

**2008**

# **Survey of Legal Career Professionals in Law Firms and Employer Organizations**

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**Recruiting, Professional Development, and Other  
Lawyer Personnel Management Professionals**

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# Introduction

The roles of professionals charged with lawyer recruitment, management, and development are many and varied. Moreover, these roles have only grown and deepened as legal employers recognize the importance of a coherent management structure for recruiting, retaining, and developing their legal talent.

NALP research designed to find out about these professionals has been around nearly as long as NALP. During this time, the basic purpose of the research has not changed: to measure the salaries, education, and experience of these individuals. However, as roles have evolved and the profession has broadened, the need to revamp the way in which NALP collects these measures has become evident. This need was addressed in 2008, with a work group of NALP’s Lawyer Professional Development Section charged with revising the biennial survey to be not only more broadly applicable to the profession as it has evolved, but also to accommodate extreme variations in how legal employers structure and staff their recruiting, professional development, and other lawyer personnel functions.

The resulting survey allowed for analyses of three categories of professionals, with respondents self-identifying as to which category they belong to: recruiting, professional development, or a combination of recruiting and professional development. Within these broad categories, analyses are based on titles (e.g., directors, managers) as well as on the more traditional scheme based on hierarchy or level (e.g., department head, first-level professional).

As shown in the table at right, response to the survey was strong. Just over half of responses were from individuals who identified recruiting as their primary responsibility. However, many responses were received from individuals devoted to professional development and individuals whose job involves a mixture of both. Most respondents were also categorized based on their title, and analyses within responsibility area are based on both title and level. The title assignments used in this report are generic: directors/chiefs, managers, administrators/coordinators, and assistants. Title assignments generally reflect the presence of that word in the title; in a few cases, however, assistant, associate, or deputy directors were categorized as managers if they report to a director. It should be noted that a small number of respondents were not categorized

as to title because their title implied a more generalist role, such as director of human resources, or the title did not contain one of the words above and could not readily be equated with one of them. The respondents whose job responsibilities truly fell in the “other” category also were not categorized as to title.

Because of changes in the survey format, not all findings can be compared with those from prior years. However, some general comparisons are possible based on titles.

- Directors of professional development are the most highly paid, with a median salary of \$197,500 in 2008. This compares with \$176,000 in 2006 and \$165,000 in 2004. The median for directors of legal recruiting was \$120,000, compared with \$101,000 in 2006 and \$79,000 in 2004. The median for coordinators, whether in recruiting, professional development, or both, is about \$60,000, relatively stable since 2006.
- More lawyers are choosing to forgo traditional practice for careers in lawyer recruitment and development. Over 70% of directors of professional development have a JD; the percentage is even higher, 82%, among those who have been in their current job for two years or less. A JD is not as common among directors of legal recruiting — about 28% — but again the percentage is higher among those new to their job — 35%. The 2006 report found that about half of directors and managers of professional development had a JD, as did 18% of directors and man-

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## Survey Response by Area of Responsibility

	#	%
Recruiting .....	343	55.5%
Professional Development .....	134	21.7
Recruiting and Professional Development...	124	20.1
Other .....	17	2.8
<b>Total .....</b>	<b>618</b>	<b>100.0</b>

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agers of recruiting. It is also evident that most legal career professionals with a JD have spent at least some time as a practicing attorney: a median of about 4 years among directors and managers of legal recruiting, and a median of 10 years among directors of professional development.

- As was the case in 2006, among directors and managers, 40 – 60% have been at their current job for two years or less. However, about 40% of directors of professional development and directors in blended positions have 10 or more years experience in the field. Among directors and department heads in recruiting, over half have 10 or more years experience in the field. Figures for 2006 were roughly comparable. Many, particularly in the professional development area, reported related experience, e.g., as a legal search consultant, or recruiting in another field.

A sampling of other findings includes:

- A BA or BS degree is typically the highest degree attained among recruiting professionals (62% of respondents),

though less typically so among those in a hybrid role (48% of respondents), and least common among professional development professionals (29% of respondents).

- For any type of position, the median salary is highest in the Northeast and lowest in the Southeast. And not surprisingly, responsibility for more offices typically means a higher salary. For example, the median salary for a director of recruiting in the Northeast is \$180,000; in the Southeast it is \$102,000. The median salary for a director of recruiting with global responsibility is about \$174,000, compared to \$108,800 for those with responsibility for a single office.
- Many individuals take on “other” duties, and one that is found across all responsibility areas and titles is that of organizing social events other than for the summer program. About 40% of all respondents indicated duties in this area.



# Recruiting

A total of 343 survey respondents identified recruiting as their primary area of responsibility. Individuals in this category typically spend 70% or more of their time on recruiting. The median was 80%. About 35% spend a small amount of time on professional development, and about 40% spend some time on lawyer personnel management duties, e.g., orientation for new lawyers, benefits, counseling, exit interviews, and outplacement. Not quite half — 45% — reported spending some time, typically 5-10% of their time, on diversity tasks.

## Characteristics of Recruiting Professionals — Education and Job Tenure

Level or Title and Years in Current Job	LEVEL OF EDUCATION				# Reporting
	High School Diploma or 2-year Degree	BA or BS	JD	Other Advanced Degree	
<b>All Respondents</b> .....	15.7%	62.4%	13.7%	8.2%	343
<b>BY LEVEL:</b>					
<b>Department heads</b>					
All .....	14.5	50.9	25.5	9.1	55
2 years or less.....	4.3	56.5	30.4	8.7	23
2.5 - 5 years.....	9.1	54.5	36.4	0.0	11
More than 5 years .....	28.6	42.9	14.3	14.3	21
<b>First-level professionals</b>					
All .....	15.4	58.3	16.7	9.6	156
2 years or less.....	9.8	59.8	24.4	6.1	82
2.5 - 5 years.....	14.3	59.5	9.5	16.7	42
More than 5 years .....	31.3	53.1	6.3	9.4	32
<b>Second-level professionals</b>					
All .....	10.0	81.1	5.6	3.3	90
2 years or less.....	8.2	80.3	6.6	4.9	61
2.5 - 5 years.....	9.5	85.7	4.8	0.0	21
More than 5 years .....	25.0	75.0	0.0	0.0	8
<b>Third-level/administrative</b>					
All .....	31.0	52.4	4.8	11.9	42
2 years or less.....	12.9	64.5	6.5	16.1	31
More than 2 years .....	81.8	18.2	0.0	0.0	11
<b>BY TITLE:</b>					
<b>Directors/chiefs</b>					
All .....	15.7	49.0	27.5	7.8	51
2 years or less.....	0.0	56.5	34.8	8.7	23
2.5 - 5 years.....	22.2	44.4	33.3	0.0	9
More than 5 years .....	31.6	42.1	15.8	10.5	19
<b>Managers</b>					
All .....	6.8	57.3	22.3	13.6	103
2 years or less.....	5.8	51.9	30.8	11.5	52
2.5 - 5 years.....	3.3	63.3	16.7	16.7	30
More than 5 years .....	14.3	61.9	9.5	14.3	21
<b>Coordinators/administrators</b>					
All .....	19.6	70.6	6.5	3.3	153
2 years or less.....	9.7	76.3	9.7	4.3	93
2.5 - 5 years.....	15.2	78.8	3.0	3.0	33
More than 5 years .....	59.3	40.7	0.0	0.0	27
<b>Assistants</b>					
All .....	20.7	72.4	0.0	6.9	29
2 years or less.....	15.4	76.9	0.0	7.7	26

Note: About 5.6% of recruiting professionals also reported having a paralegal certificate. The JD category includes respondents who indicated that they obtained an LLM as well. The undergraduate majors reported varied widely, from multiple mentions of business, communications, and advertising, to nursing, music history, Spanish, theater, and textiles and apparel. History, human resources, marketing, political science, psychology, and sociology were also mentioned multiple times. Among advanced degrees other than a JD, business and human resources were noted multiple times. Responses also included civil engineering, European studies, and government.

## Characteristics of Recruiting Professionals — Years in Current Job

	All Respondents	BY LEVEL				BY TITLE			
		Department Heads	First	Second	Third or Administrative	Directors or Chiefs	Managers	Administrators or Coordinators	Assistants
<b>Years in current job</b>									
2 years or less .....	57.4%	41.8%	52.6%	67.8%	73.8%	45.1%	50.5%	60.8%	89.7%
2.5 - 5 years.....	22.4	20.0	26.9	23.3	7.1	17.6	29.1	21.6	6.9
More than 5 years.....	20.1	38.2	20.5	8.9	19.0	37.3	20.4	17.6	3.4
Median # years in current job ....	2.0	3.0	2.0	1.5	1.0	3.0	2.0	2.0	1.0
Number reporting .....	343	55	156	90	42	51	103	153	29
Joined employer in this position .....	50.6%	51.9%	47.4%	50.0%	61.9%	54.0%	46.1%	49.0%	69.0%

Note: Not all respondents could be assigned a title. Hence the number of title assignments adds to less than the total number of responses.

