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Gender Stereotypes, Same-Gender Preferences, and Organizational Variation in the Hiring of Women: Evidence from Law Firms

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Table S1. Coding Guide for Stereotypically Masculine Characteristics among Hiring Criteria: Categories and Lists of Synonyms

Ambitious	Assertive	Bold	Business Skill	Competitive	Decisive
Aspiring	Aggressive	Adventurous		Adversarial	
Avaricious	Certain	Aggressive			
Driven	Decided	Assertive			
Eager	Definite	Audacious			
Enterprising	Doctrinaire	Barefaced			
Grandiose	Dogmatic	Brash			
Greedy	Dominant	Brave			
Hopeful	Domineering	Courageous			
Timeserving	Emphatic	Daredevil			
Vigorous	Firm	Daring			
Zealous	Insistent	Dauntless			
	Opinionated	Fearless			
	Overbearing	Foolhardy			
	Peremptory	Incautious			
	Positive	Intrepid			
	Sure	Lionhearted			
		Plucky			
		Rash			
		Reckless			
		Resolute			
		Stalwart			
		Stout			
		Stouthearted			
		Unafraid			
		Valiant			
		Valorous			
		Venturesome			

(continued below)

Table S1. Coding Guide for Stereotypically Masculine Characteristics among Hiring Criteria: Categories and Lists of Synonyms (*continued*)

Direct	Energetic	Impassive	Inconsiderate	Independent	Knowledgeable
Aboveboard	Active	Apathetic	Careless	Competent	Astute
Blunt	Alive	Blank	Crude	Individualistic	Aware
Candid	Animated	Callous	Heedless	Mature	Cognizant
Concise	Brisk	Calm	Insensitive	Rugged	Cultured
Downright	Busy	Cold	Intolerant	Self-reliant	Deep
Explicit	Dashing	Composed	Nasty	Self-sufficient	Educated
Forthright	Dynamic	Contained	Rough	Strong-minded	Enlightened
Frank	Eager	Cool	Rude		Erudite
Honest	Enthusiastic	Detached	Selfish		Expert
Immediate	Exuberant	Dispassionate	Tactless		Familiar
Matter-of-fact	Forceful	Emotionless	Thoughtless		Informed
Open	Fresh	Even	Uncaring		Knowing
Outspoken	High-powered	Even-tempered	Unconcerned		Learned
Plain-spoken	Indefatigable	Frigid	Ungracious		Lettered
Sincere	Industrious	Immovable	Unheeding		Professional
Straight	Invigorated	Imperturbable	Unkind		Proficient
Straightforward	Lively	Indifferent	Unmindful		Qualified
Tactless	Spirited	Insouciant	Unsympathetic		Rational
Transparent	Sprightly	Lackadaisical	Unthinking		Refined
Undiplomatic	Spry	Nonchalant			Sagacious
Unequivocal	Strenuous	Phlegmatic			Smart
Uninhibited	Tireless	Remote			Sophisticated
Unreserved	Untiring	Reserved			Strong
	Vibrant	Self-controlled			Up to date
	Vigorous	Serene			Well-acquainted
	Vital	Stoical			Well-educated
	Zestful	Stolid			Well-informed
	Zesty	Stony			Well-read
		Taciturn			Worldly
		Uncaring			
		Unconcerned			
		Unemotional			

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Table S1. Coding Guide for Stereotypically Masculine Characteristics among Hiring Criteria: Categories and Lists of Synonyms (*continued*)

