

## SAN FRANCISCO BAR ASSOCIATION

### **BREAKING THE GLASS CEILING** **UPDATED COMMITMENTS:** **Through January 1, 2010**

On behalf of my law firm/legal department, I commit to taking concrete action to achieve the following objectives:

1. For national firms, at least a 25% representation of women at the partnership level<sup>i</sup> in law firms by January 1, 2010, with an approximate pro-rata percentage in management<sup>ii</sup> which reflects the proportion of women partners. For firms with their main office in the Bay Area, at least a 30% representation of women at the partnership level<sup>i</sup> by January 1, 2010, with an approximate pro-rata percentage in management<sup>ii</sup> which reflects the proportion of women partners. At least a 25% representation of women at the experienced attorney level (10 years or more) in corporate and public sector legal departments by January 1, 2010, with an approximate pro-rata percentage in management which reflects the proportion of experienced women attorneys in such departments. For corporate and public sector legal departments with their principal place of business in the Bay Area—at least a 30% representation of women at the partnership level<sup>i</sup> by January 1, 2010, with an approximate pro-rata percentage in management<sup>ii</sup> which reflects the proportion of women partners. Develop and implement objective and unbiased criteria and procedures for evaluation and promotion to management positions, as illustrated in Fair Measure: Toward Effective Attorney Evaluations.<sup>iii</sup>
2. Law firms will have had at least one female chairperson or managing partner, either firm wide or in a branch office, by January 1, 2010. Corporations and public agencies will have had at least one female in senior management by January 1, 2010.
3. Approximately equal retention rates for both men and women attorneys for 2007 and beyond.
4. Obtain feedback from employees on their assessment of gender issues in the workplace. Senior management will be responsible for addressing unconscious stereotypes and perceptions of gender bias.

---

<sup>i</sup> Partnership level includes equity and income partners.

<sup>ii</sup> Management in law firms is defined as membership of management/executive committees, membership of compensation/finance committees and practice group heads.

<sup>iii</sup> American Bar Association Commission on Women in the Profession, Fair Measure: Toward Effective Attorney Evaluations (1997).

5. Get the message out that senior management of the organization embraces these Commitments. Provide information to National Association for Law Placement and The Bar Association of San Francisco regarding the numbers of women attorneys serving in management positions, and the number and gender of part-time partners.
6.
  - a. Offer formal or informal networking opportunities, client development activities and mentoring programs that include women attorneys at all levels, to help women to establish their professional profiles and to develop client bases.
  - b. Identify and promote opportunities to participate in challenging projects, organizational committees, practice groups and management training that include women at all levels to help enable women to assume significant management roles within their law firms or law departments.
7. Embrace the concept of part-time partners and flexible work schedules, including making efforts to ensure that alternative schedules are an equitable and viable option.
8. Establish gender neutral origination, billing and responsible attorney credit procedures.

---

Date

---

Name

---

Law Firm/Department

---

Title

Please return this form to Yolanda Jackson at The Bar Association of San Francisco, 301 Battery Street, Third Floor, San Francisco 94111, via email [yjackson@sfbar.org](mailto:yjackson@sfbar.org) or fax at (415) 782-8994.