

ESM Table 1: Survey Distribution and Response

Onboarding Distribution and Responses

Distribution	63,368
Response	11,090
Onboarding Participation Rate	17.5%

ESM Distribution and Responses

Date	Distributed	Delivered	Response	Response Rate
8/12/2019	11,822	11,821	8,071	68.3%
8/13/2019	11,822	11,803	8,082	68.5%
8/14/2019	11,822	11,754	7,905	67.3%
8/15/2019	11,822	11,719	7,786	66.4%
8/16/2019	11,822	11,644	7,429	63.8%
8/19/2019	5,851	5,849	3,743	64.0%
8/20/2019	5,851	5,843	3,819	65.4%
8/21/2019	5,851	5,839	3,733	63.9%
8/22/2019	5,851	5,835	3,720	63.8%
8/23/2019	5,851	5,787	3,623	62.6%
8/26/2019	5,745	5,745	3,160	55.0%
8/27/2019	5,745	5,738	3,243	56.5%
8/28/2019	5,745	5,732	3,275	57.1%
8/29/2019	5,745	5,745	3,266	56.8%
8/30/2019	5,745	5,745	3,143	54.7%
Total	117,090	116,599	73,998	63.5%

ESM Table 2: Survey Participant Background

Years in Practice	Freq.	%	Cum %
One	410	4	4
Two	334	3.3	7.3
Three	396	3.9	11.2
Four-Five	663	6.5	17.8
Six-Ten	1,305	12.9	30.6
More Than Ten	6,882	67.8	98.5
No Data	157	1.5	100.0
Total	10,147	100.0	

Practice Setting	Freq.	%	Cum %
Private	5,947	58.6	58.6
Gov't	1,224	12.1	70.7
In-house	1,168	11.5	82.2
DA/PD	340	3.4	85.5
Nonprofit	437	4.3	89.8
Academia	114	1.1	91.0
Other	745	7.3	98.3
No Data	172	1.7	100.0
Total	10,147	100.0	

Practice Area (More Than One Selection)	Freq.	%	Cum %
Civil Litigation	2,934	16.4	16.4
Business	2,053	11.5	27.9
Other	1,603	9.0	36.8
Employment	1,292	7.2	44.0
Criminal	1,212	6.8	50.8
Estate	1,054	5.9	56.7
Intellectual Property	913	5.1	61.8
Family Law	801	4.5	66.3
Landlord	682	3.8	70.1
Appellate	639	3.6	73.7
Insurance	617	3.4	77.1
Civil Rights	492	2.7	79.9
Construction	485	2.7	82.6
Health	388	2.2	84.7

ESM Table 2: Survey Participant Background

Immigration	379	2.1	86.8
Environment	347	1.9	88.8
Media	319	1.8	90.6
Bankrutcy	309	1.7	92.3
Labor	263	1.5	93.8
Elder Abuse	242	1.4	95.1
Disability	221	1.2	96.4
Education	199	1.1	97.5
Juvenile Dependency	158	0.9	98.3
Juvenile Delinquency	130	0.7	99.1
Military	64	0.4	99.4
Franchise	52	0.3	99.7
Admiralty	50	0.3	100.0
Total	17,898	100.0	

ESM Table 2: Survey Participant Background

Firm/Org Size	Freq.	%	Cum %
1	2,930	28.9	28.9
2-5	2,182	21.5	50.4
6-10	898	8.8	59.2
11-25	1,003	9.9	69.1
26-50	613	6.0	75.2
50-100	570	5.6	80.8
101-200	448	4.4	85.2
>200	1,272	12.5	97.7
No Data	231	2.3	100.0
Total	10,147	100.0	

Region	Freq.	%	Cum %
Bay Area	2,353	23.2	23.2
Central Valley & Sierra	361	3.6	26.7
Central Coast	394	3.9	30.6
Inland Empire	386	3.8	34.4
Los Angeles	2,622	25.8	60.3
Northern Region	155	1.5	61.8
Orange County	922	9.1	70.9
Out of country	105	1.0	71.9
Out of state	831	8.2	80.1
Sacramento Area	702	6.9	87.0
San Diego County	892	8.8	95.8
No Data	424	4.2	100.0
Total	10,147	100.0	

Gender	Freq.	%	Cum %
Male	5,105	50.3	50.3
Female	4,571	45.0	95.4
Other	41	0.4	95.8
PNA	220	2.2	97.9
No Data	210	2.1	100.0
Total	10,147	100.0	

ESM Table 2: Survey Participant Background

Race/Ethnicity	Freq.	%	Cum %
Asian	1,006	9.9	9.9
Black	254	2.5	12.4
Latino	525	5.2	17.6
White	6,498	64.0	81.6
Other	1,064	10.5	92.1
PNA	571	5.6	97.7
No Data	229	2.3	100.0
Total	10,147	100.0	

ESM Table 3: Frequency Distribution of Tasks and Legal Topics

A: Proportion of Responses (Column %) According to Areas of Responsibility and Years in Practice

Areas of Responsibility	One	Two	Three	Four-Five	Six-Ten	More Than Ten	Total
Relationship	17.6	19.0	20.6	20.1	20.3	22.0	21.3
Practice Mgmt	11.8	12.3	12.7	13.0	13.6	15.8	14.9
Analysis	56.7	54.2	50.4	46.2	43.9	39.4	42.0
Resolutions	13.9	14.4	16.4	20.7	22.1	22.8	21.8
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0
N	2,635	2,279	2,622	3,644	6,767	33,899	51,846

B: Proportion of Responses (Column %) According to Task Areas and Years in Practice

Task area	One	Two	Three	Four-Five	Six-Ten	More Than Ten	Total
Establishing client relationship	2.6	2.8	4.0	3.5	3.2	3.8	3.6
Maintaining client relationship	5.8	6.2	6.2	6.8	6.3	6.8	6.7
Communicating	9.3	10.0	10.4	9.8	10.8	11.4	11.0
Practice management	2.2	2.0	2.9	2.4	3.0	4.0	3.6
Case or matter management	5.9	6.1	6.0	6.0	5.8	7.2	6.8
Supervision and collaboration	3.7	4.2	3.8	4.6	4.8	4.6	4.5
Issue-spotting and fact-gathering	7.2	7.5	8.7	7.5	8.1	7.9	7.9
Research and investigation	18.0	17.8	13.5	12.6	12.0	10.2	11.3
Drafting and writing	31.4	28.9	28.1	26.1	23.8	21.2	22.8
Counsel/advice	3.5	3.8	5.2	5.9	8.0	9.3	8.4
Negotiation and closing	2.2	2.5	3.2	3.2	4.1	3.2	3.3
ADR	0.8	0.6	0.9	0.9	1.1	1.4	1.3
Litigation	7.4	7.5	7.1	10.8	8.9	8.9	8.9
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0
N	2,635	2,279	2,622	3,644	6,767	33,899	51,846

ESM Table 3: Frequency Distribution of Tasks and Legal Topics

C: Proportion of Responses (Column %) According to Knowledge Used in Task Performance and Years in Practice

