

North Carolina  
Chief Justice's Commission on Professionalism  
State of the Profession and Quality of Life Survey

**Random Sample Report (N=597)**

**December 28, 2005**

**With the support of the N. C. Bar Association Foundation and Lawyers Mutual of North Carolina**

**National Institute to Enhance Leadership and Law Practice (LAWLEAD)**

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## Life Satisfaction

Coding for mean:\* [7] [6] [5] [4] [3] [2] [1]

Indicate your level of satisfaction with the following aspects of life:

The amount of time you have available to spend with your family

	Mean	Delighted	Pleased	Mostly Satisfied	Mixed	Mostly Dissatisfied	Unhappy	Terrible	Neutral	Does not apply
RS	4.8	8%	23%	32%	20%	9%	5%	2%	0%	2%

The amount of time you have for doing the things you want to do

RS	4.4	5%	15%	27%	28%	17%	6%	3%	0%	0%
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Your own family life - your spouse or equivalent, your marriage/relationship, your children, if any

RS	5.5	27%	29%	21%	12%	5%	2%	1%	0%	2%
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The amount of fun and enjoyment you have

RS	4.9	8%	25%	32%	22%	9%	3%	1%	0%	0%
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Your friends

RS	5.1	11%	31%	29%	18%	7%	3%	1%	0%	1%
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Your own health and physical condition

RS	4.9	10%	29%	26%	21%	6%	5%	3%	0%	0%
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Yourself - what you are accomplishing and how you handle problems

RS	5.0	7%	27%	36%	21%	6%	3%	1%	0%	0%
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Your house or apartment

RS	5.7	25%	38%	23%	10%	3%	1%	0%	0%	0%
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The direction of your career

RS	5.0	11%	26%	26%	23%	6%	3%	2%	0%	2%
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The way your family has adjusted to the work hours you put in

RS	5.0	6%	30%	28%	19%	6%	1%	1%	1%	8%
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Your standard of living - the things you have such as housing, car, furniture, recreation, and the like

RS	5.4	17%	36%	27%	12%	4%	2%	1%	0%	0%
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The way your life measures up against your expectations

RS	5.0	12%	27%	24%	24%	7%	5%	1%	0%	0%
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Your life as a whole

RS	5.4	14%	36%	30%	14%	3%	2%	0%	0%	0%
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Mean Median

On average, what percent of the time do you feel happy?

RS	59%	65%	
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What percent of the time do you feel unhappy?

RS	18%	10%	
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What percent of the time do you feel neutral neither happy nor unhappy)?

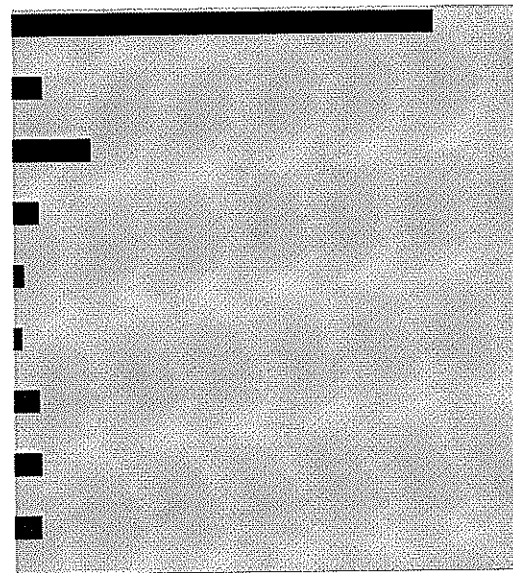
RS	24%	20%	
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\*In order to compute an average, the responses were coded on a 7-point scale.

Law Practice Environment

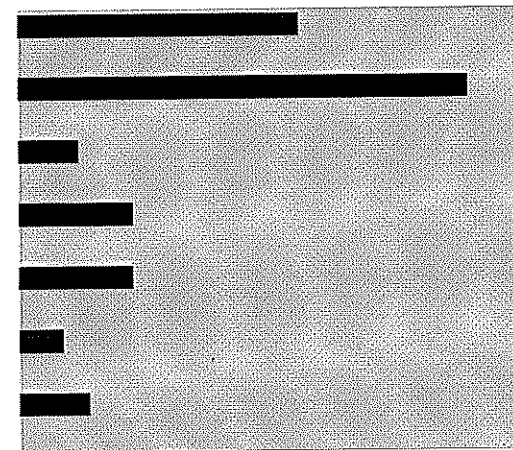
If you have more than one job, answer only for the job in which you spend the most time.

		Percent
Private Practice	RS	66%
Corporate Counsel	RS	4%
Government	RS	12%
Judiciary	RS	4%
Law Faculty	RS	1%
Legal Aid	RS	1%
Other Legal	RS	4%
Other Non-legal	RS	4%
Retired	RS	4%



If you are in a firm or practice, what is your status?

Sole Practitioner	RS	25%
Equity Partner	RS	40%
Non-equity Partner	RS	5%
Senior Associate	RS	10%
Junior Associate	RS	10%
Of Counsel	RS	4%
Other	RS	6%



How many lawyers are in your firm/practice?