## Characteristics of Recruiting Professionals — Years in Field and Related Experience

	All Respondents	BY LEVEL				BY TITLE			
		Department Heads	First	Second	Third or Administrative	Directors or Chiefs	Managers	Administrators or Coordinators	Assistants
<b>Years in field</b>									
Less than 5 years.....	48.4%	21.8%	42.9%	65.6%	66.7%	23.5%	35.0%	59.5%	82.8%
5 - 9.5 years.....	26.2	25.5	31.4	25.6	9.5	23.5	39.8	22.9	6.9
10 years or more.....	25.4	52.7	25.6	8.9	23.8	52.9	25.2	17.6	10.3
Median # years in field.....	5.0	10.0	5.5	3.0	1.5	10.0	6.0	3.5	1.5
Number reporting.....	343	55	156	90	42	51	103	153	29
<b>Related experience and practice</b>									
% reporting related experience.....	35.9%	36.4%	37.2%	37.8%	26.2%	37.3%	39.8%	34.6%	20.7%
Median # years related experience .....	3.0	3.5	3.0	2.8	4.0	3.0	3.0	3.0	2.8
% reporting previous law practice .	11.1%	21.8%	12.8%	4.4%	4.8%	23.5%	19.4%	3.9%	0.0%
Median # years law practice .....	3.5	3.8	4.0	—	—	3.8	4.0	1.3	—

Note: The vast majority of recruiting professionals, 95%, reported that an advanced degree was not required for their job. Most of those who did are in director or manager/department-head or first-level positions. Medians are not calculated for fewer than five responses.

## Salaries and Percent Raises for Recruiting Professionals by Level and Respondent Demographics — as of August 1, 2008

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Department heads</b>					
All.....	\$110,000	\$128,353	\$83,000 - 155,000	6.0%	53
By level of education					
High school or 2-yr degree.....	97,050	117,388	85,000 - 110,000	4.5	8
BA or BS.....	102,000	110,963	80,000 - 135,000	8.0	27
JD.....	165,000	172,585	118,500 - 250,000	7.8	13
Other advanced degree.....	135,000	124,800	83,000 - 155,000	6.0	5
By years in current job					
2 years or less.....	108,750	139,432	88,000 - 180,000	8.0	22
2.5 - 5 years.....	136,500	126,055	75,000 - 185,000	7.0	11
More than 5 years.....	110,000	117,430	86,500 - 132,500	5.0	20
By years in field					
Less than 5 years.....	78,000	121,400	74,000 - 155,000	5.0	5
5 - 9.5 years.....	104,000	109,192	71,000 - 120,000	8.0	13
10 years or more.....	118,500	136,463	90,000 - 180,000	5.5	35
<b>First-level professionals</b>					
All.....	78,500	84,810	64,000 - 95,000	4.8	150
By level of education					
High school or 2-yr degree.....	78,000	83,984	65,000 - 100,000	5.0	21
BA or BS.....	75,000	76,185	57,500 - 89,000	4.5	89
JD.....	87,750	100,313	71,000 - 130,700	4.0	26
Other advanced degree.....	90,012	112,088	75,705 - 137,000	8.1	14
By years in current job					
2 years or less.....	75,653	79,662	58,000 - 90,000	4.5	82
2.5 - 5 years.....	76,350	87,150	67,800 - 92,000	4.5	38
More than 5 years.....	93,750	95,917	71,000 - 109,000	5.0	30
By years in field					
Less than 5 years.....	70,000	73,971	55,000 - 80,000	4.5	57
5 - 9.5 years.....	85,000	85,191	71,450 - 94,750	5.8	44
10 years or more.....	89,870	97,077	71,000 - 109,000	4.0	49
<b>Second-level professionals</b>					
All.....	59,295	64,792	50,000 - 70,500	4.5	87
By level of education					
High school or 2-yr degree.....	65,500	71,667	55,000 - 75,000	6.0	9
BA or BS.....	58,300	63,363	50,000 - 70,000	4.0	70
JD.....	65,000	80,500	61,500 - 72,000	5.0	5
By years in current job					
2 years or less.....	57,000	60,894	50,000 - 67,558	4.0	60
2.5 - 5 years.....	63,000	68,579	50,000 - 73,500	4.8	19
More than 5 years.....	83,500	85,038	66,800 - 100,300	5.0	8
By years in field					
Less than 5 years.....	55,750	58,002	49,250 - 64,950	4.2	56
5 - 9.5 years.....	70,000	74,863	61,500 - 85,000	4.8	21
10 years or more.....	78,500	81,670	59,295 - 95,000	5.0	10
<b>Third-level/administrative positions</b>					
All.....	50,000	51,932	44,000 - 60,000	4.0	38
By level of education					
High school or 2-yr degree.....	57,500	60,880	53,000 - 60,000	4.1	10
BA or BS.....	45,500	45,688	37,000 - 50,000	8.0	22
By years in current job					
2 years or less.....	49,000	49,129	39,000 - 58,000	3.0	29
More than 5 years.....	60,000	64,671	55,200 - 62,500	4.4	7
By years in field					
Less than 5 years.....	47,000	48,140	37,000 - 53,000	3.5	26
5 - 9.5 years.....	60,000	56,000	50,000 - 60,000	4.0	5
10 years or more.....	56,000	63,114	53,000 - 62,500	4.2	7

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown.

## Salaries and Percent Raises for Recruiting Professionals by Title and Respondent Demographics — as of August 1, 2008

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Directors/chiefs</b>					
All.....	\$120,000	\$137,483	\$93,300 - 172,500	5.5%	48
By level of education					
High school or 2-yr degree .....	115,000	139,014	97,500 - 150,000	4.5	7
BA or BS.....	108,750	115,396	80,000 - 135,750	7.0	24
JD.....	180,000	182,123	130,000 - 250,000	9.0	13
By years in current job					
2 years or less.....	115,000	146,977	100,000 - 180,000	8.0	22
2.5 - 5 years .....	153,500	149,513	107,250 - 189,000	4.5	8
More than 5 years.....	116,750	120,533	90,000 - 130,000	5.0	18
By years in field					
Less than 5 years.....	78,000	122,200	78,000 - 155,000	4.0	5
5 - 9.5 years .....	105,750	115,900	77,000 - 120,000	7.0	10
10 years or more .....	130,000	146,339	102,000 - 180,000	6.0	33
<b>Managers</b>					
All.....	85,500	92,266	75,000 - 100,000	5.0	102
By level of education					
High school or 2-yr degree .....	80,000	78,143	50,000 - 90,000	4.0	7
BA or BS.....	85,000	88,138	75,000 - 97,000	5.0	59
JD.....	94,000	103,161	72,000 - 131,500	4.5	23
Other advanced degree.....	86,000	99,325	75,705 - 102,500	8.1	13
By years in current job					
2 years or less.....	85,000	90,426	73,000 - 99,500	5.0	52
2.5 - 5 years .....	84,000	89,273	72,900 - 94,000	5.0	29
More than 5 years.....	96,500	100,952	83,500 - 109,000	5.3	21
By years in field					
Less than 5 years.....	75,000	92,215	70,000 - 130,000	4.0	27
5 - 9.5 years .....	86,000	90,912	77,000 - 98,500	7.2	41
10 years or more .....	90,500	93,938	80,000 - 103,500	4.0	34
<b>Administrators/coordinators</b>					
All.....	60,000	63,207	50,000 - 70,000	4.5	146
By level of education					
High school or 2-yr degree .....	65,000	73,484	58,000 - 81,650	5.0	28
BA or BS.....	58,000	60,791	50,000 - 69,000	4.4	104
JD.....	63,225	63,595	60,000 - 70,000	3.3	10
By years in current job					
2 years or less.....	57,750	59,220	50,000 - 68,000	4.0	92
2.5 - 5 years .....	62,000	63,637	50,000 - 66,554	4.8	29
More than 5 years.....	70,000	77,380	60,000 - 85,300	5.0	25
By years in field					
Less than 5 years.....	56,255	58,115	49,750 - 65,000	4.1	88
5 - 9.5 years .....	67,035	67,521	58,600 - 75,000	4.5	30
10 years or more .....	66,500	74,589	59,647 - 80,000	5.0	28
<b>Assistants</b>					
All.....	44,000	45,009	37,000 - 49,000	4.8	25
By level of education					
BA or BS.....	42,500	41,607	35,475 - 47,000	5.0	20
By years in current job					
2 years or less.....	44,000	44,968	36,975 - 49,050	4.8	24
By years in field					
Less than 5 years.....	44,000	44,701	36,950 - 49,000	4.8	23

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown.