Knowledge Domain	One	Two	Three	Four-Five	Six-Ten	More Than Ten	Total
Other	14.7	14.7	12.2	11.8	14.8	12.1	12.6
Civil Procedure	11.5	14.1	13.3	13.1	10.4	9.9	10.5
Contracts	8.7	8.4	8.7	10.0	10.8	10.4	10.3
Employment	8.6	7.6	6.5	4.9	6.1	5.6	5.8
Nonlegal	6.6	6.1	7.9	7.6	6.8	5.7	6.1
Admin Law and Procedure	5.8	4.7	5.3	4.8	5.5	4.6	4.8
Criminal Law and Procedure	5.7	4.8	5.1	6.6	6.0	7.1	6.7
Torts	5.6	6.5	6.6	7.1	5.5	6.6	6.4
Real Property	4.3	4.2	4.2	3.4	4.6	6.3	5.7
Estate/Wills/Trusts/Probate	4.0	3.0	5.3	3.5	3.8	4.8	4.5
Family Law	3.8	3.9	4.4	4.1	4.6	4.2	4.2
Professional Responsibility	3.5	4.4	4.0	4.2	2.9	3.0	3.2
Business Assoc	3.3	2.6	2.6	3.0	2.3	2.4	2.5
Evidence	3.3	5.1	4.2	5.9	4.4	5.3	5.1
Legislation	2.6	3.5	3.1	2.7	4.1	3.6	3.5
Environment & Land Use	2.0	0.7	1.5	1.5	1.6	1.6	1.6
Tax	2.0	1.8	0.6	1.5	1.7	1.8	1.8
Constitutional Law	1.7	1.6	1.9	1.8	1.6	1.8	1.7
Finance	1.3	1.0	1.1	0.9	1.2	1.4	1.3
Securities	0.7	0.9	1.1	0.6	0.8	0.9	0.9
Secured Trans	0.2	0.4	0.3	0.9	0.6	0.8	0.8
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0
N	3,432	3,125	3,498	5,247	9,262	48,126	72,690

ESM Table 4: Frequency Distribution of Tasks by Years in Practice (Column %)

Task Areas and Tasks	Years in Practice					
	1. One	2. Two	3. Three	4. Four-Five	5. Six-Ten	6. More Than
ADR	0.92	0.69	0.93	0.92	1.39	1.61
T12-5 Representing the client in ADR proceedings	0.49	0.41	0.51	0.32	0.53	0.41
T12-4 Preparing for ADR proceedings	0.34	0.09	0.17	0.23	0.18	0.34
T12-99 ADR - other	0.03	0.09	0.08	0.13	0.34	0.57
T12-1 Evaluating options for ADR	0.03	0.09	0.11	0.06	0.22	0.12
T12-3 Communicating with neutrals	0.03		0.03	0.19	0.11	0.13
T12-2 Evaluating potential neutrals			0.03			0.03
Case or matter management	5.54	5.85	5.70	5.51	5.56	6.80
T5-2 Calendaring deadlines	2.24	1.76	1.36	1.26	1.30	1.32
T5-99 Case or matter management - other	1.61	2.67	2.85	2.51	2.71	4.04
T5-3 Recording time spent on the case or matter	1.15	1.07	1.02	0.94	0.99	0.69
T5-4 Managing client billing	0.46	0.16	0.34	0.42	0.40	0.50
T5-1 Establishing the budget for the case or matter	0.09	0.19	0.14	0.38	0.16	0.26
Communicating	8.53	9.69	9.88	9.38	10.47	10.92
T3-3 Communicating with opposing counsel or parties	3.33	3.68	3.64	3.47	3.66	3.47
T3-99 Communicating - other	1.92	2.74	2.97	2.55	3.49	3.48
T3-4 Communicating with other interested persons	1.29	1.35	0.79	1.36	1.23	1.54
T3-6 Communicating with witnesses, consultants, or experts	0.92	1.20	1.21	1.11	1.14	1.35
T3-5 Managing communications with other interested persons	0.60	0.19	0.42	0.40	0.34	0.40
T3-7 Managing communications with witnesses, consultants, or experts	0.26	0.13	0.34	0.23	0.17	0.30
T3-1 Determining disclosure or notice obligations	0.11	0.19	0.40	0.17	0.32	0.24
T3-2 Determining confidentiality obligations	0.09	0.22	0.11	0.09	0.12	0.13
Counsel/advice	3.70	4.19	5.28	6.00	7.95	9.33
T10-1 Advising the client regarding the benefits, risks, and consequences	1.72	1.89	2.54	3.08	4.51	5.16
T10-3 Advising the client on specific legal questions and rules	1.06	1.20	1.52	1.32	1.95	2.16
T10-5 Conducting necessary follow up	0.32	0.38	0.76	0.62	0.72	0.82
T10-4 Documenting communications and advice given tthe client	0.32	0.35	0.23	0.26	0.36	0.36
T10-99 Counsel/advice - other	0.14	0.25	0.17	0.55	0.25	0.64
T10-2 Advising the client about behavioral expectations	0.14	0.13	0.06	0.17	0.17	0.19
Drafting and writing	32.41	30.18	28.75	26.46	24.58	22.21
T9-3 Drafting pleadings, motions, statements, or briefs	10.57	10.45	8.73	8.57	7.99	6.33
T9-9 Editing drafts or documents	5.51	3.49	4.04	3.17	3.12	3.21
T9-7 Drafting contracts and other transactional documents	3.24	2.96	2.32	2.40	2.82	2.86
T9-1 Drafting correspondence	3.24	4.12	3.95	3.06	3.06	2.84
T9-6 Drafting legal memoranda	2.61	1.95	1.50	2.28	1.98	1.58
T9-5 Drafting discovery requests or responses	1.95	3.37	3.73	2.15	1.51	1.09
T9-4 Drafting formal legal instruments	1.52	1.16	1.38	1.25	1.07	1.46
T9-8 Redlining transactional documents	1.44	0.69	1.19	1.49	1.12	0.84
T9-99 Drafting and writing - other	1.23	1.70	1.36	1.36	1.63	1.63
T9-2 Using exemplars, forms, and models	1.09	0.28	0.56	0.74	0.29	0.38

ESM Table 4: Frequency Distribution of Tasks by Years in Practice (Column %)