## Satisfaction with firm, office or organization

Satisfaction with firm, office or organization	RS	Coding for mean:*									
		Mean	[7] Delighted	[6] Pleased	[5] Mostly Satisfied	[4] Mixed	[3] Mostly Dissatisfied	[2] Unhappy	[1] Terrible	Neutral	Does not apply
The way people are treated within the firm or organization	RS	5.3	12%	37%	27%	12%	4%	3%	1%	0%	6%
The way you in particular are treated	RS	5.5	17%	39%	24%	10%	1%	3%	1%	0%	5%
Your working relationship with clients	RS	5.5	10%	40%	31%	7%	1%	1%	0%	1%	9%
The intellectual challenge of your work	RS	5.4	15%	41%	22%	15%	4%	1%	0%	0%	2%
The way promotions are decided	RS	4.9	6%	23%	17%	12%	5%	4%	2%	2%	28%
Your opportunities for advancement	RS	5.0	10%	23%	12%	14%	7%	5%	1%	1%	27%
The quality of service that your firm/organization provides	RS	5.7	22%	42%	23%	7%	1%	2%	0%	0%	3%
The work you do on your job - the work itself	RS	5.5	12%	40%	29%	14%	1%	1%	0%	0%	2%
The clarity you have about your role and purpose in the firm/organization	RS	5.4	15%	37%	22%	12%	4%	2%	1%	0%	6%
The people you work with on your job - your coworkers	RS	5.6	20%	37%	23%	11%	2%	0%	1%	1%	5%
The opportunity you have to exercise your own judgement, make decisions, and be accountable for the effects of your decisions	RS	6.0	36%	38%	15%	5%	2%	1%	1%	0%	3%
The control you have over the kind of work you do	RS	5.6	26%	34%	20%	11%	3%	2%	0%	0%	3%
The effectiveness of top leadership in managing the organization	RS	5.1	12%	27%	20%	15%	6%	4%	2%	0%	15%
The way compensation decisions are made	RS	4.8	10%	23%	19%	17%	6%	6%	2%	1%	15%
Your level of compensation	RS	4.9	12%	26%	25%	17%	8%	4%	3%	0%	5%

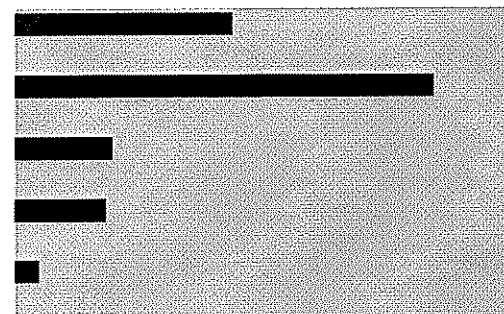
Satisfaction with firm, office or organization	RS	Coding for mean:*									
		Mean	Delighted	Pleased	Mostly Satisfied	Mixed	Mostly Dissatisfied	Unhappy	Terrible	Neutral	Does not apply
The way work load is distributed	RS	5.1	6%	31%	28%	16%	4%	2%	1%	0%	11%

The administrative support you receive	RS	5.0	13%	27%	25%	15%	8%	3%	2%	0%	5%
The office and facilities	RS	5.5	20%	34%	24%	12%	4%	2%	1%	0%	3%
The way people check with you before making commitments that involve you	RS	5.4	13%	32%	26%	13%	3%	1%	1%	1%	10%
The chance you get to do the things you do best	RS	5.3	15%	34%	22%	19%	4%	2%	1%	0%	3%
The amount of helpful feedback you receive about your performance	RS	4.8	5%	24%	28%	19%	7%	3%	3%	1%	10%
The opportunity you have to learn	RS	5.3	14%	33%	27%	16%	4%	2%	1%	1%	3%
The general level of planning and organization	RS	4.7	5%	22%	32%	22%	7%	5%	2%	0%	5%
The opportunity you have to plan and direct your work	RS	5.3	15%	32%	28%	14%	4%	2%	1%	0%	4%
The level of communication among coworkers about important matters	RS	4.9	8%	28%	27%	18%	7%	3%	3%	0%	7%
Your job as a whole	RS	5.2	10%	37%	28%	15%	4%	3%	1%	0%	2%

\*In order to compute an average, the responses were coded on a 7-point scale.

In thinking about your current job, overall, how satisfied or dissatisfied are you or do you feel neutral?

Very Satisfied	RS	26%
Satisfied	RS	50%
Neutral	RS	11%
Dissatisfied	RS	11%
Very Dissatisfied	RS	3%



Billable (fee-producing, devoted to creating work product) Hours. (If you are not in a firm or practice, please skip this and the next section)

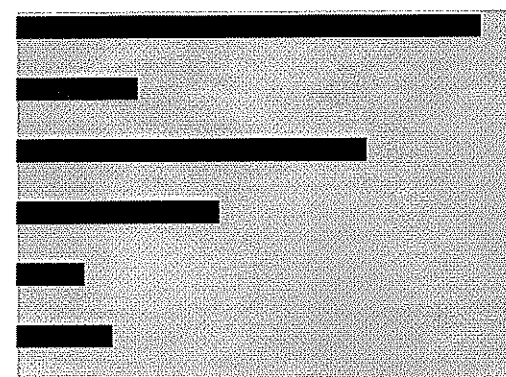
		Mean	Median
Number of billable hours you expect to work this year:	RS	1551	1625
Your billable hour requirement, if any	RS	1672	1800



#### Nonbillable Hours

How many nonbillable hours do you expect to work during 2002 in each of the following categories:

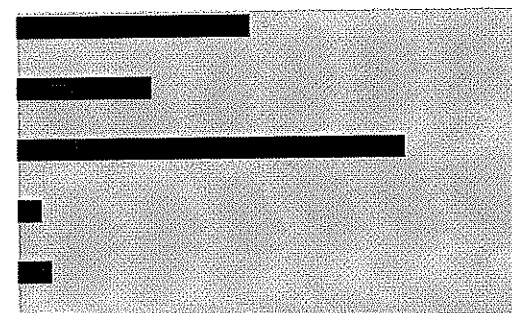
		Mean	Median
Client work - nonbillable	RS	228	100
Pro Bono work	RS	59	30
Administrative or management activities	RS	172	100
Business (client) development	RS	99	40
Bar-related activities	RS	32	10
Other work activities	RS	46	0





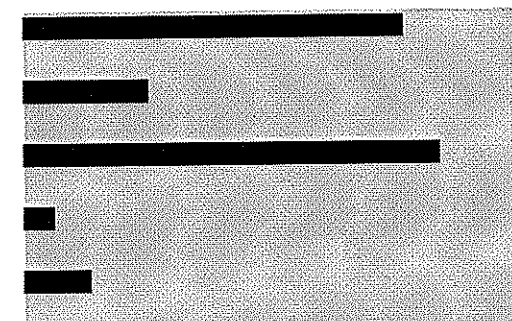
Of your fee-producing time, what percent is billed using the following methods?