## Salaries and Percent Raises for Recruiting Professionals by Level and Firm or Job Characteristics — as of August 1, 2008

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Department heads</b>					
All.....	\$110,000	\$128,353	\$83,000 - 155,000	6.0%	53
By scope of responsibility					
Single office.....	90,000	107,867	77,000 - 135,000	6.0	15
Regional.....	83,000	93,178	75,000 - 115,000	5.0	9
National.....	110,000	127,722	100,000 - 147,500	8.5	18
Global.....	190,500	186,100	102,000 - 255,000	5.0	11
By size of firm					
250 or fewer lawyers.....	80,000	89,505	74,000 - 107,500	6.0	19
251 - 500 lawyers.....	115,000	126,143	90,000 - 147,500	8.0	14
501 - 700 lawyers.....	117,500	142,625	103,000 - 175,000	6.0	8
More than 1,000 lawyers.....	160,250	178,083	123,000 - 255,000	4.9	6
By NALP region/size of firm					
Northeast.....	180,000	201,000	155,000 - 255,000	11.0	5
Mid-Atlantic.....	121,500	138,810	105,000 - 147,500	9.5	10
Southeast.....	97,500	93,706	74,000 - 110,000	6.9	17
250 or fewer lawyers.....	74,000	73,944	58,000 - 77,000	6.0	9
Midwest.....	90,000	101,556	80,000 - 102,000	5.0	9
West/Rocky Mtn.....	150,000	158,550	88,300 - 221,500	4.9	12
250 or fewer lawyers.....	96,600	98,820	80,000 - 107,500	7.0	5
By city					
Los Angeles and Orange County.....	165,000	185,320	135,000 - 250,000	5.0	5
Philadelphia.....	120,000	119,100	115,000 - 130,000	9.0	5
<b>First-level professionals</b>					
All.....	78,500	84,810	64,000 - 95,000	4.8	150
By scope of responsibility					
Single office.....	82,000	85,888	67,800 - 96,500	5.3	50
Regional.....	71,000	73,370	55,510 - 83,500	4.0	49
National.....	80,000	85,188	64,000 - 94,023	4.3	25
Global.....	95,050	103,934	70,000 - 130,700	4.5	26
By size of firm					
250 or fewer lawyers.....	70,000	72,630	55,350 - 85,000	5.0	45
251 - 500 lawyers.....	78,000	79,062	56,927 - 86,500	5.5	28
501 - 700 lawyers.....	75,000	92,246	66,554 - 103,500	4.0	27
701 - 1,000 lawyers.....	88,000	98,181	75,600 - 125,000	4.5	27
More than 1,000 lawyers.....	82,514	90,131	70,000 - 106,000	5.2	22
By NALP region/size of firm					
Northeast.....	92,500	102,067	71,000 - 135,000	5.0	31
250 or fewer lawyers.....	82,500	86,833	61,750 - 96,500	6.0	12
501 - 750 lawyers.....	140,000	125,600	92,000 - 150,000	—	5
701 - 1,000 lawyers.....	108,000	119,300	95,000 - 131,500	14.0	5
More than 1,000 lawyers.....	135,000	115,200	89,000 - 137,000	5.0	5
Mid-Atlantic.....	84,750	89,350	73,500 - 98,750	5.0	36
250 or fewer lawyers.....	82,000	81,500	75,000 - 86,000	5.0	7
251 - 500 lawyers.....	85,000	93,890	78,000 - 102,500	10.0	9
501 - 750 lawyers.....	70,000	72,400	67,800 - 79,000	3.0	7
701 - 1,000 lawyers.....	97,500	105,533	89,100 - 129,000	6.0	9
Southeast.....	68,000	62,731	48,000 - 75,700	4.0	29
250 or fewer lawyers.....	46,000	57,792	41,000 - 76,500	4.0	12
251 - 500 lawyers.....	60,000	63,714	50,000 - 75,000	6.0	7
701 - 1,000 lawyers.....	74,000	73,500	70,000 - 80,000	4.3	6

(continued)

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
Midwest.....	69,000	75,753	56,000 - 85,000	4.0	23
250 or fewer lawyers .....	61,110	64,994	47,000 - 85,000	5.0	7
501 - 750 lawyers .....	63,277	72,944	58,000 - 72,000	4.0	8
West/Rocky Mtn.....	78,000	89,655	70,000 - 94,023	4.5	31
250 or fewer lawyers .....	65,000	72,486	62,400 - 91,000	4.5	7
251 - 500 lawyers .....	78,000	81,869	73,000 - 85,000	—	5
501 - 750 lawyers .....	98,762	121,549	89,870 - 109,000	4.3	6
701 - 1,000 lawyers .....	85,000	102,120	75,600 - 88,000	4.0	5
More than 1,000 lawyers .....	70,000	72,526	64,450 - 80,028	5.2	7
By city					
Boston.....	92,500	104,286	84,000 - 131,500	5.0	7
Chicago .....	80,000	88,944	70,000 - 123,000	4.5	9
Dallas.....	50,000	54,600	48,000 - 60,000	—	5
Los Angeles and Orange County.....	73,853	84,368	70,000 - 103,500	4.0	6
New York .....	95,000	107,861	82,000 - 137,000	6.2	21
Single office scope .....	97,500	120,875	87,500 - 162,500	5.9	8
Global scope.....	104,500	107,959	70,000 - 137,000	5.5	10
Philadelphia.....	72,500	69,814	55,755 - 82,000	3.0	8
Richmond.....	129,000	99,940	70,000 - 130,000	4.5	5
San Francisco Bay area .....	80,028	101,352	73,000 - 90,000	4.5	13
Regional scope .....	80,028	116,126	75,600 - 90,000	—	5
Washington, DC/Northern VA.....	94,500	97,558	82,000 - 102,500	7.8	19
Single office scope .....	95,500	95,393	84,500 - 102,500	6.9	14
<b>Second-level professionals</b>					
All.....	59,295	64,792	50,000 - 70,500	4.5	87
By scope of responsibility					
Single office .....	65,250	72,383	57,250 - 85,000	5.0	36
Regional .....	50,000	53,835	47,400 - 57,500	4.0	20
National.....	53,500	54,639	50,000 - 59,295	4.5	13
Global.....	66,300	70,241	57,000 - 72,000	4.0	17
By size of firm					
250 or fewer lawyers .....	53,500	52,725	48,900 - 59,500	4.0	8
251 - 500 lawyers.....	58,000	60,780	48,000 - 70,000	5.0	15
501 - 700 lawyers.....	56,500	60,969	50,000 - 65,000	3.7	19
701 - 1,000 lawyers .....	65,000	72,431	55,000 - 85,000	5.0	29
More than 1,000 lawyers .....	63,750	66,950	57,500 - 82,000	7.0	10
By NALP region/size of firm					
Northeast.....	62,000	69,878	52,000 - 75,000	4.0	27
501 - 750 lawyers .....	62,758	73,519	55,000 - 67,600	2.5	6
701 - 1,000 lawyers .....	71,000	77,762	54,147 - 84,000	3.8	8
Mid-Atlantic.....	58,000	65,581	55,000 - 70,500	5.8	27
251 - 500 lawyers .....	57,000	56,657	42,000 - 68,000	9.5	7
701 - 1,000 lawyers .....	63,950	70,467	55,000 - 77,900	5.3	12
Southeast.....	50,000	58,272	47,293 - 65,000	4.5	18
501 - 750 lawyers .....	50,000	53,038	47,000 - 55,900	5.2	8
701 - 1,000 lawyers .....	65,000	70,614	50,000 - 85,300	4.5	7
Midwest.....	52,250	56,663	49,000 - 59,000	5.0	8
West/Rocky Mtn.....	65,000	68,186	62,000 - 85,000	4.0	7
By city					
Boston.....	67,516	66,002	50,000 - 75,000	2.5	9
Charlotte .....	49,000	52,417	45,000 - 65,000	6.1	6
New York .....	65,000	76,027	57,000 - 75,000	4.0	15
Single office scope.....	63,500	72,140	52,000 - 70,000	4.3	10
Washington, DC/Northern VA.....	64,900	68,314	55,000 - 75,000	6.0	21
Single office scope .....	65,500	74,527	57,500 - 85,300	8.0	11

(continued)