Task Areas and Tasks	Years in Practice					
	1. One	2. Two	3. Three	4. Four-Five	5. Six-Ten	6. More Than
Establishing client relationship	2.44	2.83	3.70	3.68	3.21	3.59
T1-4 Determining the client's goals and expectations	1.03	1.01	1.75	1.21	0.98	1.55
T1-1 Identifying the client(s)	0.29	0.22	0.17	0.34	0.33	0.20
T1-10 Documenting the engagement	0.26	0.28	0.37	0.64	0.41	0.42
T1-11 Documenting the decision to decline representation	0.17	0.22	0.08	0.15	0.10	0.10
T1-6 Managing referrals to and from other attorneys	0.14	0.13	0.11	0.19	0.29	0.20
T1-8 Explaining the client's obligations and responsibilities	0.14	0.22	0.48	0.06	0.16	0.18
T1-7 Defining the scope of the A-C relationship	0.11	0.19	0.31	0.32	0.28	0.22
T1-2 Assessing potential conflicts of int	0.11	0.06	0.03	0.17	0.18	0.19
T1-5 Evaluating competence to represent the client's int	0.11	0.31	0.11	0.15	0.17	0.18
T1-99 Est. relationship - other	0.06	0.13	0.23	0.17	0.22	0.28
T1-3 Managing conflicts				0.02	0.04	0.01
T1-9 Managing 3rd-party involvement		0.06	0.06	0.26	0.04	0.06
Issue-spotting and fact-gathering	7.64	7.43	9.43	7.51	8.05	8.00
T7-4 Reviewing documents	3.13	3.49	4.15	3.40	3.20	2.95
T7-5 Identifying legal and factual issues	2.30	2.33	3.11	2.30	2.88	2.99
T7-1 Interviewing the client	0.83	0.41	0.76	0.59	0.60	0.52
T7-99 Issue spotting and fact gathering - other	0.46	0.50	0.45	0.55	0.55	0.55
T7-2 Obtaining documents and evidence from the client	0.43	0.19	0.51	0.42	0.48	0.55
T7-3 Obtaining public information about the client and the matter	0.20	0.22	0.20	0.13	0.11	0.18
T7-6 Identifying other persons with relevant info or interests	0.17	0.16	0.03	0.11	0.19	0.22
T7-7 Preparing a summary of the interview and initial assessment	0.11	0.13	0.23	0.02	0.05	0.04
Litigation	7.35	8.18	7.99	11.66	9.23	9.52
T13-20 Appearing at hearings	1.69	2.42	2.32	3.44	2.95	2.51
T13-22 Appearing at trial	1.06	0.35	0.20	0.72	0.55	0.65
T13-21 Preparing for trial	0.80	0.50	0.71	1.19	0.79	0.69
T13-15 Attending depositions	0.72	1.32	0.82	0.83	0.73	0.90
T13-99 Litigation - other	0.46	0.53	0.79	1.08	0.90	1.36
T13-19 Determining motion strategy and file relevant motions	0.34	0.28	0.37	0.42	0.56	0.49
T13-8 Implementing discovery plan	0.32	0.44	0.71	1.08	0.45	0.41
T13-27 Considering mediation and/or settlement	0.32	0.35	0.37	0.47	0.32	0.35
T13-14 Preparing witnesses to testify	0.26	0.13	0.14	0.25	0.14	0.24
T13-7 Developing discovery plan	0.23	0.03	0.20	0.21	0.17	0.16
T13-13 Preparing for depositions	0.23	0.47	0.08	0.47	0.31	0.38
T13-12 Reviewing evidence for production	0.17	0.16	0.37	0.45	0.26	0.33
T13-1 Analyzing jurisdictional issues	0.14	0.06	0.03	0.02	0.17	0.10
T13-5 Complying with statutory notice and service requirements	0.11	0.09	0.03	0.15	0.22	0.15
T13-6 Analyzing discovery needs	0.11	0.38	0.20	0.32	0.20	0.26
T13-24 Appearing at post-trial hearings	0.11	0.13	0.20	0.06	0.05	0.09
T13-9 Analyzing e-discovery requirements and obligations	0.06	0.03	0.03	0.08	0.13	0.04
T13-17 Reviewing deposition transcripts	0.06	0.06	0.03	0.02	0.04	0.06

ESM Table 4: Frequency Distribution of Tasks by Years in Practice (Column %)

Task Areas and Tasks	Years in Practice					
	1. One	2. Two	3. Three	4. Four-Five	5. Six-Ten	6. More Than
T13-25 Evaluating potential appeal	0.03		0.14		0.04	0.02
T13-18 Summarizing deposition transcripts	0.03	0.13		0.04	0.07	0.02
T13-16 Reviewing preliminary hearing record	0.03		0.03	0.09		0.01
T13-4 Identifying parties' legal names and capacities	0.03	0.06			0.01	0.03
T13-23 Preparing post-trial motions	0.03	0.03	0.06	0.21	0.06	0.10
T13-2 Analyzing proper venue and statute of limitations		0.06			0.02	0.01
T13-26 Filing notice of appeal						0.01
T13-11 Instructing the client regarding prod of evidence		0.06	0.08	0.04	0.02	0.08
T13-10 Instructing the client regarding the preservation of evidence				0.02		0.02
T13-3 Researching local rules		0.09	0.11	0.04	0.05	0.04
Maintaining client relationship	5.46	5.32	5.79	6.23	6.00	6.47
T2-1 Updating the client(s) throughout the matter	2.53	2.52	2.82	3.21	3.04	3.25
T2-2 Responding to client inquiries	2.30	2.39	2.46	2.49	2.46	2.53
T2-99 Maintaining relationship - other	0.37	0.35	0.42	0.38	0.42	0.56
T2-3 Resolving disputes with clients	0.14	0.06	0.06	0.08	0.09	0.10
T2-4 Documenting termination of the representation	0.11		0.03	0.08		0.02
Negotiation and closing	2.33	2.77	3.11	3.42	4.38	3.30
T11-3 Participating in negotiations	1.26	1.54	1.72	1.87	2.28	1.81
T11-5 Coordinating closing of a transaction	0.46	0.57	0.40	0.83	0.87	0.59
T11-1 Explaining the terms, conditions, and status of negotiations	0.29	0.41	0.62	0.23	0.65	0.42
T11-99 Negotiation and closing - other	0.26	0.16	0.17	0.26	0.27	0.23
T11-4 Representing the client in mediation of transactional disputes	0.06	0.03		0.11	0.06	0.10
T11-2 Coordinating the roles and authority of participants in negotiations		0.06	0.20	0.11	0.26	0.15
Practice management	2.24	1.70	2.91	2.08	2.88	3.55
T4-11 Managing files and records	0.66	0.82	0.96	0.51	0.57	0.67
T4-99 Practice management - other	0.29	0.19	0.51	0.40	0.60	0.70
T4-10 Marketing the practice in compliance with requirements	0.23	0.03	0.11	0.06	0.17	0.08
T4-1 Determining necessary staffing	0.20	0.06	0.11	0.15	0.19	0.22
T4-9 Managing service vendors	0.20	0.03	0.11	0.08	0.14	0.13
T4-2 Managing staff members	0.17	0.22	0.25	0.28	0.38	0.53
T4-12 Maintaining calendar	0.11	0.25	0.40	0.23	0.19	0.21
T4-3 Complying with State Bar requirements	0.11			0.15	0.02	0.14
T4-5 Managing the practice's finances	0.09	0.03	0.20	0.17	0.33	0.59
T4-7 Managing appropriate insurance coverage	0.09		0.03	0.02	0.01	0.06
T4-6 Managing client trust accounts	0.06		0.08		0.05	0.03
T4-8 Managing IT requirements and resources	0.03	0.06	0.14	0.04	0.15	0.16
T4-4 Creating the practice's budget					0.06	0.03

ESM Table 4: Frequency Distribution of Tasks by Years in Practice (Column %)

Task Areas and Tasks	Years in Practice					
	1. One	2. Two	3. Three	4. Four-Five	5. Six-Ten	6. More Than
Research and investigation	17.37	16.87	12.48	12.59	11.52	10.05
T8-2 Researching laws and precedents	6.92	5.98	4.24	4.34	4.03	3.15
T8-6 Reviewing relevant records and documents	3.73	4.63	3.95	3.28	2.88	2.52
T8-1 Determining governing laws	1.67	1.23	0.56	0.47	0.80	0.87
T8-5 Searching for relevant records and documents	1.58	1.04	1.27	1.09	0.89	0.74
T8-10 Preparing internal working analysis of the case or matter	1.49	1.83	0.85	1.00	0.96	0.90
T8-4 Evaluating exemplars, forms, and models	0.52	0.16	0.28	0.13	0.21	0.26
T8-3 Consulting with attys with more experience or expertise	0.52	1.07	0.48	0.43	0.47	0.28
T8-8 Conferring with non-atty consultants or experts	0.32	0.25	0.17	0.36	0.40	0.39
T8-9 Interviewing persons with possibly relevant info or interests	0.29	0.50	0.08	1.00	0.42	0.41
T8-99 Research and investigation - other	0.17	0.19	0.54	0.40	0.35	0.48
T8-7 Determining the need for non-atty consultants or experts	0.17		0.06	0.08	0.11	0.08
Supervision and collaboration	4.08	4.31	4.04	4.55	4.79	4.66
T6-1 Seeking advice from senior attorney(s)	2.12	1.48	1.33	1.45	1.15	0.44
T6-3 Overseeing delegated tasks	0.75	0.91	0.85	1.60	1.88	2.27
T6-4 Defining expectations and scope of responsibilities bet co-counsels	0.52	1.04	0.56	0.28	0.41	0.51
T6-2 Delegating tasks	0.37	0.31	0.76	0.68	0.67	0.64
T6-99 Supervision and collaboration - other	0.32	0.57	0.54	0.53	0.67	0.81
Grand Total	100.00	100.00	100.00	100.00	100.00	100.00