		Mean	Median
Fixed fee	RS	36	25
Contingent fee	RS	21	5
Hourly rate	RS	61	70
Percentage of transaction	RS	3	0
Other	RS	5	0



For which method of billing would you prefer to render legal services?

Fixed fee	RS	37%
Contingent fee	RS	12%
Hourly rate	RS	41%
Percentage fee	RS	3%
Other	RS	6%



#### Vacation time

		Mean	Median
Excluding working vacations, how many weeks of vacation did you take this last year?	RS	2.8	2
How many weeks of vacation were you allowed to take?	RS	5.6	3



## State of Professionalism

*As you reflect on your experience interacting with opposing counsel over the last few years, how many of these lawyers deemed the following behaviors to be appropriate and acceptable in representing their clients?*

		Coding for mean:*	100	95	85	75	65	55	45	35	25	15	5	0	Do not know
		Mean	100%	90-99%	80-89%	70-79%	60-69%	50-59%	40-49%	30-39%	20-29%	10-19%	1-9%	0%	
Acting in a verbally aggressive manner, as if to intimidate other lawyers	RS	24%	0%	1%	1%	4%	3%	6%	4%	9%	12%	23%	24%	7%	4%
Continually interrupting opposing counsel when they are speaking	RS	21%	0%	0%	1%	3%	3%	4%	2%	8%	14%	19%	28%	9%	5%
Taking advantage of defaults or technical mistakes as soon as they happen without communicating with opposing counsel	RS	19%	0%	1%	1%	2%	2%	4%	2%	7%	8%	15%	31%	14%	8%
Insulting opposing counsel	RS	14%	0%	1%	1%	1%	2%	3%	2%	4%	6%	16%	36%	21%	5%
Attempting to undermine opposing counsel's credibility before a judge, client or other decision-maker	RS	16%	0%	1%	1%	1%	1%	3%	4%	5%	8%	15%	33%	19%	8%
Violating rules of procedure	RS	18%	0%	1%	1%	1%	1%	4%	3%	6%	10%	18%	26%	15%	12%
Doing whatever it takes to win, regardless of ethics or propriety	RS	19%	1%	1%	1%	2%	2%	4%	2%	5%	11%	16%	33%	12%	6%
Making statements they know to be false (for the purpose of persuasion)	RS	15%	0%	1%	1%	1%	2%	2%	2%	5%	8%	12%	35%	17%	10%
Overbilling clients (for work not performed or in clearly excessive bills)	RS	18%	0%	0%	0%	1%	1%	3%	2%	4%	6%	11%	17%	12%	39%
Doing unnecessary legal work to increase billings	RS	20%	1%	0%	0%	2%	0%	4%	3%	7%	9%	13%	19%	13%	26%
Taking on more work than they can handle	RS	36%	1%	1%	4%	7%	3%	7%	6%	10%	12%	11%	13%	4%	18%
Not doing what they say they will do	RS	26%	0%	1%	2%	3%	2%	6%	7%	10%	14%	18%	20%	7%	8%
Representing clients without appropriate knowledge or preparation	RS	22%	0%	0%	1%	2%	2%	4%	6%	8%	14%	15%	25%	9%	11%
Poorly representing clients	RS	21%	0%	0%	1%	1%	2%	4%	6%	7%	15%	22%	24%	9%	7%
Sending unduly burdensome discovery requests aimed at wearing down clients	RS	25%	0%	1%	2%	2%	3%	4%	4%	8%	14%	16%	17%	9%	18%
JUDGE'S BEHAVIOR: Of judges before whom you appear, how many often behave unprofessionally toward counsel, clients, witnesses or court	RS	15%	0%	0%	1%	1%	1%	2%	3%	5%	9%	16%	27%	19%	13%
Overall Index (Average of all item averages)	RS	21%													

\*In order to compute an average, the responses were coded on a 0-100 scale.

## Life Behaviors

Coding for mean: [7] [6] [5] [4] [3] [2] [1] [0]

### How often do you ...

Face rushed situations, with tight deadlines and lots of work to do

	Mean	Several times a day	Once a day	Several times a week	Weekly	Several times a month	Monthly	Rarely	Never
RS	3.8	11%	7%	21%	18%	19%	13%	11%	1%

Have two or more clients or people of higher rank ask you to do things which conflict substantively

RS	1.6	1%	2%	3%	4%	8%	7%	49%	27%
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Have interpersonal conflicts with your co-workers

RS	1.3	0%	1%	1%	2%	5%	10%	62%	20%
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Have problems because clients have unreasonable expectations, make difficult demands, or do not follow advice

RS	2.3	2%	1%	5%	10%	15%	27%	34%	6%
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Have headaches

RS	1.9	1%	1%	5%	8%	11%	13%	44%	17%
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Engage in vigorous, sustained aerobic exercise of at least 20 minutes per session

RS	3.3	1%	8%	31%	12%	10%	6%	23%	9%
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Feel upset because someone criticized you

RS	1.6	0%	1%	2%	4%	7%	23%	56%	6%
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Use prescriptive medicines to reduce anxiety or depression

RS	1.5	1%	8%	1%	0%	0%	1%	7%	82%
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Use mood-altering drugs other than alcohol or prescriptive medicines (remember that the information you provide is completely confidential)

RS	1.1	0%	0%	1%	0%	0%	1%	5%	93%
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Have trouble sleeping at night

RS	2.2	1%	3%	10%	6%	15%	16%	39%	10%
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Feel very lonely or remote from other people

RS	1.9	2%	1%	7%	5%	9%	14%	44%	19%
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Have thoughts of ending your life