Leadership	Logical	Quantitatively Oriented	Objective	Resolute	Self-confident
Takes initiative	Analytical	Quantitative skill	Detached	Adamant	Assured
	Coherent	Mathematical skill	Disinterested	Decided	Confident
	Consistent		Dispassionate	Dedicated	Poised
	Forceful		Equitable	Deliberate	Positive
	Good judgment		Evenhanded	Determined	Secure
	Inquisitive		Fair	Devoted	Self-assured
	Intelligent		Impartial	Dogged	Self-possessed
	Judicious		Impersonal	Firm	Willing/eager to take responsibility
	Legitimate		Indifferent	Immutable	
	Philosophical		Just	Indomitable	
	Plausible		Neutral	Inflexible	
	Practical		Nonpartisan	Obstinate	
	Proper		Open-minded	Patient	
	Rational		Tolerant	Perseverant	
	Reasonable		Unbiased	Persistent	
	Sage		Unbigoted	Purposeful	
	Sensible		Unprejudiced	Resolved	
	Sound			Rigid	
	Valid			Single-minded	
	Well-organized			Staunch	
	Well-reasoned			Steadfast	
	Well-thought-out			Strong	
	Wise			Stubborn	
				Tenacious	
				Unalterable	
				Unchangeable	
				Unchanging	
				Undaunted	
				Unfaltering	
				Unflagging	
				Unhesitating	
				Unshakeable	
				Unshaken	
				Unswerving	
				Unwavering	

Table S2. Coding Guide for Stereotypically Feminine Characteristics among Hiring Criteria: Categories and Lists of Synonyms

Cooperative	Emotional	Friendly	Gentle	Helpless	Indecisive
Accommodating	Agitated	Affable	Benign	Defenseless	Ambivalent
Benevolent	Ardent	Affectionate	Calm	Dependent	Doubtful
Considerate	Demonstrative	Amiable	Compassionate	Feeble	Fickle
Constructive	Effusive	Amicable	Controllable	Impotent	Fluctuating
Helpful	Emotive	Cheerful	Docile	Incapable	Hesitant
Friendly	Excitable	Cordial	Easy	Incompetent	Hesitating
Neighborly	Expressive	Demonstrative	Gracious	Inefficient	Irresolute
Obliging	Fervent	Warm	Harmless	Inept	Of two minds
Practical	Frantic	Genial	Humane	Infirm	Shilly-shallying
Pragmatic	Heated	Good-natured	Indulgent	Unavailing	Spineless
Productive	Highly strung	Gracious	Kind	Unfit	Tentative
Reassuring	Hysterical	Hearty	Lenient	Unqualified	Uncertain
Serviceable	Impassioned	Hospitable	Manageable	Useless	Undecided
Supportive	Impulsive	Kindly	Mellow	Vulnerable	Unstable
Team-oriented	Intense	Loving	Merciful	Weak	Vacillating
	Irrational	Neighborly	Mild	Worthless	Vague
	Lyrical	Nice	Moderate		Wavering
	Maudlin	Outgoing	Pacific		Wishy-washy
	Nervous	Pleasant	Patient		
	Passionate	Sociable	Peaceful		
	Pathetic	Sunny	Placid		
	Piteous	Tender	Quiet		
	Poignant		Refined		
	Ranting		Restful		
	Romantic		Smooth		
	Sensitive		Soft		
	Sentimental		Soothing		
	Soulful		Still		
	Temperamental		Sweet		
	Tender		Temperate		
	Tense		Tender		
	Volatile		Tenderhearted		
	Wild		Thoughtful		

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Table S2. Coding Guide for Stereotypically Feminine Characteristics among Hiring Criteria: Categories and Lists of Synonyms (*continued*)

Naïve	Submissive	Sympathetic	Timid	Verbally Oriented
Artless	Dutiful	Caring	Apprehensive	Verbal skill
Born yesterday	Easy	Comforting	Bashful	Writing skill
Callow	Flexible	Commiserating	Cowardly	
Childlike	Groveling	Compassionate	Coy	
Credulous	Humble	Concerned	Craven	
Green	Manageable	Considerate	Diffident	
Guileless	Meek	Consoling	Fearful	
Gullible	Mild	Empathetic	Frightened	
Ignorant	Obedient	Kindhearted	Modest	
Immature	Obsequious	Responsive	Mousy	
Indiscreet	Passive	Sollicitous	Nervous	
Inexperienced	Patient	Supportive	Pusillanimous	
Ingenuous	Servile	Understanding	Retiring	
Innocent	Tame	Warmhearted	Scared	
Natural	Tractable	Well-intentioned	Shy	
Primitive	Yielding	Well-meaning	Timorous	
Provincial				
Simple				
Simple-minded				
Transparent				
Trusting				
Unaffected				
Unenlightened				
Unpretentious				
Unsophisticated				
Unsuspecting				
Unsuspecting				
Unsuspecting				
Unworldly				