ESM Table 5: Frequency Distribution of Legal Topics by Years in Practice (Column %)

Knowledge Domain	Years in Practice					
	1. One	2. Two	3. Three	4. Four-Five	5. Six-Ten	6. More Than Ten
Admin Law and Procedure	6.32	4.97	5.52	4.94	5.84	4.86
K1-4 Agency Claims and Hearings	2.00	1.81	1.61	1.80	1.92	1.31
K1-2 Interpretation	1.72	1.23	1.09	0.98	1.48	1.22
K1-3 Regulatory Enforcement	1.72	0.68	2.18	0.98	1.25	0.86
K1-99 Other	0.41	0.31	0.21	0.22	0.30	0.44
K1-5 Judicial Review and Appeals	0.32	0.58	0.18	0.46	0.55	0.67
K1-1 Rule Making	0.16	0.37	0.24	0.50	0.33	0.35
Business Assoc	3.56	2.72	2.70	3.18	2.44	2.53
K2-2 Formation and Governing Docum	0.79	0.85	0.39	0.78	0.49	0.54
K2-99 Other	0.67	0.10	0.30	0.36	0.20	0.25
K2-3 Stock, Membership Interests	0.51	0.41	0.33	0.46	0.18	0.28
K2-5 Fiduciary Duties	0.44	0.17	0.12	0.32	0.22	0.28
K2-8 M&A, Dissolution, Winding Up	0.38	0.44	0.55	0.46	0.40	0.39
K2-4 Governance	0.38	0.37	0.42	0.20	0.41	0.38
K2-1 Types of Business Entities	0.25	0.24	0.42	0.28	0.33	0.27
K2-6 Corporate Powers, Ultra Vires	0.06	0.03	0.03	0.12	0.03	0.03
K2-7 Limitations of Liability/Piercing C	0.06	0.10	0.12	0.20	0.16	0.11
Civil Procedure	12.55	15.02	14.01	13.75	11.03	10.41
K3-4 Discovery	3.91	5.72	5.82	5.24	3.48	3.02
K3-3 Motions	2.89	3.10	2.21	2.92	2.72	2.19
K3-2 Pleadings	2.16	2.38	2.34	2.16	1.58	1.85
K3-1 Jurisdiction	1.18	1.06	0.42	0.84	0.55	0.61
K3-5 Trials	0.92	0.61	1.49	1.00	0.87	1.07
K3-99 Other	0.70	0.85	0.94	0.80	0.78	0.88
K3-6 Appeals	0.54	0.82	0.36	0.46	0.62	0.37
K3-7 Enforcement of Judgments	0.25	0.48	0.42	0.34	0.41	0.43
Constitutional Law	1.81	1.67	2.06	1.92	1.69	1.86
K4-6 Fourth Amendment	0.64	0.10	0.49	0.24	0.32	0.33
K4-4 Due Process and Equal Protection	0.32	0.48	0.67	0.46	0.47	0.70
K4-1 First Amendment	0.25	0.20	0.15	0.38	0.23	0.19
K4-99 Other	0.16	0.20	0.21	0.12	0.15	0.14
K4-7 Fifth Amendment	0.13	0.10	0.06	0.16	0.08	0.14
K4-3 Federalism	0.06	0.10		0.10	0.06	0.04
K4-9 Eighth Amendment	0.06	0.20	0.39	0.22	0.21	0.10
K4-8 Sixth Amendment	0.06	0.03	0.06	0.10	0.08	0.17
K4-5 Sovereign Immunity	0.06	0.20	0.03	0.06	0.02	0.01
K4-2 Separation of Powers	0.03	0.03		0.08	0.07	0.03
K4-10 Commerce Clause	0.03					0.01

ESM Table 5: Frequency Distribution of Legal Topics by Years in Practice (Column %)

Knowledge Domain	Years in Practice					
	1. One	2. Two	3. Three	4. Four-Five	5. Six-Ten	6. More Than Ten
Contracts	9.53	8.96	9.16	10.46	11.50	11.03
K5-7 Breaches and Remedies	2.64	1.74	2.55	2.02	2.48	2.35
K5-4 Interpretation	1.97	1.60	1.76	2.26	3.44	2.78
K5-8 Effectiveness, Term, & Termination	1.14	0.72	0.94	1.14	1.02	0.83
K5-3 Performance	0.95	1.26	0.82	1.30	1.15	1.48
K5-2 Modification, Amendment, Nova	0.86	0.72	0.45	0.64	0.76	0.77
K5-6 Enforceability	0.83	0.85	0.76	1.38	0.90	0.97
K5-1 Offer and Acceptance	0.70	0.78	0.52	0.68	0.70	0.59
K5-99 Other	0.32	1.19	1.21	0.68	0.76	1.03
K5-5 Consideration	0.13	0.10	0.15	0.36	0.29	0.23
Criminal Law and Procedures	6.16	5.14	5.46	6.94	6.36	7.51
K6-1 Crimes (e.g., person, property)	1.62	1.06	1.52	1.88	1.49	1.94
K6-2 Criminal Procedure	1.27	1.43	1.00	1.78	1.76	1.85
K6-7 Appeal and Post-Trial Writs	0.83	0.61	0.85	0.28	0.92	1.09
K6-6 Trial	0.79	0.51	0.18	0.78	0.48	0.49
K6-5 Plea Negotiation	0.70	0.58	1.06	0.88	0.68	0.65
K6-3 Sentencing	0.51	0.54	0.42	0.56	0.61	0.72
K6-99 Other	0.38	0.37	0.42	0.72	0.39	0.72
K6-4 Pre-Trial Writs	0.06	0.03		0.06	0.02	0.06
Employment	9.37	8.07	6.82	5.10	6.50	5.88
K7-3 Discrimination and Harassment	2.51	1.87	2.52	1.32	1.74	1.67
K7-2 Wage and Hour	2.35	2.55	1.61	1.00	1.62	1.00
K7-4 Hiring and Termination	2.07	1.06	0.97	0.76	0.94	0.96
K7-6 Labor Organizations	0.99	1.19	0.30	0.16	0.49	0.34
K7-1 Classification of Employee	0.54	0.31	0.27	0.32	0.34	0.26
K7-5 Human Resource Policies	0.54	0.34	0.24	0.40	0.52	0.54
K7-99 Other	0.38	0.75	0.91	1.14	0.84	1.10
Environment & Land Use	2.13	0.72	1.64	1.60	1.72	1.74
K8-5 Regulatory Compliance	0.92	0.31	1.03	0.70	0.71	0.56
K8-6 Entitlements	0.64	0.03	0.03	0.16	0.24	0.25
K8-99 Other	0.25	0.07	0.24	0.46	0.29	0.40
K8-2 Environmental Impact Statement	0.19	0.07	0.06	0.08	0.22	0.22
K8-1 Due Diligence for Acquisition	0.13			0.06	0.02	0.11
K8-7 Water Rights		0.24	0.06		0.11	0.04
K8-3 Eminent Domain				0.10		0.02
K8-4 Remediation			0.21	0.04	0.13	0.14
Estate/Wills/Trusts/Probate	4.35	3.20	5.67	3.70	4.00	5.06
K9-1 Estate Planning	1.72	1.36	3.00	1.56	1.76	1.79
K9-4 Admin of Decedents' Estates	1.11	0.68	0.64	0.58	0.78	0.88
K9-3 Administration of Trusts	0.86	0.75	1.15	0.88	0.87	1.52
K9-2 Guardianship & Prob Conservatorship	0.38	0.07	0.45	0.60	0.37	0.35
K9-99 Other	0.19	0.17	0.30	0.04	0.14	0.28
K9-5 Nonprobate transfers	0.10	0.17	0.12	0.04	0.08	0.23