RS	1.1	0%	0%	1%	0%	1%	2%	16%	80%
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Talk with family or friends

RS	5.7	46%	18%	18%	7%	4%	3%	4%	0%
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Feel depressed or very unhappy

RS	1.8	2%	2%	4%	5%	6%	20%	46%	17%
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Feel on top of the world

RS	2.8	3%	3%	15%	13%	17%	17%	28%	3%
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Feel bothered by your heart beating hard or fast without physical exertion

RS	1.3	0%	1%	2%	2%	4%	8%	31%	53%
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**How often do you ...**

Have temper outbursts you can't control

	Mean	Several times a day	Once a day	Several times a	Weekly	Several times a	Monthly	Rarely	Never
RS	1.3	0%	0%	1%	1%	4%	9%	42%	43%

Feel extremely fatigued or lethargic

RS	2.1	2%	3%	7%	5%	15%	19%	37%	14%
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Practice meditation or other relaxation techniques

RS	1.6	0%	3%	6%	2%	5%	4%	22%	57%
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Suffer from an upset stomach, stomach ache, or nausea

RS	1.5	1%	1%	3%	3%	6%	11%	45%	31%
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Pray

RS	4.2	18%	20%	17%	8%	7%	6%	13%	11%
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Attend church or other religious services

RS	2.6	0%	0%	7%	31%	14%	9%	27%	11%
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Watch TV

RS	5.5	18%	48%	19%	6%	2%	1%	5%	1%
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Overeat

RS	2.8	3%	6%	11%	15%	15%	14%	30%	6%
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Blow off steam, vent anger

RS	2.2	0%	2%	6%	13%	14%	18%	40%	8%
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Talk with a counselor or therapist

RS	1.1	0%	0%	0%	2%	0%	3%	22%	73%
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Have your hands tremble enough to bother you

RS	1.1	0%	0%	1%	0%	1%	1%	13%	84%
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Have your hands sweat so that you feel damp and clammy

RS	1.1	0%	0%	0%	1%	3%	3%	23%	70%
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Feel faint or dizzy

RS	1.1	0%	0%	0%	0%	3%	4%	35%	58%
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Experience a loss of appetite

RS	1.2	0%	0%	0%	1%	3%	7%	39%	50%
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Become easily annoyed or irritated

RS	2.3	2%	2%	7%	10%	14%	22%	33%	11%
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Feel pains in your heart or chest

RS	1.2	0%	0%	1%	1%	4%	5%	28%	60%
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**Have you ever been diagnosed as having ulcers, coronary artery disease, hypertension, stroke, irritable bowel syndrome, or other stress-related disease?**

	Yes	No
RS	26%	74%

**Has ill health impaired your ability to work in the last few years?**

RS	12%	87%
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## Health, Lifestyle and Support

	Mean	Median	0	1	2	3	4	5	6	7	>7
Number of days each week you usually have at least one alcoholic drink (a beer, glass of wine, or mixed drink)	RS 2.6	2	21%	22%	14%	11%	9%	7%	4%	11%	0%
Average number of alcoholic drinks you consume on days that you drink	RS 2.1	2	2%	38%	43%	12%	3%	1%	1%	0%	1%
Average number of cigarettes you smoke daily, if any	RS 1.3	0	92%	1%	1%	0%	0%	0%	1%	0%	5%
Average number of times you smoke a pipe or cigar daily, if any	RS 0.2	0	97%	1%	1%	1%	0%	0%	0%	0%	1%
Average number of servings of caffeinated drinks that you consume daily (coffee, tea, or soft drinks)	RS 2.7	2	9%	21%	28%	20%	8%	6%	3%	1%	3%
<b>How many people in your community can you turn to for help?</b>											
People whom you can easily ask for small favors	RS 16.3	10	0	1	2-3	4-5	6-10	>10			
			1%	3%	13%	21%	26%	36%			
People from whom you could expect real help in times of trouble	RS 7.0	5	3%	3%	24%	33%	27%	11%			
People with whom you can share your most private feelings	RS 2.7	2	11%	22%	43%	18%	6%	1%			
People (other than your spouse or equivalent) who you feel will be happy simply because you are	RS 6.6	3	15%	6%	34%	22%	16%	7%			

## Attitudes and Opinions

		Coding for mean: [6] [5] [4] [3] [2] [1]								
		Mean	Strongly Agree	Agree	Slightly Agree	Slightly Disagree	Disagree	Strongly Disagree	Do not know	Does not apply
<b>For the following statements, indicate your level of agreement:</b>										
I would like to remain in the practice of law for the rest of my career	RS	4.2	19%	30%	13%	5%	10%	10%	5%	8%
I would like to stay with my current law firm or employer for the rest of my career	RS	4.2	20%	29%	13%	6%	10%	8%	5%	10%
If I knew then what I know now, I would not have become a lawyer	RS	2.9	9%	13%	14%	8%	23%	29%	3%	2%
No matter how fast our household's income goes up, we never seem to get ahead	RS	3.2	8%	17%	18%	9%	26%	16%	1%	6%
Our household income is high enough to satisfy virtually all our important desires	RS	4.1	19%	35%	15%	11%	11%	8%	0%	1%
My workload is too heavy	RS	3.7	9%	20%	25%	14%	23%	3%	0%	5%
I often feel worried or anxious	RS	3.6	10%	21%	22%	14%	24%	8%	0%	1%
My problems are so big that I can't run my life the way I want to	RS	2.4	2%	8%	11%	12%	37%	27%	1%	2%
I seem to get sick easier than other people	RS	1.8	2%	3%	5%	5%	37%	45%	1%	3%
I sometimes have an uncontrollable urge to have an alcoholic drink	RS	1.6	1%	2%	3%	5%	27%	58%	0%	5%
Excessive drinking is taking a toll on my professional or personal life	RS	1.3	0%	0%	1%	0%	21%	67%	1%	10%
The likelihood is greater than 50-50 that I will change employment within the next two years	RS	2.3	8%	5%	6%	5%	28%	38%	4%	5%
If my children or other able young people asked for my advice regarding careers, I would encourage them to go to law school if they had an interest	RS	4.2	14%	36%	21%	8%	11%	6%	3%	1%
I feel that I'm in control of my own destiny professionally	RS	4.2	13%	37%	23%	12%	9%	4%	0%	1%
It is a primary responsibility of bar-related organizations to sponsor programs that assist lawyers with balancing their personal and professional lives	RS	4.0	12%	29%	25%	8%	14%	5%	6%	1%
Sexist attitudes are preventing women attorneys from becoming senior partners and managing partners in medium and large law firms	RS	3.0	4%	9%	14%	8%	21%	10%	28%	6%
Racist attitudes are preventing minority attorneys from becoming senior partners and managing partners in medium and large law firms	RS	3.2	5%	11%	14%	6%	18%	9%	30%	6%