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Third-level/administrative positions</b>					
All.....	50,000	51,932	44,000 - 60,000	4.0	38
By scope of responsibility					
Single office.....	53,000	56,836	46,000 - 60,000	5.0	11
Regional.....	50,000	49,421	41,000 - 56,000	3.5	7
National.....	35,000	40,064	34,000 - 49,100	3.0	9
Global.....	56,600	59,370	52,500 - 62,000	1.0	10
By size of firm.....					
251 - 500 lawyers.....	42,500	44,805	36,950 - 50,000	3.0	10
501 - 700 lawyers.....	53,000	54,453	48,000 - 60,000	5.5	11
701 - 1,000 lawyers.....	49,700	52,322	48,000 - 58,000	3.0	9
By NALP region/size of firm					
Northeast.....	53,000	59,056	52,500 - 62,000	5.0	9
501 - 750 lawyers.....	53,000	64,500	53,000 - 74,000	6.0	5
Mid-Atlantic.....	59,000	60,511	49,100 - 60,000	3.5	9
Southeast.....	35,975	39,744	34,000 - 42,000	0.0	8
251 - 500 lawyers.....	36,950	40,790	34,000 - 39,000	—	5
Midwest.....	48,000	47,867	41,000 - 55,200	—	6
West/Rocky Mtn.....	49,350	48,697	48,000 - 60,000	4.3	6
By city					
New York.....	53,000	62,083	52,500 - 74,000	8.5	6
Washington, DC/Northern VA.....	60,000	63,600	48,000 - 60,000	4.5	5

Note: The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown. A dash in the "Median % Increase" column indicates that fewer than five percent increase figures were reported. Figures by city are based on all respondents from that city. Additional figures, based on geographic scope of responsibility are shown where possible.

## Salaries and Percent Raises for Recruiting Professionals by Title and Firm or Job Characteristics — as of August 1, 2008

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Directors/chiefs</b>					
All.....	\$120,000	\$137,483	\$93,300 - 172,500	5.5%	48
By scope of responsibility					
Single office.....	108,000	118,917	77,500 - 157,500	5.5	12
Regional.....	105,800	101,100	80,000 - 120,000	6.0	6
National.....	119,500	131,583	104,000 - 147,500	7.0	18
Global.....	173,750	183,092	126,000 - 252,500	5.0	12
By size of firm					
250 or fewer lawyers.....	80,000	92,546	77,000 - 107,500	5.0	13
251 - 500 lawyers.....	110,000	125,077	90,000 - 147,500	7.0	13
501 - 700 lawyers.....	132,500	143,600	104,000 - 157,000	4.0	10
701 - 1,000 lawyers.....	182,500	183,433	129,000 - 221,600	12.0	6
More than 1,000 lawyers.....	190,500	195,700	130,000 - 255,000	5.0	5
By NALP region/size of firm					
Northeast.....	180,000	199,167	155,000 - 255,000	20.0	6
Mid-Atlantic.....	129,000	149,567	120,000 - 147,500	9.0	9
Southeast.....	102,000	100,107	78,000 - 118,500	6.0	14
250 or fewer lawyers.....	77,500	79,000	58,000 - 97,500	4.5	6
Midwest.....	86,500	104,250	79,000 - 123,500	5.0	8
West/Rocky Mtn.....	165,000	165,691	96,600 - 250,000	5.0	11
50 or fewer lawyers.....	96,600	98,820	80,000 - 107,500	7.0	5
By city					
Los Angeles and Orange County.....	165,000	185,320	135,000 - 250,000	5.0	5
<b>Managers</b>					
All.....	85,500	92,266	75,000 - 100,000	5.0	102
By scope of responsibility					
Single office.....	91,000	94,309	82,000 - 98,500	7.3	33
Regional.....	76,500	75,381	60,000 - 85,000	4.0	32
National.....	88,935	95,743	77,500 - 102,000	5.0	16
Global.....	108,000	112,133	80,000 - 135,000	5.3	21
By size of firm					
250 or fewer lawyers.....	84,000	84,867	74,500 - 92,750	5.0	24
251 - 500 lawyers.....	85,000	90,190	75,000 - 101,000	9.5	21
501 - 700 lawyers.....	75,000	87,400	69,000 - 95,000	4.0	22
701 - 1,000 lawyers.....	94,500	101,312	82,000 - 108,000	5.0	17
More than 1,000 lawyers.....	96,500	102,814	85,000 - 130,000	5.0	15
By NALP region/size of firm					
Northeast.....	99,250	108,438	83,000 - 138,500	6.0	24
250 or fewer lawyers.....	92,500	94,786	58,000 - 100,000	5.5	7
501 - 750 lawyers.....	116,000	114,667	71,000 - 155,000	—	6
Mid-Atlantic.....	88,000	95,217	82,000 - 98,000	6.0	29
250 or fewer lawyers.....	85,250	88,417	83,000 - 88,000	8.0	6
251 - 500 lawyers.....	95,250	111,917	85,000 - 140,000	10.0	6
501 - 750 lawyers.....	75,000	77,800	70,000 - 79,000	—	5
701 - 1,000 lawyers.....	94,750	98,850	85,550 - 113,750	6.0	8
Southeast.....	74,000	71,353	60,000 - 80,000	6.0	17
250 or fewer lawyers.....	74,500	75,000	64,500 - 83,500	5.0	6
251 - 500 lawyers.....	60,000	63,000	50,000 - 75,000	—	7
Midwest.....	80,000	81,020	60,000 - 94,000	4.0	15
501 - 750 lawyers.....	60,000	62,750	56,500 - 69,000	2.9	6
West/Rocky Mtn.....	89,870	95,235	78,000 - 103,500	4.0	17
501 - 750 lawyers.....	94,023	93,859	89,870 - 103,500	4.5	5

(continued)

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>By city</b>					
Boston.....	92,250	96,667	84,000 - 100,000	5.0	6
Chicago.....	83,000	98,200	80,000 - 123,000	6.0	5
New York.....	135,000	123,967	93,000 - 145,000	7.9	15
Single office scope.....	98,500	121,700	93,000 - 145,000	9.0	5
Global scope.....	136,000	130,000	104,500 - 147,500	6.0	8
Philadelphia.....	81,000	80,000	75,000 - 85,000	3.5	6
San Francisco Bay area.....	90,000	111,000	85,000 - 115,000	—	5
Washington, DC/Northern VA.....	95,000	98,347	85,000 - 100,000	8.0	19
Single office scope.....	95,500	95,250	85,000 - 100,000	8.0	14
<b>Administrators/coordinators</b>					
All.....	60,000	63,207	50,000 - 70,000	4.5	146
<b>By scope of responsibility</b>					
Single office.....	64,950	71,346	57,500 - 82,000	4.5	54
Regional.....	55,000	56,754	47,000 - 65,000	4.0	42
National.....	54,250	55,900	50,000 - 63,250	4.0	24
Global.....	63,000	64,012	57,000 - 70,000	4.0	25
<b>By size of firm</b>					
250 or fewer lawyers.....	56,500	58,511	48,000 - 65,000	5.0	34
251 - 500 lawyers.....	58,172	59,248	48,000 - 68,000	4.0	26
501 - 700 lawyers.....	52,000	55,651	50,000 - 65,000	3.9	23
701 - 1,000 lawyers.....	68,000	72,187	55,200 - 75,600	4.5	39
More than 1,000 lawyers.....	65,500	69,799	60,000 - 80,028	5.7	19
<b>By NALP region/size of firm</b>					
Northeast.....	62,500	67,637	54,590 - 74,000	4.0	35
250 or fewer lawyers.....	61,500	65,250	53,000 - 70,000	4.0	10
251 - 500 lawyers.....	65,000	65,265	54,590 - 75,000	3.8	6
501 - 750 lawyers.....	62,758	59,603	52,500 - 67,600	2.3	6
701 - 1,000 lawyers.....	71,000	79,887	60,647 - 85,000	3.3	8
Mid-Atlantic.....	59,000	65,631	55,000 - 69,250	5.8	36
251 - 500 lawyers.....	57,500	58,811	48,000 - 68,000	10.0	10
701 - 1,000 lawyers.....	63,950	72,967	55,000 - 77,900	5.8	12
More than 1,000 lawyers.....	63,000	69,214	57,500 - 75,000	7.4	7
Southeast.....	50,000	55,563	45,000 - 65,000	4.1	33
250 or fewer lawyers.....	42,000	43,889	40,000 - 44,000	4.5	9
501 - 750 lawyers.....	50,000	51,922	47,000 - 50,000	4.0	9
701 - 1,000 lawyers.....	67,500	68,330	50,000 - 72,100	4.5	10
Midwest.....	55,200	57,211	50,000 - 65,000	4.5	19
West/Rocky Mtn.....	65,000	68,592	60,000 - 75,600	4.5	23
250 or fewer lawyers.....	64,000	66,629	60,000 - 65,000	5.3	7
701 - 1,000 lawyers.....	75,600	76,120	72,000 - 85,000	4.0	5
More than 1,000 lawyers.....	67,225	69,830	62,000 - 80,028	5.2	6
<b>By city</b>					
Boston.....	62,000	62,557	50,000 - 70,000	2.0	9
Charlotte.....	57,500	58,250	48,000 - 68,000	8.0	6
Chicago.....	55,750	61,417	52,000 - 70,000	6.0	6
Dallas.....	50,000	51,760	47,000 - 60,000	3.0	5
Minneapolis.....	50,000	52,181	48,000 - 55,350	—	5
New York.....	68,800	72,409	60,000 - 75,000	4.0	22
Single office scope.....	68,800	81,040	62,000 - 95,000	4.0	10
Global scope.....	70,000	64,727	54,590 - 72,000	4.0	7
Philadelphia.....	55,000	52,016	48,000 - 56,000	4.0	7
San Francisco Bay area.....	73,000	73,080	64,450 - 85,000	4.8	11
Single office scope.....	73,000	72,990	64,450 - 85,000	5.0	5
Washington, DC/Northern VA.....	64,900	70,939	57,000 - 78,000	7.0	23
Single office scope.....	65,200	76,843	57,500 - 85,300	6.9	14