Table S3. Correlations, Large U.S. Law Firm Establishments, 1994–1995

Variable	1	2	3	4	5	6	7
1. Female proportion of all hires	1.00						
2. Female proportion of entry-level hires	.68	1.00					
3. Female proportion of lateral hires	.61	-.00	1.00				
4. Number of stereotypically masculine hiring criteria	-.05	-.06	-.02	1.00			
5. Number of stereotypically feminine hiring criteria	.02	.05	-.02	.23	1.00		
6. Female hiring partner	.09	.04	.09	.06	.07	1.00	
7. Female proportion of partners	.03	-.03	.11	.05	.01	.23	1.00
8. Female proportion of associates	.23	.19	.13	-.04	-.01	.07	.16
9. EEO policy	.04	.07	-.00	.03	.07	-.01	.02
10. Location in South	.02	.06	-.02	-.12	-.07	-.00	-.05
11. Establishment size	-.01	.00	.00	.03	.01	-.03	-.06
12. National/international firm	-.09	-.06	-.06	.08	.03	-.06	-.04
13. Family leave policy	.01	-.03	.05	.14	-.01	.07	.11
14. Part-time work policy	.04	-.01	.03	.06	.01	.02	.04
15. Scientific or technical background requirement	-.07	-.08	-.01	-.07	.04	-.02	-.12
16. Bonus for client origination	-.02	.02	-.03	-.02	.02	-.01	-.03
17. Starting salary	-.02	-.03	.00	.10	.00	-.05	-.01
18. Difference between establishment's starting salary and city mean	-.04	-.01	-.05	.03	-.01	-.02	-.08
19. Bonus for hours billed	.05	.01	.06	-.01	.06	-.06	-.02
20. Bonus for merit	-.01	-.07	.06	.02	-.03	.06	-.00
21. Branch office	.06	.06	.00	.07	.01	-.01	.05
22. Minimum billable hours requirement ≤ 1800 hours	.06	.02	.04	.03	-.03	.07	.05
23. Minimum billable hours requirement > 1800 hours and ≤ 1900 hours	.05	.01	.03	.05	.04	.02	.10
24. Minimum billable hours requirement > 1900 hours	-.04	.01	-.04	-.01	.11	-.07	-.00
25. Growth in 1st quartile	.08	.06	.09	.05	.06	.02	.03
26. Growth in 2nd quartile	-.02	-.05	.01	-.04	-.06	.02	.07
27. Growth in 3rd quartile	-.05	-.02	-.04	-.03	.00	-.02	-.05
28. Growth in 4th quartile	-.01	.01	-.06	.03	.00	-.02	-.05

(continued below)

Table S3. Correlations, Large U.S. Law Firm Establishments, 1994–1995 *(continued)*

Variable	8	9	10	11	12	13	14
8. Female proportion of associates	1.00						
9. EEO policy	.01	1.00					
10. Location in South	-.08	.02	1.00				
11. Establishment size	-.03	.08	-.13	1.00			
12. National/international firm	.04	-.08	-.11	.14	1.00		
13. Family leave policy	.03	.14	-.04	.10	.08	1.00	
14. Part-time work policy	.07	.01	-.16	.09	.11	.12	1.00
15. Scientific or technical background requirement	-.14	-.03	-.05	-.07	.07	.04	-.05
16. Bonus for client origination	-.03	.02	-.06	.07	-.08	.06	-.06
17. Starting salary	.01	.14	-.38	.21	.32	.10	.09
18. Difference between establishment's starting salary and city mean	-.06	.13	-.07	.12	.13	.14	.06
19. Bonus for hours billed	-.01	.03	.06	.01	.02	-.03	.05
20. Bonus for merit	.02	.01	-.01	.04	-.08	-.02	-.09
21. Branch office	.06	.07	.04	-.55	.38	.06	.06
22. Minimum billable hours requirement ≤ 1800 hours	.06	.01	.08	-.04	-.21	.07	-.06
23. Minimum billable hours requirement > 1800 hours and ≤ 1900 hours	.01	-.02	-.10	-.10	-.04	.07	.05
24. Minimum billable hours requirement > 1900 hours	-.04	-.04	.06	-.00	.06	-.09	-.08
25. Growth in 1st quartile	.07	-.04	-.01	.05	.09	-.04	.02
26. Growth in 2nd quartile	.04	.00	.01	.14	-.07	-.00	-.00
27. Growth in 3rd quartile	-.10	.03	-.03	.04	-.12	.02	-.05
28. Growth in 4th quartile	.00	.01	.03	-.22	.10	.01	.03