Within the last few years, I personally experienced sexual harassment in the profession

RS	1.8	2%	4%	4%	1%	23%	46%	2%	18%
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Coding for mean: [6] [5] [4] [3] [2] [1]

**For the following statements, indicate your level of agreement:**

Within the last few years, I personally experienced discrimination against me in the profession because of my sex or race

RS	2.1	4%	6%	6%	2%	21%	41%	4%	16%
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Lawyers in my firm neglect management and leadership tasks

RS	3.1	3%	10%	18%	5%	18%	12%	2%	32%
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I am concerned about the future of my firm because of significant outside threats

RS	2.6	3%	7%	9%	7%	24%	17%	2%	30%
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I would rather work here than with any other law firm I know

RS	4.7	26%	27%	13%	2%	6%	3%	4%	20%
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If I could afford to leave the practice of law at this time, I would do so

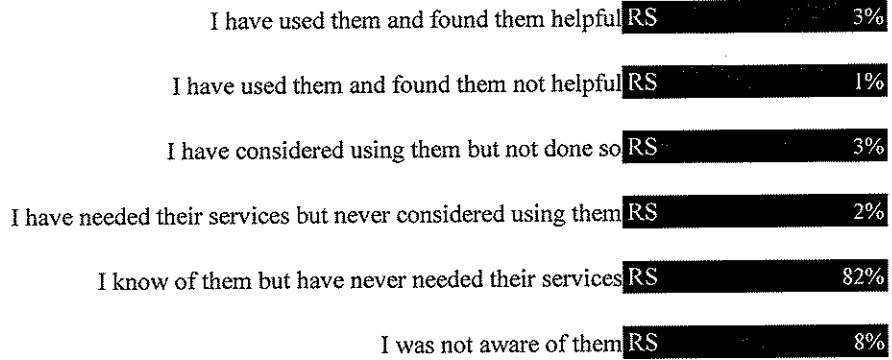
RS	3.6	14%	17%	15%	10%	18%	11%	2%	12%
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My firm does not have enough work to keep all of our lawyers fully engaged

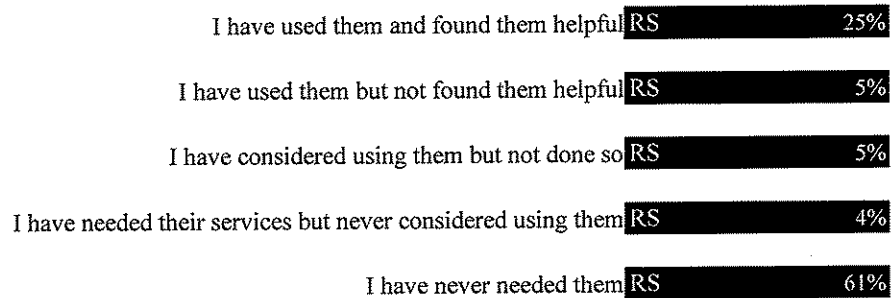
RS	2.0	1%	3%	6%	5%	25%	29%	2%	28%
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## Support Services

What is your experience with bar supported services such as BARCares, PALS, and FRIENDS?



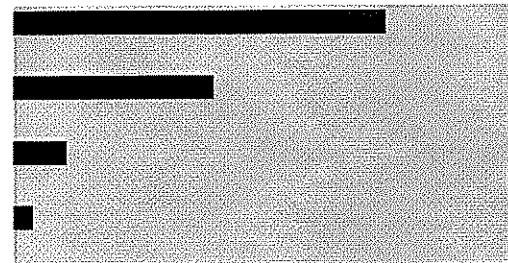
What is your experience with other support services such as counseling or support groups?





Please reflect honestly on the state of your life and the challenges you face. What is your level of need for counseling or other help (to address the problems such as stress, marital decline, drinking, or other addictions)?

No need	RS	58%
Some need	RS	31%
Moderate need	RS	8%
High need	RS	3%



## Demographics

### Your sex

Female	RS	28%
Male	RS	72%



### Your age

	Mean	Median
RS	46	46

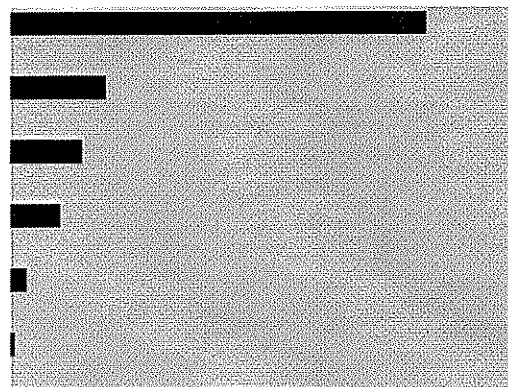


### Year first admitted to any state bar

RS	1984	1986
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### Your marital status

Married - first time	RS	65%
Married - after divorce or death of a spouse	RS	15%
Single - never married	RS	11%
Divorced	RS	7%
Separated	RS	2%
Widowed	RS	0%



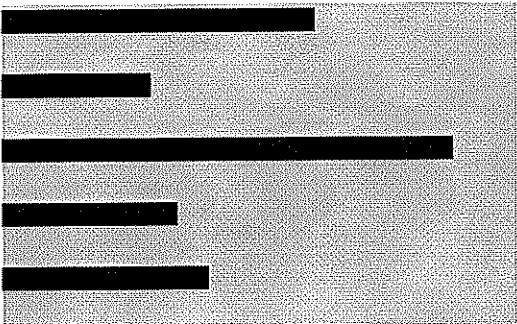
If unmarried, do you presently live with an adult companion you consider to be the equivalent of a spouse?