(continued)

	<b>Median</b>	<b>Average</b>	<b>Half of Salaries Fell in the Range</b>	<b>Median % Increase from August 2007</b>	<b># Reporting</b>
<b>Assistants</b>					
All.....	44,000	45,009	37,000 - 49,000	4.8	25
By scope of responsibility					
Single office.....	46,500	46,870	42,500 - 49,700	5.0	10
National.....	34,000	36,797	34,000 - 42,000	5.0	7
By size of firm					
251 - 500 lawyers.....	39,000	39,864	34,000 - 44,000	4.0	7
501 - 700 lawyers.....	53,000	51,783	34,000 - 59,000	8.5	7
701 - 1,000 lawyers.....	47,500	47,117	45,000 - 49,000	3.0	6
By NALP region/size of firm					
Northeast.....	50,000	54,917	44,000 - 53,000	5.5	6
Mid-Atlantic.....	48,000	48,420	44,000 - 49,100	4.0	5
Southeast.....	34,000	36,564	34,000 - 39,000	3.2	7
By city					
New York.....	53,000	57,100	47,000 - 53,000	6.0	5

Note: The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown. A dash in the "Median % Increase" column indicates that fewer than five percent increase figures were reported. Figures by city are based on all respondents from that city. Additional figures, based on geographic scope of responsibility are shown where possible.

## Bonuses for Recruiting Professionals by Level and Respondent Demographics — as of August 1, 2008

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Department heads</b>					
All.....	\$5,000	\$12,004	\$4,500 - 19,000	49	3.9%
By level of education					
High school or 2-yr degree.....	5,000	9,625	4,250 - 5,500	8	0
BA or BS.....	5,000	10,520	4,500 - 12,000	25	3.8
JD.....	10,000	17,155	5,000 - 29,700	11	8.3
Other advanced degree.....	8,000	11,900	4,000 - 20,000	5	0
By years in current job					
2 years or less.....	5,000	10,947	4,500 - 10,000	19	9.5
2.5 - 5 years.....	5,000	16,745	1,500 - 30,000	11	0
More than 5 years.....	6,000	10,316	4,500 - 12,000	19	0
By Years in field					
5 - 9.5 years.....	5,000	10,708	2,500 - 7,600	13	0
10 years or more.....	6,750	13,031	5,000 - 20,000	32	5.9
<b>First-level professionals</b>					
All.....	5,000	6,342	2,000 - 8,650	116	14.1
By level of education					
High school or 2-yr degree.....	3,013	4,171	1,600 - 6,000	18	0
BA or BS.....	4,125	5,781	2,000 - 8,000	70	14.6
JD.....	7,500	7,547	1,500 - 12,500	17	26.1
Other advanced degree.....	6,000	11,600	5,000 - 12,000	11	8.3
By years in current job					
2 years or less.....	3,250	5,370	1,500 - 8,000	60	16.7
2.5 - 5 years.....	5,000	7,691	3,000 - 8,200	30	9.1
More than 5 years.....	5,000	7,027	3,000 - 10,000	26	13.3
By years in field					
Less than 5 years.....	2,000	4,279	1,500 - 6,500	38	20.8
5 - 9.5 years.....	5,000	6,940	3,500 - 8,650	36	12.2
10 years or more.....	5,000	7,696	2,500 - 10,000	42	8.7
<b>Second-level professionals</b>					
All.....	2,500	3,326	1,400 - 4,750	70	12.5
By level of education					
High school or 2-yr degree.....	3,700	4,319	2,000 - 6,600	8	11.1
BA or BS.....	2,500	3,092	1,400 - 4,600	57	10.9
By years in current job					
2 years or less.....	2,000	2,745	1,000 - 3,200	46	13.2
2.5 - 5 years.....	2,500	3,565	1,500 - 5,000	17	10.5
More than 5 years.....	6,000	6,557	5,050 - 9,850	7	12.5
By years in field					
Less than 5 years.....	2,000	2,825	1,000 - 3,500	43	14.0
5 - 9.5 years.....	3,038	3,899	1,500 - 5,050	18	10.0
10 years or more.....	2,800	4,572	2,500 - 5,500	9	10.0
<b>Third-level/administrative positions</b>					
All.....	2,250	3,062	1,000 - 3,907	20	39.4
By level of education					
High school or 2-yr degree.....	2,250	2,312	1,500 - 3,000	10	9.1
BA or BS.....	1,050	3,453	2,37 - 5,000	8	50.0
By years in current job					
2 years or less.....	2,150	3,585	7,50 - 5,000	12	50.0
More than 5 years.....	2,500	2,545	1,500 - 3,815	7	0
By years in field					
Less than 5 years.....	2,050	3,813	4,00 - 5,000	10	50.0
10 years or more.....	2,250	2,389	1,400 - 3,407	8	0

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus.

## Bonuses for Recruiting Professionals by Title and Respondent Demographics — as of August 1, 2008

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/chiefs</b>					
All.....	\$7,250	\$13,016	\$4,500 - 20,000	44	2.2%
By level of education					
High school or 2-yr degree .....	5,500	12,083	5,000 - 7,000	6	0
BA or BS .....	6,000	10,674	4,000 - 19,000	23	0
JD .....	10,000	18,473	5,000 - 29,700	11	8.3
By years in current job					
2 years or less .....	6,750	11,900	4,750 - 17,500	20	4.8
2.5 - 5 years .....	20,000	21,029	3,000 - 39,000	7	0
More than 5 years.....	7,000	11,029	4,500 - 12,000	17	0
By years in field					
5 - 9.5 years .....	5,000	10,720	3,000 - 7,600	10	0
10 years or more .....	9,500	14,550	5,000 - 20,000	30	3.2
<b>Managers</b>					
All.....	5,000	7,153	2,500 - 10,000	81	12.0
By level of education					
High school or 2-yr degree .....	3,000	4,167	2,500 - 5,000	6	14.3
BA or BS .....	5,000	7,029	3,000 - 9,000	50	7.4
JD .....	7,500	7,831	1,250 - 12,500	16	23.8
Other advanced degree.....	6,000	8,622	5,000 - 10,000	9	10.0
By years in current job					
2 years or less .....	5,000	6,133	1,750 - 10,000	40	13.0
2.5 - 5 years .....	5,500	8,006	4,500 - 9,500	24	7.7
More than 5 years.....	5,000	8,349	3,500 - 10,000	17	15.0
By years in field					
Less than 5 years.....	5,250	6,233	1,000 - 9,000	18	18.2
5 - 9.5 years .....	5,000	7,862	3,500 - 10,000	34	8.1
10 years or more .....	5,000	6,892	3,000 - 10,000	29	12.1
<b>Administrators/coordinators</b>					
All.....	2,500	3,439	1,500 - 5,000	107	18.9
By level of education					
High school or 2-yr degree .....	3,025	3,878	1,600 - 5,000	25	0
BA or BS .....	2,500	3,401	1,500 - 4,750	75	20.2
JD .....	1,500	1,700	1,300 - 2,000	5	44.4
By years in current job					
2 years or less .....	2,000	2,972	1,100 - 3,500	60	24.1
2.5 - 5 years .....	2,750	3,571	1,450 - 5,000	24	14.3
More than 5 years.....	3,815	4,521	2,000 - 6,000	23	8.0
By years in field					
Less than 5 years.....	2,000	3,118	1,200 - 3,900	59	22.4
5 - 9.5 years .....	3,113	3,592	1,500 - 5,025	24	20.0
10 years or more .....	3,200	4,076	1,800 - 5,250	24	7.7
<b>Assistants</b>					
All.....	1,600	1,960	400 - 2,000	17	26.1
By level of education					
BA or BS .....	500	1,548	200 - 2,000	11	31.3
By years in current job					
2 years or less .....	1,800	2,128	200 - 2,500	15	28.6
By years in field					
Less than 5 years.....	1,600	2,079	200 - 2,000	13	31.6

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus.