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Table S3. Correlations, Large U.S. Law Firm Establishments, 1994–1995 (*continued*)

Variable	15	16	17	18	19	20	21
15. Scientific or technical background requirement	1.00						
16. Bonus for client origination	-.03	1.00					
17. Starting salary	.16	-.00	1.00				
18. Difference between establishment's starting salary and city mean	.10	-.03	.39	1.00			
19. Bonus for hours billed	.06	.35	.04	-.03	1.00		
20. Bonus for merit	-.03	.13	.04	.01	.15	1.00	
21. Branch office	-.00	-.11	.16	.08	-.03	-.09	1.00
22. Minimum billable hours requirement ≤ 1800 hours	-.05	.03	.01	-.01	-.07	.02	-.15
23. Minimum billable hours requirement > 1800 hours and ≤ 1900 hours	.09	-.02	-.00	-.07	.11	.04	.02
24. Minimum billable hours requirement > 1900 hours	-.01	.02	.06	-.11	.04	.01	.00
25. Growth in 1st quartile	-.05	.04	.01	-.01	-.03	.02	-.00
26. Growth in 2nd quartile	-.06	.02	-.13	-.09	.00	.02	-.17
27. Growth in 3rd quartile	.01	-.05	.01	.03	.03	-.02	-.10
28. Growth in 4th quartile	.10	-.01	.11	.07	-.00	-.02	.27

(continued below)

Table S3. Correlations, Large U.S. Law Firm Establishments, 1994–1995 (*continued*)

Variable	22	23	24	25	26	27	28
22. Minimum billable hours requirement ≤ 1800 hours	1.00						
23. Minimum billable hours requirement > 1800 hours and ≤ 1900 hours	-.26	1.00					
24. Minimum billable hours requirement > 1900 hours	-.15	-.17	1.00				
25. Growth in 1st quartile	-.03	.03	-.05	1.00			
26. Growth in 2nd quartile	.07	.01	.04	-.31	1.00		
27. Growth in 3rd quartile	.00	-.03	-.00	-.32	-.35	1.00	
28. Growth in 4th quartile	-.05	-.01	.01	-.32	-.35	-.36	1.00

Note: This table presents correlations for all variables included in the analyses except measures of the proportion of establishment lawyers in each practice area. EEO = equal employment opportunity.

Table S4. Coefficients and Odds Ratios from Regression of the Log-Odds of Women's Proportion of Law Firm Associate Hires on Selected Organizational Characteristics (Complete Results)

