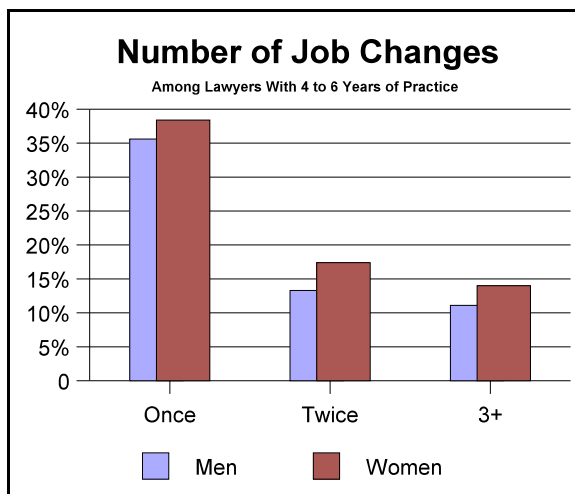


4. MEASURING THE MOBILITY OF THE PROFESSION

The survey found that two out of three lawyers are likely to change jobs at least once, often several times, in their first ten years of practice. For planners of a uniform mentoring program, this expected mobility of new lawyers factors into their consideration of such issues as whether mentors should come from the new lawyers' first offices, how long the mentoring relationship can be expected to last,¹ and whether the employers' natural incentive to train new lawyers fully may be diminished by the likelihood that the new lawyers will soon change jobs.

When all responses are considered, slightly less than 56% of the respondents reported that they had changed jobs at least



Frequency of job changes by percentage of all lawyers surveyed with 4 to 6 years experience.

once. A move from a judicial clerkship to a more permanent legal job was not treated as a job change for purposes of this survey. The overall percentage, however, is misleadingly

low because of the relative infrequency of job changes by lawyers in their first three years of practice. When the responses are broken down by length of practice, as well as by gender, they reveal a more mobile bar, with women slightly more likely than men to have changed jobs.²

Among those who have practiced three or fewer years, 25.8% of men (18 of 70 respondents) and 32.5% of women (24 of 74

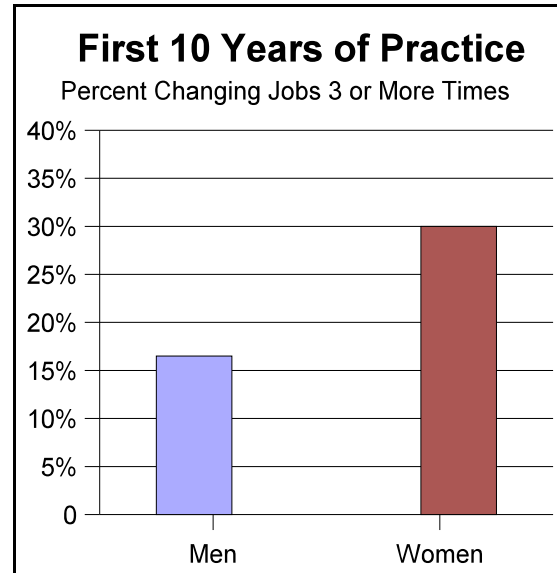
Among respondents who have practiced four to six years, the number of men who had changed jobs at least once rose to 60% (54 of 90 respondents) and the number of women who had changed jobs at least once rose to 69.8% (60 of 86 respondents) .

respondents) had changed jobs at least once. Men were about as likely (5 of 70 respondents, or 7.1%) as women (5 of 74 respondents, or 6.8%) to have moved twice in that period. One male and one female respondent reported having already changed jobs three or more times in the first 3 years of practice.

The number of lawyers of either gender changing jobs more than doubles in the next few years of practice. Among respondents who had practiced four to six years, the number of men who had changed jobs at least once rose to 60% (54 of 90 respondents) and the number of women who had changed jobs at least once rose

to 69.8% (60 of 86 respondents). Within that experience group, 13.3% of the men (12 of 90) and 17.4% of the women (15 of 86) had changed jobs twice already, and another 11.1% of the men (10 of 90) and 14% of the women (12 of 86) had changed jobs three or more times.

The number of job changes appears to rise less steeply after six years. Of those who had practiced seven to ten years, 65.9% of men (56 of 85 respondents) and 72% of women (36 of 50 respondents) had changed jobs at least once by this stage of their career. Thirty percent of women (15 of 50 respondents) and 16.5% of men (14 of 85 respondents) reported that they had changed jobs three or more times by this point in their careers.



Percentage of all lawyers surveyed with 7 to 10 years experience who have changed jobs 3 or more times.

ENDNOTES – Part 4

1. For a discussion of the survey’s findings regarding the impact of a job change on an existing mentoring relationship, see Part 5, *infra*.
2. Table 9 sets forth the number of responses regarding job changes, broken down by gender and practice experience:

TABLE 9

# of Job Changes	Males : 0-3 yrs of practice	Females : 0-3 yrs of practice	Males : 4-6 yrs of practice	Females : 4-6 yrs of practice	Males : 7-10 yrs of practice	Females : 7-10 yrs of practice
0	52	50	36	26	29	14
1	12	18	32	33	25	14
2	5	5	12	15	17	7
3 or more	1	1	10	12	14	15