100-200	0,00%	82,05%	17,95%
More than 200	4,62%	83,08%	12,31%

Table 8.5 During your vacation days in the past year did you do any work that resulted in billable hours? Broken out by Work Title of Respondent

Work Title of Respondent	No Answer	Yes	No
Partner	3,97%	88,08%	7,95%
Associate	2,38%	71,43%	26,19%
Of Counsel	4,00%	88,00%	8,00%

Table 8.6 During your vacation days in the past year did you do any work that resulted in billable hours? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	No Answer	Yes	No
Less than 5	3,17%	80,95%	15,87%
More than 90	0,00%	91,18%	8,82%
20-49	3,70%	70,37%	25,93%
50-89	1,82%	87,27%	10,91%
More than 90	6,17%	81,48%	12,35%

Table 8.7 During your vacation days in the past year did you do any work that resulted in billable hours? Broken out by Legal Field or Specialty

Legal Field or Specialty	No Answer	Yes	No
Main Area of Legal Practice	2,44%	95,12%	2,44%
Employment law	2,44%	86,59%	10,98%
Corporate, Finance, Securities, Industry	4,55%	63,64%	31,82%
Intellectual Property	2,04%	77,55%	20,41%
Personal Injury and Non-Institutional Clients	7,50%	77,50%	15,00%
Insurance @ Real Estate	3,85%	84,62%	11,54%

Table 9.1 How many total billable hours did you work during your vacation days in the past year?

	Mean	Median	Minimum	Maximum
Entire sample	20,60	15,00	0,00	200,00

Table 9.2 How many total billable hours did you work during your vacation days in the past year? Broken out by Age of Respondent

Age of Respondent	Mean	Median	Minimum	Maximum
Under 30	8,89	5,00	0,00	40,00
30-39	15,62	10,00	0,00	90,00
40-49	24,45	20,00	0,00	100,00
50-59	24,14	20,00	0,00	200,00
60 or Over	23,53	20,00	0,00	100,00

Table 9.3 How many total billable hours did you work during your vacation days in the past year? Broken out by Gender of Respondent

Gender of Respondent	Mean	Median	Minimum	Maximum
Male	21,47	15,00	0,00	200,00
Female	18,78	15,00	0,00	105,25

Table 9.4 How many total billable hours did you work during your vacation days in the past year? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	Mean	Median	Minimum	Maximum
25-49	19,05	10,00	0,00	75,00
50-99	21,03	20,00	0,00	100,00
100-200	17,97	15,00	0,00	105,25
More than 200	21,94	15,00	0,00	200,00

Table 9.5 How many total billable hours did you work during your vacation days in the past year? Broken out by Work Title of Respondent

Work Title of Respondent	Mean	Median	Minimum	Maximum
Partner	25,60	20,00	0,00	200,00
Associate	12,34	5,00	0,00	80,00
Of Counsel	19,81	15,00	0,00	75,00

Table 9.6 How many total billable hours did you work during your vacation days in the past year? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	Mean	Median	Minimum	Maximum
Less than 5	22,64	15,00	0,00	100,00
More than 90	23,22	20,00	0,00	100,00
20-49	19,44	8,00	0,00	200,00
50-89	20,89	15,00	0,00	105,25
More than 90	17,88	10,00	0,00	100,00

Table 9.7 How many total billable hours did you work during your vacation days in the past year? Broken out by Legal Field or Specialty

Legal Field or Specialty	Mean	Median	Minimum	Maximum
Main Area of Legal Practice	22,87	17,50	0,00	100,00
Employment law	19,71	10,00	0,00	105,25
Corporate, Finance, Securities, Industry	23,52	8,00	0,00	200,00
Intellectual Property	21,31	20,00	0,00	100,00
Personal Injury and Non-Institutional Clients	22,31	20,00	0,00	100,00
Insurance @ Real Estate	13,60	10,00	0,00	50,00

Table 10.1 Which phrase would you say best describes your firm's and your own attitude towards your working on holidays or during vacations?