Variables	All Hires					
	Model 1			Model 2		
	Coefficient	SD	Odds Ratio	Coefficient	SD	Odds Ratio
Stereotypically Masculine Hiring Criteria	-.056**	.022	.95	-.056**	.022	.95
Stereotypically Feminine Hiring Criteria	.090*	.049	1.09	.089*	.049	1.09
Female						
Hiring Partner	.118*	.071	1.13	.364*	.180	1.44
Proportion of Partners	.617	.487	1.86	1.020*	.557	2.77
Hiring Partner x Proportion of Partners				-1.678	1.129	.19
Extent of Practice In:						
Litigation						
Admiralty	1.875	1.650	6.57	1.728	1.651	5.67
Antitrust	.421	.944	1.53	.457	.943	1.58
Bankruptcy	.268	.683	1.31	.222	.683	1.25
Civil Rights	-6.310	3.913	.001	-6.467*	3.911	.001
Consumer	.191	.790	1.21	.227	.789	1.26
Criminal	-.398	1.494	.67	-.324	1.493	.72
General Business Litigation	-.010	.335	1.00	-.021	.335	.98
General Personal Litigation	1.820	.965	6.17	1.840	.964	6.30
Trademark & Copyright	-1.266	1.795	.29	-1.220	1.794	.30
Business Transactions						
Banking	-1.498†	.751	.22	-1.472†	.751	.23
Commercial	.914	.562	2.50	.882	.562	2.42
General Corporate	.201	.360	1.23	.237	.361	1.27
International	.063	.770	1.07	.067	.769	1.08
Municipal	-2.423†	1.161	.09	-2.404†	1.160	.09
Real Estate	-.326	.519	.72	-.332	.519	.72
Securities	-.413	.428	.66	-.414	.428	.66
Tax	-1.901††	.621	.15	-1.921††	.621	.15
Science-Based						
Environmental	.317	.640	1.38	.292	.639	1.34
Patents	.045	.477	1.05	.078	.477	1.08
People-Oriented						
Employment	.080	.420	1.09	.046	.421	1.05
Family	2.311	3.033	10.18	2.370	3.031	10.70
Immigration	-.286	.578	.75	-.292	.577	.75
Trusts & Estates	-.770	.909	.46	-.764	.908	.47
Other Establishment Characteristics						
Female Proportion of Associates	1.552***	.310	4.72	1.544***	.309	4.68
EEO policy	.140	.103	1.15	.130	.103	1.14
Family Leave Policy	.006	.060	1.01	.005	.060	1.01
Part-time Work Policy	.032	.049	1.03	.032	.049	1.03
Scientific Background Requirement	-.186	.348	.83	-.224	.349	.80
Location in South	.119	.082	1.13	.122	.082	1.13
Salary (thousands \$US)	.007	.004	1.01	.007	.004	1.01
Salary Less City Mean (thousands \$US)	-.005	.009	1.00	-.005	.009	1.00
Bonus						
For Client Origination	-.429**	.166	.62	-.431**	.166	.65
For Hours Billed	.234*	.125	1.26	.237*	.125	1.26
For Merit	-.019	.074	.98	-.015	.074	1.02
Minimum Billable Hours Requirement						
≤ 1800 hours	.158*	.084	1.17	.154*	.084	1.16
1801 to 1900 hours	.124	.078	1.13	.121	.078	1.13
> 1900 hours	-.013	.101	.99	-.001	.101	1.00
Establishment						
Size (In Hundreds)	.171*	.088	1.19	.161*	.088	1.17
Size Squared	-.056*	.034	.95	-.052	.034	.95
National or international firm	-.286†††	.071	.77	-.286†††	.071	.75
Branch office	.250**	.099	1.28	.255**	.099	1.29
Growth						
In Lowest Quartile	.223**	.080	1.25	.223**	.079	1.25
In Second Quartile	.074	.073	1.08	.076	.073	1.08
In Highest Quartile	.035	.081	1.04	.031	.081	1.03
Constant	-1.685†††	.411	.19	-1.714†††	.411	.18
R2	.19			.19		
N	719			719		

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Table S4. Coefficients and Odds Ratios from Regression of the Log-Odds of Women's Proportion of Law Firm Associate Hires on Selected Organizational Characteristics (Complete Results)(*continued*)