Yes	RS	15%
No	RS	85%



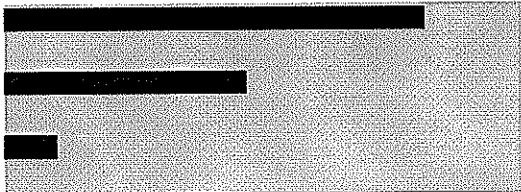
What is the occupation of your spouse or equivalent companion?

Homemaker	RS	24%
Lawyer	RS	11%
Other Professional	RS	35%
Non-Professional	RS	13%
Not applicable	RS	16%



		Mean	Median
Number of children	RS	1.6	2

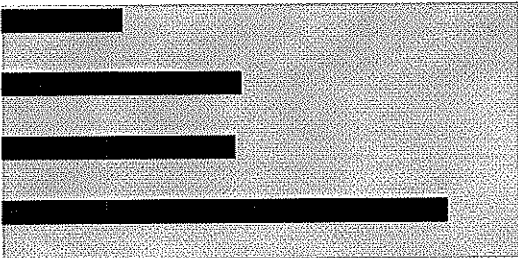
Number of children living at home with you	RS	0.9	0
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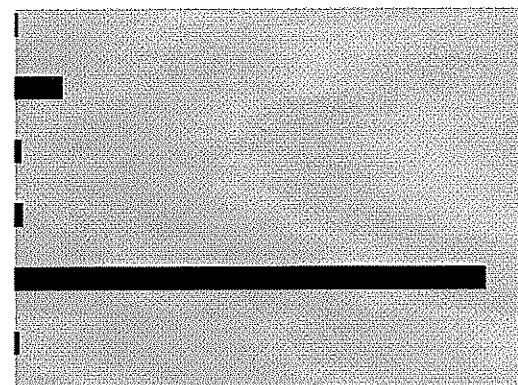
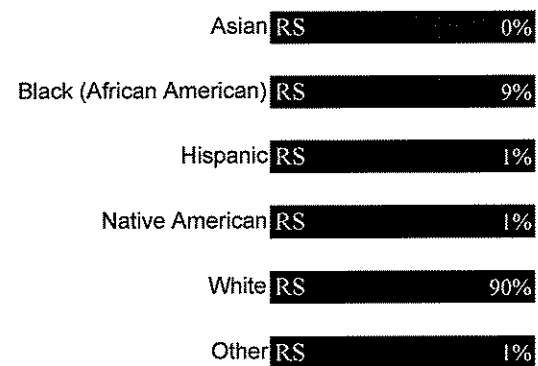
How many children do you support who live at college or boarding school?	RS	0.2	0
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What is your level of caretaking responsibility for your children living at home with you?

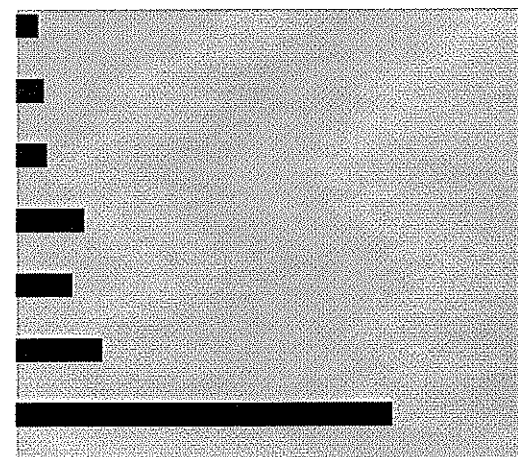
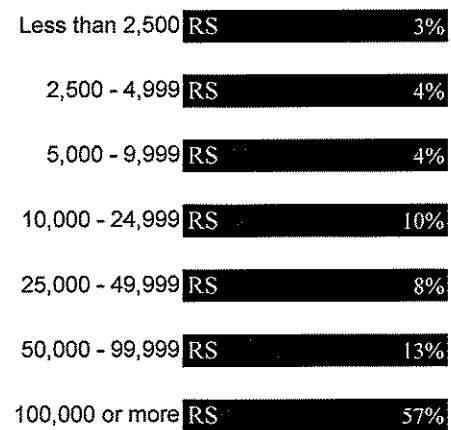
Primary caretaker	RS	12%
Secondary caretaker	RS	23%
Co-equal caretaker	RS	22%
No children currently living at home with me	RS	43%