	No Answer	Holidays and vacations are not luxuries I can afford given my work load	I often work at least part time on holidays and during vacations	The firm welcomes work in critical situations but otherwise discourages work on holidays or during vacations	Everyone needs a rest and you are encouraged to take vacations and not work on holidays
Entire sample	1,92%	6,92%	41,54%	38,46%	11,15%

Table 10.2 Which phrase would you say best describes your firm's and your own attitude towards your working on holidays or during vacations? Broken out by Age of Respondent

Age of Respondent	No Answer	Holidays and vacations are not luxuries I can afford given my work load	I often work at least part time on holidays and during vacations	The firm welcomes work in critical situations but otherwise discourages work on holidays or during vacations	Everyone needs a rest and you are encouraged to take vacations and not work on holidays
Under 30	0,00%	28,57%	14,29%	52,38%	4,76%
30-39	1,49%	10,45%	35,82%	35,82%	16,42%
40-49	0,00%	2,13%	51,06%	42,55%	4,26%
50-59	1,39%	1,39%	55,56%	30,56%	11,11%
60 or Over	5,66%	5,66%	32,08%	43,40%	13,21%

Table 10.3 Which phrase would you say best describes your firm's and your own attitude towards your working on holidays or during vacations? Broken out by Gender of Respondent

Gender of Respondent	No Answer	Holidays and vacations are not luxuries I can afford given my work load	I often work at least part time on holidays and during vacations	The firm welcomes work in critical situations but otherwise discourages work on holidays or during vacations	Everyone needs a rest and you are encouraged to take vacations and not work on holidays
Male	1,15%	6,90%	38,51%	41,95%	11,49%
Female	3,49%	6,98%	47,67%	31,40%	10,47%

Table 10.4 Which phrase would you say best describes your firm's and your own attitude towards your working on holidays or during vacations? Broken out by Number of Lawyers in the Firm

Number of Lawyers in the Firm	No Answer	Holidays and vacations are not luxuries I can afford given my work load	I often work at least part time on holidays and during vacations	The firm welcomes work in critical situations but otherwise discourages work on holidays or during vacations	Everyone needs a rest and you are encouraged to take vacations and not work on holidays
25-49	0,00%	10,00%	34,00%	44,00%	12,00%
50-99	2,44%	7,32%	41,46%	36,59%	12,20%
100-200	2,56%	5,13%	35,90%	46,15%	10,26%
More than 200	2,31%	6,15%	46,15%	34,62%	10,77%

Table 10.5 Which phrase would you say best describes your firm's and your own attitude towards your working on holidays or during vacations? Broken out by Work Title of Respondent

Work Title of Respondent	No Answer	Holidays and vacations are not luxuries I can afford given my work load	I often work at least part time on holidays and during vacations	The firm welcomes work in critical situations but otherwise discourages work on holidays or during vacations	Everyone needs a rest and you are encouraged to take vacations and not work on holidays
Partner	1,99%	1,99%	50,33%	33,11%	12,58%
Associate	2,38%	16,67%	26,19%	44,05%	10,71%
Of Counsel	0,00%	4,00%	40,00%	52,00%	4,00%

Table 10.6 Which phrase would you say best describes your firm's and your own attitude towards your working on holidays or during vacations? Broken out by Percentage of Work Time Accounted for by Litigation

Percentage of Work Time Accounted for by Litigation	No Answer	Holidays and vacations are not luxuries I can afford given my work load	I often work at least part time on holidays and during vacations	The firm welcomes work in critical situations but otherwise discourages work on holidays or during vacations	Everyone needs a rest and you are encouraged to take vacations and not work on holidays
Less than 5	3,17%	4,76%	39,68%	46,03%	6,35%
More than 90	0,00%	2,94%	64,71%	26,47%	5,88%
20-49	0,00%	3,70%	37,04%	44,44%	14,81%
50-89	0,00%	5,45%	43,64%	38,18%	12,73%
More than 90	3,70%	12,35%	33,33%	35,80%	14,81%