## Bonuses for Recruiting Professionals by Level and Firm or Job Characteristics — as of August 1, 2008

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Department heads</b>					
All.....	\$5,000	\$12,004	\$4,500 - 19,000	49	3.9%
By scope of responsibility					
Single office.....	5,000	7,969	2,500 - 10,000	13	7.1
Regional.....	5,000	6,167	5,000 - 6,000	9	0
National.....	5,000	11,476	4,500 - 10,000	17	0
Global.....	22,500	23,400	5,000 - 29,700	10	9.1
By size of firm					
250 or fewer lawyers.....	5,000	7,061	4,000 - 6,000	18	5.3
251 - 500 lawyers.....	5,000	8,385	4,000 - 10,000	13	0
501 - 700 lawyers.....	7,500	12,614	5,000 - 20,000	7	12.5
More than 1,000 lawyers.....	14,500	18,583	10,000 - 25,000	6	0
By NALP region/size of firm					
Mid-Atlantic.....	10,000	12,133	5,000 - 12,000	9	10.0
Southeast.....	5,000	6,247	3,000 - 7,500	17	0
250 or fewer lawyers.....	4,000	4,956	1,500 - 5,000	9	0
Midwest.....	3,400	9,288	2,500 - 6,000	8	0
West/Rocky Mtn.....	6,000	14,864	5,000 - 20,000	11	8.3
250 or fewer lawyers.....	5,000	8,100	5,000 - 6,000	5	0
By city					
Los Angeles and Orange County.....	10,000	16,900	5,000 - 20,000	5	0
Philadelphia.....	7,500	7,900	5,000 - 10,000	5	0
<b>First-level professionals</b>					
All.....	5,000	6,342	2,000 - 8,650	116	14.1
By scope of responsibility					
Single office.....	4,500	5,582	2,000 - 7,500	45	6.3
Regional.....	3,013	5,593	1,250 - 6,400	32	23.8
National.....	5,500	6,945	2,500 - 9,500	20	13.0
Global.....	8,000	8,768	2,500 - 12,500	19	13.6
By size of firm					
250 or fewer lawyers.....	2,000	3,941	1,000 - 5,000	35	18.6
251 - 500 lawyers.....	4,625	5,547	2,000 - 8,000	20	9.1
501 - 700 lawyers.....	5,500	10,079	2,500 - 13,000	18	21.7
701 - 1,000 lawyers.....	6,750	7,015	3,500 - 10,000	24	7.7
More than 1,000 lawyers.....	5,000	7,056	3,000 - 8,200	18	8.6
By NALP region/size of firm					
Northeast.....	8,250	9,742	4,000 - 12,000	22	18.5
250 or fewer lawyers.....	8,000	8,455	1,170 - 9,400	8	33.3
Mid-Atlantic.....	5,000	5,422	2,000 - 8,000	30	9.1
250 or fewer lawyers.....	2,000	2,625	1,000 - 5,000	6	14.3
251 - 500 lawyers.....	4,250	5,750	2,000 - 10,000	7	0
501 - 750 lawyers.....	2,500	4,300	2,000 - 3,000	5	16.7
701 - 1,000 lawyers.....	8,500	8,519	6,750 - 11,250	8	11.1
Southeast.....	2,750	3,131	1,250 - 4,750	20	13.0
250 or fewer lawyers.....	1,610	2,003	750 - 2,500	8	20.0
701 - 1,000 lawyers.....	4,000	3,900	3,400 - 5,000	6	0
Midwest.....	3,025	5,707	1,000 - 5,000	17	26.1
250 or fewer lawyers.....	1,500	2,878	900 - 4,012	8	11.1
501 - 750 lawyers.....	4,000	6,700	1,500 - 5,000	5	28.6
West/Rocky Mtn.....	5,000	7,371	3,000 - 9,000	27	6.9
250 or fewer lawyers.....	2,500	3,100	2,400 - 4,000	5	0
501 - 750 lawyers.....	7,900	15,238	6,000 - 19,625	6	0
701 - 1,000 lawyers.....	7,500	7,200	3,500 - 10,000	5	0
More than 1,000 lawyers.....	3,250	4,000	2,000 - 5,000	6	14.3

(continued)

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>By city</b>					
Chicago .....	5,000	8,650	1,150 - 17,350	8	11.1
Los Angeles and Orange County.....	5,000	7,225	3,500 - 5,000	5	16.7
New York .....	8,650	10,937	4,050 - 15,000	16	11.1
Single office scope .....	8,800	10,771	4,100 - 15,000	7	0
Global scope.....	10,000	11,386	2,795 - 20,000	8	0
Philadelphia.....	2,250	2,292	1,000 - 2,500	6	14.3
San Francisco Bay area .....	5,000	8,846	3,000 - 10,000	13	0
Regional scope .....	7,500	13,700	4,000 - 9,000	5	0
Washington, DC/Northern VA.....	5,000	6,406	4,250 - 9,000	17	5.6
Single office scope.....	5,000	5,421	2,650 - 8,000	14	0
<b>Second-level professionals</b>					
All.....	2,500	3,326	1,400 - 4,750	70	12.5
<b>By scope of responsibility</b>					
Single office .....	3,200	4,151	2,000 - 5,000	33	10.8
Regional.....	1,000	1,442	500 - 1,800	13	13.3
National.....	2,000	2,092	650 - 3,000	11	8.3
Global.....	3,000	4,338	1,125 - 5,000	12	20.0
<b>By size of firm</b>					
251 - 500 lawyers.....	2,750	3,030	1,500 - 4,600	10	16.7
501 - 700 lawyers.....	1,750	2,449	1,200 - 2,500	17	10.5
701 - 1,000 lawyers .....	3,200	4,409	2,000 - 5,700	27	6.9
More than 1,000 lawyers .....	3,875	3,481	2,000 - 5,000	8	11.1
<b>By NALP region/size of firm</b>					
Northeast.....	2,800	4,151	2,000 - 5,000	19	17.4
501 - 750 lawyers.....	2,876	4,595	1,400 - 3,200	5	0
701 - 1,000 lawyers .....	2,650	4,967	2,500 - 5,000	6	25.0
Mid-Atlantic.....	3,000	3,489	1,500 - 5,000	23	8.0
251 - 500 lawyers.....	2,500	2,600	2,000 - 3,000	5	0
701 - 1,000 lawyers .....	3,350	4,142	1,750 - 5,500	12	0
Southeast.....	1,800	3,224	1,000 - 5,050	15	16.7
501 - 750 lawyers .....	1,750	1,537	1,000 - 1,800	7	12.5
701 - 1,000 lawyers .....	5,050	5,343	3,049 - 8,200	7	0
Midwest.....	1,000	1,700	250 - 2,500	7	0
West/Rocky Mtn.....	1,750	2,233	1,200 - 3,000	6	14.3
<b>By city</b>					
Boston.....	2,500	2,617	2,000 - 3,200	6	14.3
Charlotte.....	1,250	1,992	500 - 3,049	6	0
New York .....	3,000	5,361	2,000 - 5,500	11	21.4
Single office scope.....	2,688	4,435	2,000 - 4,800	8	20.0
Washington, DC/Northern VA.....	3,200	3,661	1,500 - 5,000	19	9.5
Single office scope.....	4,500	4,255	2,500 - 5,000	11	0
<b>Third-level/administrative positions</b>					
All.....	2,250	3,062	1,000 - 3,907	20	39.4
<b>By scope of responsibility</b>					
Single office .....	1,500	2,252	400 - 4,000	7	30.0
Global.....	4,000	5,850	2,500 - 8,000	6	33.3
<b>By size of firm</b>					
501 - 700 lawyers.....	5,000	5,500	2,500 - 8,000	7	30.0
<b>By NALP region/size of firm</b>					
Northeast.....	5,000	6,183	2,500 - 8,000	6	25.0
501 - 750 lawyers .....	5,000	7,100	5,000 - 8,000	5	0
Mid-Atlantic.....	1,900	2,111	1,000 - 3,815	6	40.0
<b>By city.....</b>					
New York .....	5,000	7,100	5,000 - 8,000	5	16.7

Note: The number reported column shows the number of non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus. Figures by city are based on all respondents from that city. Additional figures, based on geographic scope of responsibility are shown where possible.