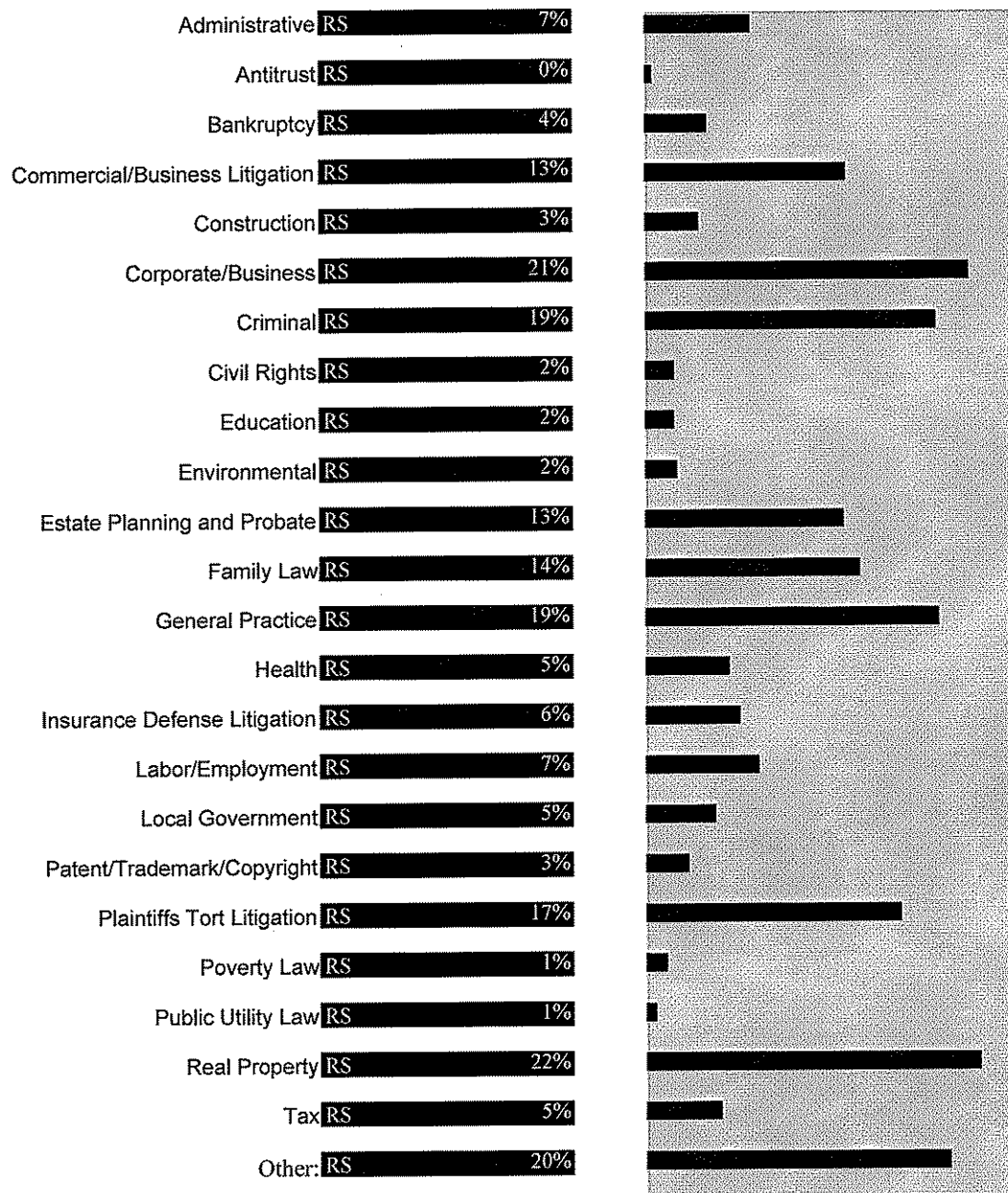
**Your race (mark all that apply):**



**In what size city or town is your office located?**

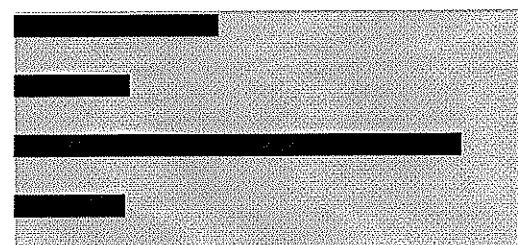


Check each substantive area of law that represents at least 25% of your practice.



Please state whether and, if applicable, with whom you carry professional liability insurance:

Uninsured	RS	23%
Don't know	RS	13%
Lawyers Mutual of North Carolina	RS	51%
Other	RS	12%



**Note: The following financial questions are intended to explore financial well-being and stress. Please respond in thousands.**

#### Financial Data

	Mean	25th Percentile	Median	75th Percentile
What is your total annual income, from your law practice or career, approximately?	RS 119	60	92	130
Realistically, how much annual income from your law practice or career would you like to make within three years?	RS 168	85	125	200
How much debt does your firm/practice owe?	RS 72	0	0	23
What is your family's total annual income?	RS 175	90	130	200
What is your household's approximate net worth at present?	RS 732	100	350	850
What is your household's approximate debt at present?	RS 230	48	150	260
Realistically, how much would you like your total annual family income to be within three years?	RS 219	120	175	250
How much educational debt (from undergraduate, law school, and any other graduate school combined) do you still have outstanding?	RS 12	0	0	3

## Aggregate Indices

Computed by examining several items in each topic area

RS

### Percent of Maximum Score

#### Work and Career Satisfaction

Satisfaction with one's job and career in Law, overall



#### Satisfaction with the firm or organization

Satisfaction with coworkers, the level of organization and leadership



#### Physical Health

Absence of reported health problems.



#### Healthy Lifestyle

Absence of unhealthy habits; engaging in exercise.



#### Mental Health

General level of optimism, freedom from stress, etc.