Variables	Entry-Level Hires					
	Model 1			Model 2		
	Coefficient	SD	Odds Ratio	Coefficient	SD	Odds Ratio
Stereotypically Masculine Hiring Criteria	-.059*	.026	.94	-.059*	.026	.94
Stereotypically Feminine Hiring Criteria	.152**	.059	1.16	.151**	.059	1.16
Female						
Hiring Partner	.076	.083	1.08	.488*	.217	1.63
Proportion of Partners	.470	.602	1.60	1.163*	.689	3.21
Hiring Partner x Proportion of Partners				-2.831*	1.381	.06
Extent of Practice In:						
Litigation						
Admiralty	-1.443	1.925	.24	-1.650	1.922	.19
Antitrust	.532	1.100	1.70	.559	1.098	1.75
Bankruptcy	.297	.807	1.35	.211	.806	1.24
Civil Rights	1.907	4.552	6.73	1.582	4.543	4.89
Consumer	1.609	.920	5.03	1.679	.918	5.40
Criminal	-.541	1.873	.58	-.325	1.870	.71
General Business Litigation	-.131	.397	.88	-.152	.396	.87
General Personal Litigation	2.147	1.159	8.56	2.178	1.156	8.83
Trademark & Copyright	-2.137	2.087	.12	-2.076	2.081	.13
Business Transactions						
Banking	-1.406	.894	.25	-1.376	.892	.25
Commercial	.676	.671	1.97	.624	.670	1.88
General Corporate	.197	.424	1.22	.260	.424	1.31
International	1.001	.919	2.72	1.046	.916	2.85
Municipal	-.893	1.383	.41	-.830	1.380	.44
Real Estate	.117	.613	1.12	.114	.611	1.13
Securities	-.198	.505	.82	-.207	.503	.81
Tax	-.651	.738	.52	-.680	.736	.51
Science-Based						
Environmental	-.356	.774	.70	-.383	.772	.68
Patents	.273	.559	1.31	.340	.559	1.42
People-Oriented						
Employment	.111	.502	1.12	.074	.501	1.09
Family	2.483	3.774	11.98	2.576	3.764	13.14
Immigration	-.333	.691	.72	-.359	.690	.70
Trusts & Estates	-1.396	1.070	.25	-1.379	1.067	.26
Other Establishment Characteristics						
Female Proportion of Associates	1.399***	.371	4.05	1.389***	.370	4.01
EEO policy	.042	.120	1.04	.022	.120	1.02
Family Leave Policy	-.032	.072	.97	-.034	.072	.97
Part-time Work Policy	.067	.058	1.07	.066	.058	1.07
Scientific Background Requirement	-.271	.413	.76	-.332	.412	.72
Location in South	.158	.097	1.17	.165	.097	1.18
Salary (thousands \$US)	.004	.005	1.00	.004	.005	1.00
Salary Less City Mean (thousands \$US)	-.005	.011	.99	-.005	.011	.99
Bonus						
For Client Origination	-.131	.194	.88	-.136	.194	.88
For Hours Billed	.150	.146	1.16	.159	.146	1.17
For Merit	-.129	.086	.88	-.123	.086	.88
Minimum Billable Hours Requirement						
≤ 1800 hours	.278**	.099	1.32	.269**	.098	1.31
1801 to 1900 hours	.105	.092	1.11	.101	.091	1.11
> 1900 hours	-.003	.119	1.00	.018	.119	1.02
Establishment						
Size (In Hundreds)	.028	.105	1.03	.012	.105	1.01
Size Squared	-.008	.040	.99	-.002	.040	1.00
National or International Firm	-.257††	.083	1.29	-.257††	.083	.77
Branch Office	.219*	.117	1.25	.233*	.116	1.26
Growth						
In Lowest Quartile	.209*	.095	1.23	.213*	.094	1.23
In Second Quartile	.122	.086	1.13	.127	.086	1.14
In Highest Quartile	.039	.095	1.04	.034	.095	1.03
Constant	-1.384††	.483	.25	-1.440††	.482	.24
R2	.15			.15		
N	648			648		

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Table S4. Coefficients and Odds Ratios from Regression of the Log-Odds of Women's Proportion of Law Firm Associate Hires on Selected Organizational Characteristics (Complete Results) (*continued*)