## Bonuses for Recruiting Professionals by Title and Firm or Job Characteristics — as of August 1, 2008

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/chiefs</b>					
All.....	\$7,250	\$13,016	\$4,500 - 20,000	44	2.2%
By scope of responsibility					
Single office.....	6,000	9,509	2,000 - 20,000	11	0
Regional.....	5,500	6,917	5,000 - 9,000	6	0
National.....	7,000	11,329	5,000 - 10,000	17	0
Global.....	22,500	23,400	5,000 - 29,700	10	9.1
By size of firm					
250 or fewer lawyers.....	5,000	8,085	4,000 - 6,000	13	0
251 - 500 lawyers.....	5,000	6,583	3,500 - 8,750	12	0
501 - 700 lawyers.....	8,250	13,788	5,000 - 21,000	8	11.1
701 - 1,000 lawyers.....	22,350	28,217	7,600 - 50,000	6	0
More than 1,000 lawyers.....	19,000	21,800	10,000 - 25,000	5	0
By NALP region/size of firm					
Mid-Atlantic.....	10,000	12,356	7,000 - 12,000	9	0
Southeast.....	5,000	6,943	3,000 - 7,600	14	0
250 or fewer lawyers.....	3,250	5,933	1,500 - 6,000	6	0
Midwest.....	4,000	12,257	2,500 - 22,000	7	0
West/Rocky Mtn.....	8,000	15,850	5,000 - 20,000	10	9.1
250 or fewer lawyers.....	5,000	8,100	5,000 - 6,000	5	0
By city					
Los Angeles and Orange County.....	10,000	16,900	5,000 - 20,000	5	0
<b>Managers</b>					
All.....	5,000	7,153	2,500 - 10,000	81	12.0
By scope of responsibility					
Single office.....	5,000	6,267	2,650 - 7,500	30	6.3
Regional.....	3,250	4,471	1,500 - 5,000	22	21.4
National.....	6,750	8,714	5,000 - 12,000	14	0
Global.....	12,000	11,400	4,000 - 15,000	15	16.7
By size of firm					
250 or fewer lawyers.....	3,500	5,202	1,500 - 5,000	18	18.2
251 - 500 lawyers.....	5,000	8,022	3,000 - 11,550	16	11.1
501 - 700 lawyers.....	6,000	8,075	2,000 - 13,000	15	16.7
701 - 1,000 lawyers.....	7,000	6,966	3,075 - 11,000	16	5.9
More than 1,000 lawyers.....	5,000	8,062	4,000 - 8,000	13	7.1
By NALP region/size of firm					
Northeast.....	8,800	11,934	5,000 - 15,000	19	13.6
250 or fewer lawyers.....	7,500	9,728	1,500 - 8,800	5	28.6
Mid-Atlantic.....	5,000	5,871	2,500 - 8,500	24	11.1
251 - 500 lawyers.....	4,250	6,450	2,500 - 10,000	5	0
701 - 1,000 lawyers.....	8,000	7,593	2,650 - 12,500	7	12.5
Southeast.....	2,750	2,917	1,250 - 4,250	12	7.7
250 or fewer lawyers.....	1,500	2,300	1,500 - 3,000	5	0
Midwest.....	2,500	5,609	1,000 - 10,000	11	21.4
West/Rocky Mtn.....	6,000	7,668	5,000 - 10,000	15	6.3
501 - 750 lawyers.....	6,800	9,285	6,000 - 9,000	5	0
By city					
Chicago.....	5,000	9,100	5,000 - 15,000	5	0
New York.....	12,000	14,415	5,500 - 25,000	13	7.1
Single office scope.....	5,500	10,680	5,000 - 8,800	5	0
Global scope.....	15,000	14,857	8,000 - 25,000	7	0
Philadelphia.....	2,500	3,000	2,000 - 5,000	6	0
San Francisco Bay area.....	10,000	7,800	4,000 - 10,000	5	0
Washington, DC/Northern VA.....	5,000	6,119	3,450 - 8,500	16	11.1
Single office scope.....	5,000	5,300	4,250 - 6,500	13	7.1

(continued)

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Administrators/coordinators</b>					
All.....	2,500	3,439	1,500 - 5,000	107	18.9
By scope of responsibility					
Single office.....	3,200	4,070	1,600 - 5,000	47	13.0
Regional.....	1,750	2,746	1,000 - 3,025	25	21.9
National.....	2,450	2,526	1,350 - 3,100	16	30.4
Global.....	3,000	3,647	1,000 - 4,000	18	18.2
By size of firm					
250 or fewer lawyers.....	1,660	2,673	1,000 - 3,025	22	29.0
251 - 500 lawyers.....	2,250	2,921	1,500 - 4,600	14	26.3
501 - 700 lawyers.....	1,800	2,602	1,400 - 2,876	19	20.8
701 - 1,000 lawyers.....	3,500	4,665	2,500 - 5,700	33	10.8
More than 1,000 lawyers.....	3,815	3,891	2,000 - 5,000	15	11.8
By NALP region/size of firm					
Northeast.....	2,800	4,403	2,000 - 5,000	21	27.6
251 - 500 lawyers.....	2,000	3,038	1,590 - 4,600	5	16.7
501 - 750 lawyers.....	2,688	4,246	1,400 - 3,200	6	0
Mid-Atlantic.....	3,000	3,545	1,500 - 4,750	29	12.1
251 - 500 lawyers.....	2,750	3,167	2,000 - 4,500	6	14.3
701 - 1,000 lawyers.....	3,500	4,808	1,750 - 7,925	12	0
More than 1,000 lawyers.....	3,908	3,278	2,000 - 4,750	6	0
Southeast.....	2,250	3,366	1,250 - 5,025	24	22.6
250 or fewer lawyers.....	1,000	1,904	500 - 1,720	5	37.5
501 - 750 lawyers.....	1,750	1,537	1,000 - 1,800	7	22.2
701 - 1,000 lawyers.....	4,750	5,030	3,400 - 5,700	10	0
Midwest.....	1,500	2,348	1,000 - 3,025	13	23.5
250 or fewer lawyers.....	1,500	2,265	1,000 - 3,025	5	16.7
West/Rocky Mtn.....	2,450	3,070	1,500 - 4,250	20	9.1
250 or fewer lawyers.....	2,450	2,533	1,600 - 2,500	6	0
701 - 1,000 lawyers.....	3,000	3,400	1,500 - 3,500	5	0
By city					
Boston.....	2,500	2,640	2,000 - 3,200	5	28.6
Charlotte.....	1,500	2,350	1,000 - 3,049	5	16.7
New York.....	2,938	5,362	2,000 - 8,500	14	26.3
Single office scope.....	2,876	5,497	2,000 - 10,000	7	22.2
Global scope.....	2,500	4,518	1,590 - 3,000	5	16.7
San Francisco Bay area.....	2,250	3,440	1,500 - 5,000	10	9.1
Washington, DC/Northern VA.....	3,500	4,128	1,750 - 5,500	20	13.0
Single office scope.....	4,000	4,446	2,500 - 5,000	13	7.1
<b>Assistants</b>					
All.....	1,600	1,960	400 - 2,000	17	26.1
By scope of responsibility					
Single office.....	1,000	1,521	200 - 2,000	7	22.2
National.....	1,000	1,075	500 - 1,800	5	28.6
By size of firm					
501 - 700 lawyers.....	5,000	4,200	2,500 - 5,000	5	16.7
By NALP region/size of firm					
Northeast.....	3,500	3,933	2,000 - 5,000	6	0
By city					
New York.....	5,000	4,400	2,000 - 5,000	5	0

Note: The number reported column shows the number of non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus. Figures by city are based on all respondents from that city. Additional figures, based on geographic scope of responsibility are shown where possible.