#### Social Support

Family and friends to provide emotional and personal support



#### Income and financial condition

Level of satisfaction with pay



**What are the most significant opportunities for the legal profession today -- opportunities that may present themselves to you or to your law firm or employer?**

Random Sample

- \* An opportunity to improve its image with the general public.
- \* \$
- \* Although I am retired, I believe that estate planning and elder law are areas of law that offer great potential for lawyers .
- \* As lawyers, we have the privilege of having "instant credibility"; i.e., people presume that we are at least of above average intelligence. With this gift, if we choose to forego having new BMW's every year, we can live comfortably, using this influence for the greater good. Once we as lawyers realize that doing for others who need it (rather than having lots of money) is the key to satisfaction in lifestyle, we will be a happier group.
- \* Bringing reasoned and balanced public debate to the important and critical social issues of our time.
- \* Given the state of present day affairs, I feel that the legal profession has unlimited opportunities for members of the profession. For those
- \* I am not sure.
- \* Its hard for me to know since I do not practice law.
- \* N/A
- \* Retired - n/a
- \* Teaching attorneys that representing your client is not "at any cost" - teaching attorneys that working cooperatively with other counsel is in fact the best way to represent clients.
- \* There are a number of organizations, e.g., CPAs, consultants etc, that practice law without a license. The legal profession should take a test case to prevent this already wide spread practice from further eroding legal standards and professionalism.
- \* To be of service to others in their greatest hour of need.
- \* To make a difference or impact on a client's life, so much so that he or she changes his behavior and becomes a productive member of society or a voice to help others that could potentially fall into the traps To be a role model for those coming behind you
- \* to serve others with integrity, compassion, and competence
- \* Unsure

## What is the single largest problem you face in your law practice today?

### Random Sample

- \* A concerted effort by insurance companies and the medical profession to destroy the rights of tort victims!
- \* Advertising: Lack of Professionalism, lack of respect for lawyers
- \* Balancing the demands of my practice with my family life and the need to have personal time.
- \* boredom
- \* Decline of industry in which practice is centered.
- \* Difficulty finding legal jobs outside of the current career path.
- \* Increasing client base
- \* It is not what you do, or how good you do it, or what is the right thing to do, it is how much money can be made. The practice of law is money driven, even in the criminal field. Influences and outcomes are based on who has the most money (thus the most influence on political and elected positions). It does not matter how much work the lower level workers do, no what is the right thing to do, but what is the most favorable thing to do for the most influential. And secondly, my student loan debt has paralyzed me and put me under a burden that I feel I can never get out under.
- \* Keeping up with CLE and bar dues.
- \* Lack of civility from opposing counsel and unwillingness to work together for benefit of the parties.
- \* Lousy judges. We need better judges in this state. We need to pay them more. They need more resources. We must stop the cycle of assistant DA to District or Superior Judge. We need to get back to the idea of "retiring" to the bench. We need judges who have represented people or entities (besides the state), who understand the realities of practicing law.
- \* My health.
- \* n/a
- \* None.
- \* not enough revenue and too much overhead; and too many hours at the office
- \* overworked
- \* Retired - n/a
- \*
- See above. The greatest challenge in my business life is to create a well functioning operation where all family members have good relations.
- \* The billable hour requirement.
- \* THE BILLABLE HOUR. It is the worst form of professional slavery. In and of itself, it is not all that bad in theory. In practice, however, it drives and totally dominates big firm life. It encourages cheating and devalues and obscures some attorneys' other contributions and merits. it encourages hoarding of work and reduces the incentive to pass it off to other people better suited and more willing to do a particular task. Furthermore, it robs me of the ability to service many of my clients to the extent they need to be, as billing more than the allotted amount of time to a particular account and client results in additional write-offs, reducing one of the key criteria on which I am based as an associate (i.e., realization rate), runs up bills that are irritating to clients and increases the amount of time partners must review pre-bills. When this form of compensation is discarded, life in the private practice of law (and esp. in big law firms) will be revolutionized and attorneys will be able to spend more of their time living, rather than worrying about the mantra of how many hours they have for the month or year. Many prominent law firms (e.g. Weil Gotshal and



\*

The practice of law is becoming less the practice of law and more sales oriented. The practice also is being eroded by non-professionals practicing without a license. For example, a large number of environmental consulting organizations provide clients legal advice concerning regulatory requirements and standards. The fee schedule is so far out of line that it is attractive for clients to develop in-house expertise or use non-professionals at lower rates. Associate salaries place too great a strain on firms, forcing all members to bill more leaving less time for family and outside interests. This results in a less satisfying work arrangement. Because of the fee structure, most individuals can not afford quality legal representation. Lawyers working primarily on a contingency fee basis tend to be less qualified and less focused on any individual case.

\* Time Management

**If you have any additional comments regarding the state of the profession or the quality of life among attorneys, please include them now.**

Random Sample

- \* I wish I had more free time. A 55 hour week would be much appreciated. I'm also uncertain about how much vacation I'll be able to take in the future. I would hope I could take at least 2 weeks a year. I personally think that attorneys work too many hours. I would like to leave the office regularly at 6pm if I arrive at 8:15 and don't take a lunch.
- \* Advertising has ruined our professionalism. I never thought that the profession would descend to the ambulance chasing we have today
- \* Although I believe I was considered pretty good in the courtroom, I will never set foot in one again, unless it is as a teen court volunteer.
- \* I am worried about the following: 1. The level of debt that many recent law graduates carry. This almost excludes them from pro bono and other public service work. 2. I am worried about the shift to large and moderately large firms which has been hastened by legal specialization, and the subsequent demise of the small firm and solo practitioner and the generalist. 3. I am concerned that what was once a profession in the best sense of the word is now merely a business, influenced primarily by money and competition. 4. I am concerned that the bar associations and regulatory bodies of the legal profession are mostly comprised of members from large firms and so-called "good ole boys." 5. Contingency fees are now allowed even in domestic cases, where most world legal systems prohibit them as unethical. 6. Legal advertising has also hurt the profession, and still does, despite regulation.
- \* I have practiced in several jurisdictions. I find most of the lawyers in North Carolina to be highly qualified and highly motivated. To its credit, the less attractive aspects of the legal practice e.g., "Rambo litigation," have not become standards in the legal profession in North Carolina although there are always the lawyers who feel they are vigorously defending their clients by being unrealistic, uncompromising and disagreeable. I think that judges should be more active when instances of borderline tactics are brought to their attention and more willing to impose sanctions for tactics that are obviously intended to derail the process. In the end, the legal system should be about finding the truth and justice. Too many lawyers are concerned with winning or losing and engage in nefarious tactics in an effort to win. While we all must vigorously defend our clients, part of that should be to counsel the client as well.