Table 10.7 Which phrase would you say best describes your firm's and your own attitude towards your working on holidays or during vacations? Broken out by Legal Field or Specialty

Legal Field or Specialty	No Answer	Holidays and vacations are not luxuries I can afford given my work load	I often work at least part time on holidays and during vacations	The firm welcomes work in critical situations but otherwise discourages work on holidays or during vacations	Everyone needs a rest and you are encouraged to take vacations and not work on holidays
Main Area of Legal Practice	2,44%	4,88%	39,02%	41,46%	12,20%
Employment law	1,22%	4,88%	39,02%	43,90%	10,98%
Corporate, Finance, Securities, Industry	0,00%	9,09%	36,36%	50,00%	4,55%
Intellectual Property	0,00%	12,24%	44,90%	30,61%	12,24%
Personal Injury and Non-Institutional Clients	5,00%	2,50%	50,00%	32,50%	10,00%
Insurance @ Real Estate	3,85%	11,54%	38,46%	30,77%	15,38%

How do you think your firm's policies towards work on weekends or work on holidays or during vacations might be improved, if at all?

- 1) Decreasing the amount of non-billable work requests would lighten the amount of time I spend on weekends and holidays working on those types of projects. Or, providing credit towards billable hours for working on those types of projects.
- 2) Don't see any need for improvement. We have a relaxed attitude towards holidays and weekends.
- 3) You work when you need to work. There will be no change
- 4) I really like our firm. We have a very good balance of hard work during the week and understanding/appreciating family time on evenings and weekends.
- 5) Stay the same
- 6) I think that it is very fair.
- 7) The firm's belief is that you need to get your work done. They don't care where or when that happens.
- 8) I love my firm.
- 9) No need to change
- 10) It is client driven so I think it is appropriate
- 11) I wouldn't change it -- the firm encourages lawyers to take their time away from work, but honestly, as professionals, we need to be available based on our clients' needs.
- 12) respect a right to a break so contact you only if absolutely necessary rather than as if a holiday day is like any other working day
- 13) Major holidays, Christmas, Thanksgiving, etc. should be respected. Weekends are fair game, but works should be distributed such that no one is working all of their weekends.
- 14) Vacation days are mandatory if you are out of the office even if you bill more than 8 hours. This should be eliminated.
- 15) There is no policy. Just get the work done.
- 16) N/A.
- 17) no improvement necessary
- 18) Find ways to show that there is a real carrot at the end of the string.
- 19) none
- 20) All is numbers driven. Bill and originate or perish.
- 21) I think it works well now.
- 22) NOT REALLY A FIRM ISSUE. IMPORTANT TO KEEP CLIENTS HAPPY AND DELIVER WORK IN A TIMELY MANNER!
- 23) Hire better associates and educate staff as to limiting interruptions of attorneys.
- 24) Not at all--just get your work done.
- 25) Personal practice-not firm policy.
- 26) Up to you if you have critical work to get it done. Otherwise, you can take a break. Think it's about right.
- 27) Not at all. they let lawyers make their own decisions
- 28) Lower expectations of the combination of billable and non-billable hours.
- 29) Not at all
- 30) n/a