ESM Table 5: Frequency Distribution of Legal Topics by Years in Practice (Column %)

Knowledge Domain	Years in Practice					
	1. One	2. Two	3. Three	4. Four-Five	5. Six-Ten	6. More Than Ten
Evidence	3.62	5.42	4.40	6.22	4.66	5.60
K10-1 Admissibility	1.72	1.26	1.49	2.46	1.78	1.96
K10-3 Documents	0.73	2.32	1.58	1.80	1.26	1.57
K10-4 Burdens and Presumptions	0.57	0.51	0.36	0.60	0.90	1.03
K10-99 Other	0.32	0.10	0.15	0.18	0.21	0.41
K10-2 Privileges	0.29	1.23	0.82	1.18	0.51	0.64
Family Law	4.19	4.12	4.70	4.30	4.91	4.44
K11-99 Other	0.95	0.48	1.33	0.62	0.84	0.82
K11-6 Marriage and Dissolution	0.89	0.72	1.36	1.08	0.90	0.72
K11-3 Custody	0.83	1.16	0.67	1.62	1.26	1.11
K11-2 Support	0.76	0.78	0.52	0.34	0.98	0.78
K11-1 Division of Property	0.64	0.82	0.76	0.58	0.84	0.90
K11-5 Domestic Partnership	0.10	0.17	0.06	0.02	0.01	0.02
K11-4 Adoption	0.03			0.04	0.08	0.10
Finance	1.43	0.85	1.18	0.94	1.23	1.48
K12-7 Fin Reporting & Disclosure	0.64	0.07	0.03	0.22	0.10	0.19
K12-1 Principles of Fin & Valuation	0.22	0.10	0.09	0.16	0.30	0.21
K12-8 Fraud, Corruption, & Reg Risk	0.22	0.07	0.12	0.14	0.09	0.11
K12-6 Securities and Securities Marke	0.10		0.06	0.08	0.10	0.12
K12-2 Capital Structure	0.10		0.09	0.02	0.13	0.18
K12-99 Other	0.10	0.20	0.24	0.02	0.14	0.22
K12-3 Bankruptcy	0.03			0.08	0.13	0.08
K12-4 Financial Instruments	0.03	0.41	0.42	0.22	0.24	0.35
K12-5 Fixed Income Markets			0.12			0.00
Legislation	2.83	3.71	3.31	2.82	4.33	3.81
K13-6 Municipal Law	1.21	1.84	0.64	0.76	1.22	0.98
K13-5 Government	0.76	1.12	1.55	1.14	1.72	1.47
K13-2 Legislative History	0.25	0.10	0.15	0.14	0.23	0.29
K13-99 Other	0.22	0.31	0.33	0.34	0.26	0.49
K13-1 Legislative Process	0.19	0.31	0.33	0.30	0.62	0.32
K13-4 Constitutional Bases	0.13		0.15	0.14	0.14	0.13
K13-3 Lobbying	0.06	0.03	0.15		0.14	0.14
Nonlegal	7.05	6.27	8.31	7.84	7.14	6.04
K20-99 Other Non-Legal	2.61	1.77	2.82	2.74	2.59	2.29
K20-7 Time Management	1.84	1.26	1.79	1.32	1.08	0.59
K20-3 Computer and Other Tech	0.95	1.46	1.76	1.20	1.21	0.97
K20-1 Accounting and Budgeting	0.83	0.54	0.70	0.80	0.64	0.87
K20-6 Supervisory Practices	0.64	0.92	1.00	1.28	1.43	1.14
K20-4 Research Design	0.19	0.14	0.12	0.26	0.08	0.09
K20-2 Artificial Intelligence Tech		0.07		0.12	0.03	0.03
K20-5 Statistics		0.10	0.12	0.12	0.08	0.06
Other	7.28	9.88	7.37	7.88	9.52	7.10
K21-99 Other Knowledge Domain	7.28	9.88	7.37	7.88	9.52	7.10

ESM Table 5: Frequency Distribution of Legal Topics by Years in Practice (Column %)

Knowledge Domain	Years in Practice					
	1. One	2. Two	3. Three	4. Four-Five	5. Six-Ten	6. More Than Ten
Prof Resp	3.81	4.63	4.25	4.34	3.09	3.17
K14-1 Competence	0.95	1.29	0.97	1.24	1.05	0.88
K14-4 Fees, Billing, & Trust Acct	0.70	0.61	0.73	0.68	0.60	0.57
K14-2 Confidentiality	0.70	0.72	0.79	0.98	0.45	0.37
K14-3 Conflicts of Interest	0.60	0.51	0.15	0.50	0.40	0.54
K14-5 Advocacy	0.57	1.29	1.06	0.64	0.39	0.42
K14-99 Other	0.29	0.20	0.55	0.30	0.21	0.38
Real Property	4.70	4.43	4.46	3.58	4.85	6.71
K15-2 Landlord Tenant	2.10	1.67	1.76	1.36	1.81	1.80
K15-99 Other	0.83	1.12	1.03	0.74	1.01	1.96
K15-4 Title	0.79	0.48	0.91	0.54	1.03	1.19
K15-3 Conveyances	0.64	0.78	0.42	0.64	0.67	1.07
K15-1 Estates, Easements, & Future In	0.35	0.37	0.33	0.30	0.33	0.69
Secured Trans	0.22	0.44	0.27	0.86	0.63	0.89
K16-1 Real Property Liens	0.10	0.27	0.06	0.12	0.28	0.29
K16-99 Other	0.06		0.09	0.10	0.10	0.12
K16-3 Enforcement and Foreclosure	0.03	0.03		0.20	0.08	0.25
K16-2 Personal Property Liens	0.03	0.14	0.12	0.44	0.17	0.23
Securities	0.79	0.95	1.06	0.62	0.89	0.99
K17-3 Exemptions and Private Offerin	0.44	0.24	0.18	0.28	0.15	0.27
K17-6 Reporting and Reg Compliance	0.16	0.41	0.61	0.12	0.28	0.28
K17-1 Definition of Security	0.06			0.02	0.05	0.02
K17-99 Other	0.06	0.14	0.12	0.08	0.11	0.17
K17-2 Public Offerings	0.03	0.14	0.12	0.08	0.14	0.13
K17-4 Securities Markets & Prof.	0.03		0.03		0.11	0.09
K17-5 Insider Trading		0.03		0.04	0.05	0.03
Tax	2.13	1.87	0.67	1.54	1.84	1.96
K18-2 Corp & Partnership Taxation	1.05	1.02	0.39	0.76	0.48	0.43
K18-1 Income Taxation	0.64	0.34	0.18	0.42	0.90	0.72
K18-99 Other	0.22	0.34	0.09	0.06	0.18	0.35
K18-4 Estate and Gift Taxation	0.19	0.07		0.22	0.13	0.24
K18-3 Property Taxation	0.03	0.10		0.08	0.15	0.22
Torts	6.13	6.95	6.98	7.50	5.84	6.94
K19-1 Negligence	3.62	5.18	3.46	5.12	4.28	4.34
K19-4 Products Liability	1.46	0.51	1.24	0.72	0.34	0.61
K19-2 Intentional Torts	0.83	0.58	1.24	0.68	0.63	0.92
K19-5 Remedies	0.22	0.27	0.21	0.44	0.23	0.46
K19-99 Other		0.31	0.70	0.44	0.30	0.53
K19-3 Strict Liability		0.10	0.12	0.10	0.06	0.09
Grand Total	100.00	100.00	100.00	100.00	100.00	100.00

