RESOLVED, That the American Bar Association encourages law firms to consider: (a) alternatives to mandatory minimum billing requirements that would reduce undue emphasis on lawyers’ billable hours and permit law firms the flexibility necessary to manage themselves under their own circumstances and more accurately to measure each individual’s contribution to achieving all of the firm’s important goals; and (b) compensation systems that recognize and reward attorneys based on factors in addition to the number of hours they bill to client matters, including pro bono work, community service, mentoring and training, speaking, writing and teaching, and other activities that enhance professional development and standing in the legal profession as a whole.