- 31) I think our policy is great. They don't care when you get your work done, as long as it is done.
- 32) Give some paid vacation time, so I don't have to work twice as hard the week before in order to actually take time off.
- 33) STB is fantastic about holidays.
- 34) none
- 35) No improvement necessary. we value a balanced life and understand it is required for a healthy profession
- 36) firm doesn't drive this - I do what I have to do for clients
- 37) Establish a formal procedure encouraging the reassigning of work for when vacations are taken.
- 38) We have no policy.
- 39) No change necessary
- 40) We have no set policy. Each individual decides whether they want to work a weekend or a holiday. Our firm policy does not need to change.
- 41) No suggestions
- 42) No improvement needed
- 43) No policy, you do what you need to do. Unfortunately, they place too much emphasis on billable hours
- 44) I think the attitude is about right; people pitch in to help others take time.
- 45) No. My work is driven by my commitment to the firm.
- 46) I think our firm's policies towards work on weekends and holidays, etc. is fine.
- 47) The firm's policies are driven by client expectations. Clients expect access.
- 48) Our firm allows all attorneys to determine which days they will work, provided the work is done. For some attorneys, weekday obligations/outside activities, make working on weekends preferable, particularly for working parents.
- 49) They are good.
- 50) My firm does not differentiate between work on weekdays and work on weekends or holidays. There is an amount of work that has to be done, it is up to us to do it on our own time. I appreciate that flexibility.
- 51) it shouldn't be required
- 52) no improvement needed
- 53) ok
- 54) better support so vacation is truly vacation
- 55) Encouraging associates to take vacation when slow-downs in work permits more aggressively.
- 56) It is clients' needs that dictate work on weekends and holidays.
- 57) It really does not have anything to do with the firm's policies. It is the clients that force attorneys to work during vacation and holidays.
- 58) I think my firm's policies are good. My only issue is that the amount of vacation you earn per year does not increase each year you work for the firm. For the first seven years, you get 10 days per year. You move up to 15 days after your seventh year. It would be nice to earn an extra day/year after each year or two you work here, even if it works out so you still earn 15 days after seven years.
- 59) I am happy with our policies.
- 60) None of the answers to 17 are accurate. I sometimes not often work on vacations and holidays. The firm does not discourage work on holidays and often encourages it for attorneys who cannot get their accepted work done during the week. I see no need for improvement in our firm's policies.

- 61) leave it to the lawyer to decide and compensate based on productivity
- 62) Greater emphasis should be placed on the importance of time off from work to focus on family and other matters of import.
- 63) Vacation time could be included in the overall yearly analysis.
- 64) It works.
- 65) Policy works fine
- 66) The current policy works.
- 67) Hire additional junior associates to reduce immediate work load.
- 68) Charge clients who insist on giving last minute projects requiring weekend or holiday work a premium. Clients will be less likely to demand it.
- 69) Each partner has his or her own choice. No set policy.
- 70) More flat rate billing and less emphasis on minimum hour requirements
- 71) Attys are expected to work on weekends and holidays when necessary.
- 72) There is no policy. I have a large book of business and I receive many e-mails. By spending 30 minutes a day on work, I come back with much less stress.
- 73) Good policy, reality of practice
- 74) Encouraging remote work versus places importance on "face time"
- 75) create more work at home options and improve its technology for same
- 76) Don't need improvement
- 77) The current policies are not at all followed in my department.
- 78) There is no firm policy about work on weekends or holidays or during vacations.
- 79) The firm does not mandate nor prohibit working on weekends or holidays. If the work requires it, you work on weekends or holidays.
- 80) N/a
- 81) fine as is--we have to be there when our clients need us
- 82) no.
- 83) Not sure
- 84) very flexible - not at all
- 85) Technology and the clients expectation results in an atty never really leaving the office. We expect our attys to work a number of weekends during the year.
- 86) No issue with policies
- 87) na
- 88) The firm seems to view holidays and vacations as "optional."
- 89) Vacation and off time should be sacred and more protected. the firms should require as policy that attorneys disconnect for 7 days
- 90) Not at all
- 91) Don't know the firm's policies on the issue
- 92) There is no policy.
- 93) They are great. No problem at all.
- 94) N/A
- 95) No improvement is needed. Work on weekends and holidays is not expected. Nor are those that work or bill a lot of hours on weekends or holidays given any special treatment or acknowledgement.
- 96) Don't really have any that I'm award of; no one has ever questioned my conduct around vacations
- 97) No improvement needed. We are flexible.
- 98) There is no policy. We are professionals and when, for instance, deadlines converge, we work. When something key has to be dealt with on a weekend, we deal with it. This is part of the deal for every busy lawyer with clients with important needs.