ESM Table 6: Rating of Degree of Harm (Criticality) by Years in Practice

A: Degree of Harm by Area of Responsibility and Years in Practice - Average Ratings

Areas of Responsibility	One	Two	Three	Four-Five	Six-Ten	More Than Ten	Total
Relationship	2.84	2.78	2.86	3.03	3.02	3.05	3.02
Practice Mgmt	3.03	2.89	2.91	3.01	3.02	3.16	3.12
Analysis	3.24	3.22	3.22	3.36	3.42	3.51	3.45
Resolutions	3.25	3.5	3.43	3.56	3.59	3.56	3.55
Total	3.15	3.13	3.14	3.29	3.32	3.36	3.33
N	2,635	2,279	2,622	3,644	6,767	33,899	51,846

B: Degree of Harm by Task Area and Years in Practice - Average Ratings

Task area	One	Two	Three	Four-Five	Six-Ten	More Than Ten	Total
Establishing client relationship	2.72	2.95	2.99	3.09	3.11	3.17	3.14
Maintaining client relationship	2.95	2.88	2.85	3.06	3.17	3.06	3.06
Communicating	2.80	2.68	2.82	2.99	2.90	3.00	2.97
Practice management	3.02	2.50	3.04	3.01	2.82	3.08	3.03
Case or matter management	3.18	3.04	2.88	3.13	3.16	3.19	3.17
Supervision and collaboration	2.80	2.86	2.87	2.85	2.99	3.20	3.11
Issue-spotting and fact-gathering	3.24	3.26	3.23	3.31	3.31	3.47	3.42
Research and investigation	3.11	3.05	3.11	3.35	3.36	3.39	3.34
Drafting and writing	3.32	3.31	3.26	3.39	3.49	3.58	3.51
Counsel/advice	3.17	3.38	3.33	3.36	3.40	3.34	3.35
Negotiation and closing	3.25	3.29	3.51	3.54	3.54	3.55	3.54
ADR	3.17	4.17	3.04	3.28	3.46	3.42	3.42
Litigation	3.29	3.59	3.51	3.71	3.79	3.80	3.76
Total	3.15	3.13	3.14	3.29	3.32	3.36	3.33
N	2,635	2,279	2,622	3,644	6,767	33,899	51,846

ESM Table 7: Rating of Depth of Knowledge by Years in Practice - Average Ratings

Knowledge Domain	One	Two	Three	Four-Five	Six-Ten	More Than Ten	Total
Admin Law and Procedure	3.40	3.69	3.32	3.51	3.66	3.87	3.76
Business Assoc	3.60	3.14	3.19	3.58	3.42	3.57	3.53
Civil Procedure	3.30	3.51	3.45	3.42	3.57	3.63	3.58
Constitutional Law	3.72	4.18	3.14	3.75	3.63	4.12	3.98
Contracts	3.60	3.45	3.47	3.56	3.66	3.80	3.74
Criminal Law & Procedures	3.35	3.22	3.77	3.57	3.55	3.81	3.74
Employment	3.21	3.55	3.45	3.50	3.82	3.86	3.78
Env & Land Use	3.07	3.95	3.06	4.13	3.77	3.99	3.90
Est/Wills/Trusts/Probate	2.86	3.55	3.26	3.05	3.43	3.46	3.41
Evidence	3.40	3.65	3.28	3.54	3.72	3.85	3.78
Family Law	2.95	3.49	3.33	3.37	3.56	3.61	3.55
Finance	4.31	3.06	3.65	3.06	3.34	3.61	3.56
Legislation	3.60	3.64	3.46	3.70	3.69	3.79	3.75
Prof Resp	3.02	3.42	3.08	3.11	3.36	3.50	3.40
Real Property	3.20	3.29	3.49	3.28	3.54	3.64	3.59
Secured Trans	3.57	2.85	3.89	3.73	3.80	3.65	3.66
Securities	3.48	2.86	4.08	3.55	3.82	3.78	3.75
Tax	3.96	3.49	3.18	3.22	3.69	3.78	3.72
Torts	3.17	3.57	3.63	3.58	3.49	3.64	3.60
Nonlegal	2.66	2.99	2.85	2.88	3.02	3.04	3.00
Other	3.45	3.40	3.33	3.63	3.71	3.77	3.71
Total	3.31	3.45	3.37	3.45	3.58	3.69	3.63
N	3,432	3,125	3,498	5,247	9,262	48,126	72,690

ESM Table 8: Knowledge Used in Performance

A: Knowledge Used in Task Performance - Sorted by Total Column (Column %)

Knowledge Domain	Relationship	Practice Mgmt	Analysis	Resolutions	Total
Other	12.76	13.37	13.03	11.20	12.61
Civil Procedure	8.04	10.45	11.09	11.42	10.46
Contracts	9.38	6.23	11.65	11.04	10.28
Criminal Law & Procedures	6.34	7.30	6.26	7.58	6.73
Torts	6.08	4.93	6.52	7.49	6.42
Nonlegal	7.65	16.25	3.36	3.71	6.14
Employment	4.90	5.23	5.99	6.54	5.78
Real Property	5.97	3.45	6.00	6.21	5.68
Evidence	3.03	3.43	5.58	7.16	5.11
Admin Law and Procedure	4.33	4.49	5.22	4.70	4.82
Est/Wills/Trusts/Probate	6.98	3.72	4.08	3.50	4.49
Family Law	6.07	3.60	3.27	4.74	4.22
Legislation	3.23	2.78	4.37	2.83	3.56
Prof Resp	5.22	7.05	1.45	2.12	3.16
Business Assoc	2.92	1.57	2.64	2.32	2.47
Tax	1.96	1.44	2.05	1.26	1.76
Constitutional Law	0.98	1.21	2.35	1.59	1.73
Env & Land Use	1.52	1.00	1.87	1.57	1.61
Finance	1.36	1.45	1.26	1.26	1.31
Securities	0.60	0.63	1.17	0.80	0.89
Secured Trans	0.68	0.40	0.80	0.95	0.75
Total	100.00	100.00	100.00	100.00	100.00
N	14,737	10,260	31,452	16,357	72,806