Variables	Lateral Hires					
	Model 1			Model 2		
	Coefficient	SD	Odds Ratio	Coefficient	SD	Odds Ratio
Stereotypically Masculine Hiring Criteria	-.046*	.026	.96	-.046*	.026	.96
Stereotypically Feminine Hiring Criteria	.013	.059	1.01	.013	.059	1.01
Female						
Hiring Partner	.035	.084	1.04	-.168	.215	.85
Proportion of Partners	.717	.595	2.05	.367	.686	1.45
Hiring Partner x Proportion of Partners				1.388	1.354	4.00
Extent of Practice In:						
Litigation						
Admiralty	3.324	2.130	27.77	3.471	2.134	32.17
Antitrust	.114	1.120	1.12	.080	1.121	1.09
Bankruptcy	-.963	.904	.38	-.926	.904	.40
Civil Rights	-7.925*	4.552	.00	-7.793*	4.554	.00
Consumer	-2.150*	.927	.12	-2.171*	.927	.11
Criminal	-.031	1.760	1.05	-.087	1.761	.92
General Business Litigation	-.021	.407	.98	-.011	.407	.99
General Personal Litigation	2.376†	1.145	10.76	2.369†	1.145	10.69
Trademark & Copyright	2.453	2.244	11.87	2.422	2.244	11.27
Business Transactions						
Banking	-.473	.892	.62	-.502	.892	.61
Commercial	.761	.668	2.15	.793	.668	2.21
General Corporate	.012	.432	1.02	-.016	.433	.98
International	-.149	.908	.86	-.153	.907	.86
Municipal	-3.678††	1.407	.03	-3.684††	1.407	.03
Real Estate	-.896	.626	.41	-.882	.626	.41
Securities	-.497	.518	.61	-.490	.518	.61
Tax	-3.275†††	.756	.04	-3.247†††	.757	.04
Science-Based						
Environmental	.036	.773	1.04	.063	.774	1.07
Patents	.093	.573	1.08	.066	.573	1.08
People-Oriented						
Employment	-.266	.510	.77	-.234	.511	.80
Family	-3.778	3.626	.02	-3.858	3.626	.02
Immigration	-.342	.700	.71	-.326	.700	1.37
Trusts & Estates	1.910*	1.103	6.75	1.927*	1.103	6.87
Other Establishment Characteristics						
Female Proportion of Associates	1.205***	.377	3.33	1.202***	.377	3.32
EEO policy	.113	.127	1.12	.124	.127	1.13
Family Leave Policy	.098	.072	1.10	.098	.072	1.10
Part-time Work Policy	.063	.059	1.06	.060	.058	1.06
Science/Technical Background Requirement	-.657	.423	.52	-.627	.425	.53
Location in South	.041	.100	1.04	-.039	.100	.96
Salary (thousands \$US)	.007	.005	1.01	.007	.005	1.01
Salary Less City Mean (thousands \$US)	-.010	.011	.99	-.010	.011	.99
Bonus						
For Client Origination	-.579**	.199	.56	-.576**	.199	.56
For Hours Billed	.172	.149	1.19	.170	.149	1.19
For Merit	.155	.088	1.17	.154	.088	1.15
Minimum Billable Hours Requirement						
≤ 1800 hours	.105	.101	1.11	.110	.101	1.12
1801 to 1900 hours	.133	.093	1.14	.136	.093	1.15
> 1900 hours	.014	.120	1.01	.006	.121	1.01
Establishment						
Size (In Hundreds)	.047	.106	1.05	.055	.107	1.06
Size Squared	-.031	.040	.97	-.034	.040	.97
National or International Firm	-.192†	.084	.82	-.193†	.084	.82
Branch Office	.151	.119	1.16	.146	.119	1.16
Growth						
In Lowest Quartile	.296***	.096	1.35	.296***	.096	1.35
In Second Quartile	.128	.088	1.14	.126	.088	1.13
In Highest Quartile	.087	.096	1.09	.091	.096	1.10
Constant	-1.453††	.503	0.24	-1.437†††	.503	.24
R ²	.18			.19		
N	638			638		

Note: Dependent variables are measured as of Fall 1995; independent variables are measured as of Fall 1994 through February 1995. SD = standard deviation; EEO = equal employment opportunity; Salary = starting salary.

* $p < .05$, ** $p < .01$, *** $p < .001$ (one-tailed tests). † $p < .05$, †† $p < .01$, ††† $p < .001$ (two-tailed tests).

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