- 99) We do not have a "firm" policy, particularly for shareholders. This is left to individual discretion.
- 100) Don't know
- 101) The firm does not push weekend work, but expects it when necessary.
- 102) There are no actual vacation days. It is all a matter of meeting billable hours expectations and client expectations, with billable hour expectations a top priority.
- 103) Very little respect for vacations; virtually impossible to unplug for more than a few hours at a time
- 104) they don't need to be
- 105) Nature of the business. No improvement
- 106) They could start by not making you make the minimum billable requirement regardless of vacation or sick days.
- 107) Our firm does not have a policy about work on holidays and vacations. However, client demands, emergencies and trials often require work on holidays and vacations.
- 108) Let us have actual time off, without having to make up those hours or worry about responding to the boss at any time.
- 109) In my opinion my firm's policies does not need any change.
- 110) My work schedule is dependent on my own preferences and needs of client, firm policy has little if anything to do with it
- 111) Dumb question. Firm policies mean nothing. Work on holidays and vacations is created by the pressure to bill and build a practice. The problem is endemic to the miserable practice of law.
- 112) No. They are fine.
- 113) It is not really a policy one way or the other....the work has to be done and if it falls on or near a holiday or vacation, time management is required but the work has to be done
- 114) na
- 115) policies are good as they are
- 116) N/A
- 117) Working on weekends, holidays, or vacations, should be discouraged. We should also be working 4 longer work days each week and have 3 full weekend days to unwind. It's based on simple, heavily studied and researched science and is just good business. We would all be more productive, happier lawyers and staff members.
- 118) reduction in non-billable requirements
- 119) There is no official policy. Attorneys work if they have to or want to on weekends/holidays.
- 120) Firm policy discourages work on holidays except for critical situations, which is the more sensible approach and does not need improvement; the question above presumes my attitude and firm are the same, but I work on holidays more than others.
- 121) policies are fine, up to the attorney to meet billables however it fits them
- 122) The policy is fine.
- 123) Each attorney has only one obligation and that is to deliver quality work on time, which may often require working late or on weekends and holidays.
- 124) Encourage vacation and time off with family and for self-rejuvenation.
- 125) No improvement needed.
- 126) We are family oriented. We generally do not encourage or stress attorney's working over the holidays or vacations

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- 127) Being more of work produced firm versus work billed
- 128) No problem there
- 129) There is no policy.
- 130) I think it is reasonable.
- 131) I am satisfied with the firm's policies.
- 132) Encouraging associates to take time off and not having partners contact associates during week ring weekends and holidays
- 133) Everyone needs a break!
- 134) OK with me. Presently up to the individual attorney.
- 135) When you have billable requirements or deadlines in court to meet there is no luxury of having policies to encourage or discourage work on weekends, holidays and vacations.
- 136) Policy doesn't exist, only hour requirements exist which can mandate hours on weekends and holidays as needed.
- 137) Vacation time counting as billable time and not expected to make up
- 138) Firms should encourage practice group leaders to value vacation and partners to look out for each other and cover. Firms are good at encouraging time off but the practical implementation is driven by the individuals who run particular groups where there is great variation
- 139) na
- 140) The firm's policies are not geared specifically to vacations/holidays, etc. Rather, they are focused on client service and overall results. It seems to me the right set of policies.
- 141) none
- 142) I'm not aware of any real policy.
- 143) More support for not working during those times.
- 144) Simply lower billable target. That will result in better weekend management for all of us.
- 145) Technology has completely changed week-end and holiday work habits over my 37 year career. When I began practice, everyone worked until noon on Saturdays but few worked Sundays unless there was a big trial or transaction that required presence in the office. Today, so many lawyers work remotely that it is difficult to gauge the amount of work that is done in off hours and at locations other than the office. Lifestyles of younger lawyers are very different from older more traditional lawyers and it is no longer necessary to be present in the office to be productive. Recognition and acceptance of these changes has and can continue to positively influence prompt and efficient client service.
- 146) no policy- personally driven