ESM Table 8: Knowledge Used in Performance

B: Knowledge Used in Performing Tasks Related to Establishing and Maintaining Relationships - Sorted by Total Column (Column %)

Knowledge Domain	One	Two	Three	Four-Five	Six-Ten	More Than Ten	Total
Other	16.17	14.59	12.90	12.69	13.38	12.45	12.76
Contracts	5.45	8.83	6.60	9.22	9.75	9.64	9.39
Civil Procedure	5.98	9.37	10.26	8.82	8.87	7.76	8.05
Nonlegal	8.44	7.57	10.85	8.62	8.15	7.25	7.62
Est/Wills/Trusts/Probate	6.68	5.59	6.60	6.94	5.95	7.26	6.99
Criminal Law & Procedures	5.27	4.14	5.13	6.14	5.84	6.63	6.35
Torts	4.75	6.13	3.23	6.74	6.22	6.18	6.09
Family Law	5.98	6.13	6.60	8.23	6.99	5.68	6.08
Real Property	4.57	3.42	4.84	3.47	4.85	6.63	5.97
Prof Resp	7.73	6.85	6.74	7.63	5.23	4.77	5.23
Employment	9.49	7.75	7.33	3.37	5.01	4.64	4.90
Admin Law and Procedure	6.50	5.05	4.40	5.55	4.63	4.05	4.33
Legislation	3.34	3.42	3.23	1.49	3.91	3.24	3.21
Evidence	1.23	2.16	2.20	2.48	2.48	3.31	3.02
Business Assoc	2.81	3.96	4.25	2.78	2.04	3.00	2.92
Tax	1.76	1.80	0.44	0.89	2.09	2.12	1.96
Env & Land Use	2.28	1.08	1.17	1.68	1.32	1.55	1.52
Finance	0.53	0.36	1.03	1.29	1.27	1.46	1.35
Constitutional Law	0.18	1.26	1.32	1.29	1.21	0.91	0.98
Secured Trans	0.35	0.00	0.15	0.40	0.39	0.82	0.68
Securities	0.53	0.54	0.73	0.30	0.44	0.65	0.60
Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00
N	569	555	682	1,009	1,816	10,083	14,714

ESM Table 8: Knowledge Used in Performance

C: Knowledge Used in Performing Tasks Related to Practice Management - Sorted by Total Column (Column %)

Knowledge Domain	One	Two	Three	Four-Five	Six-Ten	More Than Ten	Total
Nonlegal	16.83	16.25	24.32	21.55	19.85	14.82	16.25
Other	13.37	20.39	12.61	12.04	15.09	12.98	13.36
Civil Procedure	10.15	13.77	9.91	12.04	9.68	10.39	10.47
Criminal Law & Procedures	3.47	5.51	3.38	4.91	6.07	8.08	7.29
Prof Resp	9.41	9.09	9.46	9.19	7.05	6.60	7.05
Contracts	4.21	6.34	5.41	5.86	7.05	6.24	6.24
Employment	7.67	5.51	3.60	3.49	5.09	5.33	5.20
Torts	4.46	3.31	4.28	5.07	3.04	5.33	4.93
Admin Law and Procedure	6.93	4.13	3.83	4.75	4.68	4.39	4.49
Est/Wills/Trusts/Probate	4.46	1.93	4.50	3.65	2.87	3.89	3.73
Family Law	3.96	4.13	4.05	3.80	3.04	3.63	3.60
Real Property	2.23	1.93	1.80	2.54	3.69	3.66	3.46
Evidence	1.73	2.48	2.93	2.54	1.89	3.90	3.44
Legislation	2.23	1.65	3.60	2.22	3.77	2.69	2.78
Business Assoc	2.72	0.83	2.25	1.74	1.48	1.53	1.58
Finance	0.74	0.28	0.90	1.43	1.23	1.57	1.45
Tax	1.73	0.55	0.00	1.43	1.15	1.56	1.43
Constitutional Law	0.50	1.65	1.13	0.79	1.07	1.30	1.22
Env & Land Use	2.97	0.00	1.58	0.32	1.07	0.99	1.00
Securities	0.25	0.00	0.45	0.16	0.90	0.67	0.63
Secured Trans	0.00	0.28	0.00	0.48	0.25	0.46	0.40
Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00
N	404	363	444	631	1,219	7,181	10,242

ESM Table 8: Knowledge Used in Performance

D: Knowledge Used in Performing Tasks Related to Research and Analysis - Sorted by Total Column (Column %)

Knowledge Domain	One	Two	Three	Four-Five	Six-Ten	More Than Ten	Total
Other	15.57	14.58	12.78	12.68	15.82	12.25	13.04
Contracts	10.13	9.19	10.46	11.41	11.64	12.01	11.65
Civil Procedure	13.59	14.75	15.26	14.06	11.34	10.06	11.11
Torts	5.45	6.03	7.91	7.09	5.89	6.60	6.52
Criminal Law & Procedures	4.68	3.98	3.62	5.18	5.35	7.00	6.26
Real Property	4.99	4.92	4.58	3.75	4.18	6.89	6.00
Employment	8.60	8.78	6.84	5.22	6.58	5.57	5.99
Evidence	3.72	5.56	4.64	6.20	4.96	5.82	5.58
Admin Law and Procedure	5.14	4.98	6.16	5.18	5.99	4.97	5.18
Legislation	2.60	4.33	3.50	3.71	4.79	4.51	4.35
Est/Wills/Trusts/Probate	3.56	3.04	5.77	2.89	3.37	4.38	4.09
Nonlegal	4.43	4.27	4.01	4.81	3.18	3.00	3.33
Family Law	2.60	2.87	3.05	2.65	4.18	3.25	3.28
Business Assoc	3.77	2.52	1.92	3.71	2.74	2.46	2.64
Constitutional Law	2.49	1.81	2.20	2.61	2.20	2.38	2.35
Tax	2.54	2.46	0.90	2.20	2.00	2.06	2.05
Env & Land Use	1.78	0.76	1.81	2.24	1.88	1.90	1.87
Prof Resp	1.48	2.22	1.58	1.63	1.12	1.42	1.44
Finance	1.78	1.35	1.19	0.82	1.10	1.32	1.27
Securities	0.87	1.00	1.53	0.90	1.00	1.26	1.18
Secured Trans	0.25	0.59	0.28	1.06	0.66	0.89	0.81
Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00
N	1,965	1,708	1,769	2,453	4,090	19,413	31,398

ESM Table 8: Knowledge Used in Performance

E: Knowledge Used in Performing Tasks Related to Resolutions - Sorted by Total Column (Column %)

Knowledge Domain	One	Two	Three	Four-Five	Six-Ten	More Than Ten	Total
Civil Procedure	10.93	17.64	13.27	15.42	10.34	11.01	11.44
Other	10.53	11.02	9.62	8.84	13.76	11.01	11.18
Contracts	10.73	6.81	8.13	10.05	12.35	11.14	11.05
Criminal Law & Procedures	11.94	8.02	10.95	11.01	7.25	7.06	7.59
Torts	8.30	11.02	8.13	8.75	5.57	7.59	7.50
Evidence	5.47	8.62	6.14	10.31	6.27	7.02	7.14
Employment	8.30	5.21	6.47	6.33	6.79	6.49	6.53
Real Property	3.04	4.01	4.31	3.12	5.52	6.87	6.21
Family Law	6.28	4.61	6.30	3.73	4.31	4.84	4.75
Admin Law and Procedure	6.88	3.81	4.98	3.21	5.80	4.61	4.71
Nonlegal	4.66	3.41	3.65	4.94	4.96	3.34	3.71
Est/Wills/Trusts/Probate	2.43	0.80	3.32	1.82	3.14	3.86	3.51
Legislation	2.02	2.00	1.49	1.91	3.04	2.95	2.81
Business Assoc	2.43	2.61	2.82	2.60	2.20	2.29	2.32
Prof Resp	1.82	5.41	3.98	3.73	2.01	1.83	2.13
Constitutional Law	1.21	1.00	2.49	1.21	1.03	1.73	1.59
Env & Land Use	1.42	0.40	1.16	0.52	1.68	1.71	1.57
Finance	0.81	1.20	1.33	0.61	1.12	1.36	1.26
Tax	0.00	0.20	0.50	0.43	1.22	1.44	1.26
Secured Trans	0.00	0.40	0.50	1.04	0.84	1.02	0.95
Securities	0.81	1.80	0.50	0.43	0.80	0.82	0.80
Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00
N	494	499	603	1,154	2,137	11,449	16,336

ESM Table 9: Performance Expectation, by Task Area and Years in Practice**A: Year One Attorneys**

Task area	First Year	Second Year	Third Year	After Third Year	Total
Establishing client relationship	91.04	0.00	2.99	5.97	100
Maintaining client relationship	88.97	5.52	1.38	4.14	100
Communicating	94.21	2.48	0.00	3.31	100
Practice management	91.23	0.00	3.51	5.26	100
Case or matter management	91.61	0.00	0.65	7.74	100
Supervision and collaboration	83.33	10.42	0.00	6.25	100
Issue-spotting and fact-gathering	93.65	3.70	1.06	1.59	100
Research and investigation	89.79	3.83	3.40	2.98	100
Drafting and writing	92.52	4.42	1.60	1.47	100
Counsel/advice	90.00	7.78	1.11	1.11	100
Negotiation and closing	87.72	5.26	1.75	5.26	100
ADR	95.00	0.00	5.00	0.00	100
Litigation	92.19	4.69	0.00	3.13	100
Total	91.41	4.01	1.58	3.01	100
N	2,372	104	41	78	2,595

B: Year Two Attorneys

Task area	First Year	Second Year	Third Year	After Third Year	Total
Establishing client relationship	71.43	23.81	0.00	4.76	100
Maintaining client relationship	79.41	15.44	1.47	3.68	100
Communicating	79.64	19.46	0.00	0.90	100
Practice management	78.57	4.76	0.00	16.67	100
Case or matter management	84.21	10.53	1.50	3.76	100
Supervision and collaboration	68.75	26.04	2.08	3.13	100
Issue-spotting and fact-gathering	86.55	12.28	1.17	0.00	100
Research and investigation	79.80	15.15	0.76	4.29	100
Drafting and writing	76.84	18.87	2.15	2.15	100
Counsel/advice	63.53	25.88	4.71	5.88	100
Negotiation and closing	75.00	19.64	3.57	1.79	100
ADR	38.46	46.15	7.69	7.69	100
Litigation	76.92	21.30	0.59	1.18	100
Total	77.74	17.87	1.48	2.91	100
N	1,736	399	33	65	2,233

ESM Table 9: Performance Expectation, by Task Area and Years in Practice**C: Year Three Attorneys**

Task area	First Year	Second Year	Third Year	After Third Year	Total
Establishing client relationship	68.75	16.67	8.33	6.25	100
Maintaining client relationship	76.10	13.21	5.66	5.03	100
Communicating	65.43	17.47	9.29	7.81	100
Practice management	68.57	11.43	4.29	15.71	100
Case or matter management	80.54	11.41	7.38	0.67	100
Supervision and collaboration	52.53	14.14	18.18	15.15	100
Issue-spotting and fact-gathering	78.07	9.21	9.65	3.07	100
Research and investigation	84.30	6.98	5.52	3.20	100
Drafting and writing	71.63	13.77	10.88	3.72	100
Counsel/advice	61.76	20.59	11.03	6.62	100
Negotiation and closing	62.96	22.22	13.58	1.23	100
ADR	25.00	37.50	33.33	4.17	100
Litigation	60.77	23.20	12.15	3.87	100
Total	71.12	14.25	9.76	4.88	100
N	1,822	365	250	125	2,562

D: Four-Five Years

Task area	First Year	Second Year	Third Year	After Third Year	Total
Establishing client relationship	64.57	11.02	9.45	14.96	100
Maintaining client relationship	74.49	11.93	7.82	5.76	100
Communicating	66.57	13.03	7.08	13.31	100
Practice management	61.36	7.95	10.23	20.45	100
Case or matter management	75.81	9.30	5.12	9.77	100
Supervision and collaboration	47.27	16.97	13.94	21.82	100
Issue-spotting and fact-gathering	63.10	19.56	4.80	12.55	100
Research and investigation	69.32	14.57	8.17	7.95	100
Drafting and writing	62.66	17.66	9.47	10.21	100
Counsel/advice	41.98	20.28	21.23	16.51	100
Negotiation and closing	49.57	26.09	14.78	9.57	100
ADR	35.48	29.03	22.58	12.90	100
Litigation	61.99	18.11	8.16	11.73	100
Total	62.88	16.14	9.40	11.57	100
N	2,267	582	339	417	3,605

ESM Table 9: Performance Expectation, by Task Area and Years in Practice**E: Six-Ten Years**

Task area	First Year	Second Year	Third Year	After Third Year	Total
Establishing client relationship	53.52	11.27	8.92	26.29	100
Maintaining client relationship	71.15	9.62	7.93	11.30	100
Communicating	63.62	9.68	8.44	18.26	100
Practice management	50.00	7.07	7.07	35.86	100
Case or matter management	70.77	9.49	6.15	13.59	100
Supervision and collaboration	39.25	12.15	9.97	38.63	100
Issue-spotting and fact-gathering	61.80	13.67	6.55	17.98	100
Research and investigation	68.89	7.93	7.56	15.62	100
Drafting and writing	59.66	13.43	8.97	17.94	100
Counsel/advice	37.74	15.47	12.45	34.34	100
Negotiation and closing	45.26	17.88	11.68	25.18	100
ADR	31.58	14.47	17.11	36.84	100
Litigation	55.28	14.24	10.39	20.10	100
Total	58.21	12.03	8.92	20.84	100
N	3,877	801	594	1388	6,660

F: More Than Ten Years

Task area	First Year	Second Year	Third Year	After Third Year	Total
Establishing client relationship	43.82	10.97	7.53	37.67	100
Maintaining client relationship	54.27	11.38	7.54	26.82	100
Communicating	51.74	9.26	7.51	31.48	100
Practice management	38.19	4.08	5.21	52.53	100
Case or matter management	59.37	7.78	5.09	27.76	100
Supervision and collaboration	17.27	6.60	10.07	66.07	100
Issue-spotting and fact-gathering	49.69	10.67	8.56	31.08	100
Research and investigation	58.28	8.52	7.19	26.01	100
Drafting and writing	46.60	12.05	9.26	32.09	100
Counsel/advice	29.47	10.95	10.79	48.80	100
Negotiation and closing	34.68	10.93	12.63	41.75	100
ADR	13.03	11.97	8.97	66.03	100
Litigation	47.87	13.70	10.92	27.51	100
Total	45.91	10.31	8.59	35.20	100
N	15,059	3381	2816	11545	32,801