## Additional Duties Indicated by Recruiting Professionals

Other Duties	% of Respondents
<b>BY LEVEL:</b>	
<b>Department heads (N=55)</b>	
Organize social events other than for summer program .....	43.6%
Other non-lawyer personnel hiring/supervision/evaluation .....	16.4
Alumni initiatives .....	14.5
Office/facilities management .....	10.9
Marketing/business development/public relations .....	10.9
Paralegal hiring/supervision/evaluation .....	10.9
CLE compliance .....	10.9
Maintain professional licenses or bar memberships .....	9.1
Practice management .....	7.3
Knowledge management .....	5.5
Benefits or payroll administration for non-lawyer personnel .....	3.6
Pro bono coordinator .....	1.8
Paralegal .....	1.8
Secretary .....	1.8
<b>First-level professionals (N=156)</b>	
Organize social events other than for summer program .....	37.8
Marketing/business development/public relations .....	16.7
Other non-lawyer personnel hiring/supervision/evaluation .....	14.7
Maintain professional licenses or bar memberships .....	10.3
CLE compliance .....	9.0
Alumni initiatives .....	8.3
Office/facilities management .....	7.1
Paralegal hiring/supervision/evaluation .....	6.4
Knowledge management .....	6.4
Pro bono coordinator .....	4.5
Benefits or payroll administration for non-lawyer personnel .....	3.8
Secretary .....	3.8
Paralegal .....	2.6
Practice management .....	1.3
<b>Second-level professionals (N=90)</b>	
Organize social events other than for summer program .....	35.6
Marketing/business development/public relations .....	15.6
Other non-lawyer personnel hiring/supervision/evaluation .....	10.0
Maintain professional licenses or bar memberships .....	8.9
Office/facilities management .....	6.7
Paralegal hiring/supervision/evaluation .....	5.6
Alumni initiatives .....	4.4
Pro bono coordinator .....	4.4
Secretary .....	4.4
CLE compliance .....	2.2
Knowledge management .....	2.2
Paralegal .....	2.2
<b>Third-level/administrative positions (N=42)</b>	
Organize social events other than for summer program .....	38.1
Secretary .....	14.3
Office/facilities management .....	9.5
Maintain professional licenses or bar memberships .....	7.1
Marketing/business development/public relations .....	4.8
CLE compliance .....	4.8
Paralegal hiring/supervision/evaluation .....	2.4
Other non-lawyer personnel hiring/supervision/evaluation .....	2.4
Knowledge management .....	2.4

(continued)

Other Duties	% of Respondents
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=51)</b>	
Organize social events other than for summer program .....	41.2%
Marketing/business development/public relations.....	13.7
Other non-lawyer personnel hiring/supervision/evaluation.....	13.7
Alumni initiatives .....	11.8
Office/facilities management .....	9.8
Paralegal hiring/supervision/evaluation.....	7.8
CLE compliance.....	7.8
Knowledge management .....	5.9
Practice management .....	5.9
Pro bono coordinator .....	3.9
Benefits or payroll administration for non-lawyer personnel.....	3.9
Maintain professional licenses or bar memberships.....	3.9
<b>Managers (N=103)</b>	
Organize social events other than for summer program .....	34.0
Maintain professional licenses or bar memberships.....	16.5
Marketing/business development/public relations.....	15.5
Other non-lawyer personnel hiring/supervision/evaluation.....	14.6
Alumni initiatives .....	9.7
Office/facilities management .....	8.7
CLE compliance.....	8.7
Knowledge management .....	7.8
Paralegal hiring/supervision/evaluation.....	6.8
Pro bono coordinator .....	3.9
Paralegal .....	3.9
Secretary.....	3.9
Practice management .....	2.9
Benefits or payroll administration for non-lawyer personnel.....	1.9
<b>Administrators/coordinators (N=153)</b>	
Organize social events other than for summer program .....	42.5
Marketing/business development/public relations.....	15.0
Other non-lawyer personnel hiring/supervision/evaluation.....	9.2
Maintain professional licenses or bar memberships.....	7.8
Office/facilities management .....	5.9
CLE compliance.....	5.2
Alumni initiatives .....	4.6
Paralegal hiring/supervision/evaluation.....	4.6
Secretary .....	3.9
Pro bono coordinator .....	3.3
Knowledge management .....	2.6
Benefits or payroll administration for non-lawyer personnel.....	2.0
Paralegal .....	1.3
<b>Assistants (N=29)</b>	
Organize social events other than for summer program .....	31.0
Secretary.....	20.7
CLE compliance.....	10.3
Office/facilities management .....	6.9
Marketing/business development/public relations.....	6.9
Alumni initiatives .....	3.4
Pro bono coordinator .....	3.4
Other non-lawyer personnel hiring/supervision/evaluation.....	3.4
Maintain professional licenses or bar memberships .....	3.4

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. Examples of other duties described include website and IT issues, charitable contributions, secondments, and statistical reporting.

## Additional Benefits Indicated by Recruiting Professionals

Item/Service Provided	% of Respondents
<b>BY LEVEL:</b>	
<b>Department heads (N=55)</b>	
Mobile hand-held device.....	60.0%
Industry conferences.....	60.0
Association memberships.....	58.2
Corporate credit card.....	45.5
Laptop.....	34.5
Parking.....	23.6
Broadband remote access.....	16.4
Cell phone.....	14.5
<b>First-level professionals (N=156)</b>	
Association memberships.....	59.0
Mobile hand-held device.....	58.3
Industry conferences.....	48.1
Corporate credit card.....	39.1
Laptop.....	23.7
Parking.....	14.7
Broadband remote access.....	8.3
Cell phone.....	6.4
<b>Second-level professionals (N=90)</b>	
Association memberships.....	65.6
Mobile hand-held device.....	54.4
Industry conferences.....	53.3
Corporate credit card.....	23.3
Laptop.....	17.8
Broadband remote access.....	7.8
Parking.....	6.7
Cell phone.....	2.2
<b>Third-level/administrative positions (N=42)</b>	
Mobile hand-held device.....	28.6
Industry conferences.....	26.2
Association memberships.....	21.4
Corporate credit card.....	14.3
Parking.....	7.1
Laptop.....	2.4
Broadband remote access.....	2.4
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=51)</b>	
Mobile hand-held device.....	62.7%
Association memberships.....	56.9
Industry conferences.....	56.9
Corporate credit card.....	41.2
Laptop.....	37.3
Parking.....	23.5
Cell phone.....	15.7
Broadband remote access.....	11.8

(continued)

Item/Service Provided	% of Respondents
<b>Managers (N=103)</b>	
Association memberships.....	67.0
Mobile hand-held device.....	66.0
Industry conferences.....	57.3
Corporate credit card.....	53.4
Laptop.....	25.2
Parking.....	13.6
Broadband remote access.....	11.7
Cell phone .....	8.7
<b>Administrators/coordinators (N=153)</b>	
Association memberships.....	56.9
Mobile hand-held device.....	49.7
Industry conferences.....	45.8
Corporate credit card.....	21.6
Laptop.....	17.0
Parking.....	10.5
Broadband remote access.....	6.5
Cell phone .....	0.7
<b>Assistants (N=29)</b>	
Industry conferences.....	27.6
Mobile hand-held device.....	20.7
Association memberships.....	20.7
Parking.....	10.3
Corporate credit card.....	10.3
Broadband remote access .....	3.4

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. By far the most common paid association memberships reported were NALP and the local city group. Also mentioned were state and local bar associations, LMA, SHRM, and the ABA, among others. Other benefits mentioned include gym membership and transit benefits. Provision of hand-held devices may be limited, such as for data only and not phone use.

## **Additional Certifications and Professional Associations Reported by Those Whose Primary Area of Responsibility Is Recruiting**

A handful of respondents, about 6%, reported having a paralegal certificate. In addition, respondents could describe, if desired, other types of certifications and membership in professional associations other than NALP. These open-ended responses are summarized below.

A few respondents reported PHR certification. Other licenses/certifications mentioned include bar admission, CPA, insurance broker, mediation, and public management. City groups were the most commonly reported professional associations in addition to NALP. Also mentioned numerous times were the ABA, the Association of Legal Administrators (ALA), and the Legal Marketing Association (LMA). Also mentioned were local bar associations, various HR organizations, e.g., the Society for Human Resource Management (SHRM), and organizations for professional women, such as the Association of Women MBA's, the Association of Women Industrial Designers, and Minnesota Women Lawyers.



# Professional Development

A total of 134 survey respondents identified professional development as their primary area of responsibility. Individuals in this category typically spend 60% or more of their time on professional development, with a median of 75%. Most respondents in this category, about 70%, spend at least some of their time, typically 5-25%, on lawyer personnel management tasks, e.g., orientation for new lawyers, benefits, counseling, exit interviews, and outplacement.

Note that for purposes of analysis, individuals with a title of “career manager” (and variants) are categorized as being in professional development roles.

## Characteristics of Professional Development Professionals — Education and Job Tenure

Level or Title and Years in Current Job	LEVEL OF EDUCATION				# Reporting
	High School Diploma or 2-year Degree	BA or BS	JD	Other Advanced Degree	
<b>All Respondents</b> .....	5.3%	29.3%	51.9%	13.5%	133
<b>BY LEVEL:</b>					
<b>Department heads</b>					
All.....	0.0	9.3	69.8	20.9	43
2 years or less.....	0.0	10.0	75.0	15.0	20
More than 2 years.....	0.0	8.7	65.2	26.1	23
<b>First-level professionals</b>					
All.....	6.9	31.0	50.0	12.1	58
2 years or less.....	2.9	23.5	67.6	5.9	34
More than 2 years.....	12.5	41.7	25.0	20.8	24
<b>Second-level professionals</b>					
All.....	0.0	53.8	38.5	7.7	26
2 years or less.....	0.0	45.0	45.0	10.0	20
More than 2 years.....	0.0	83.3	16.7	0.0	6
<b>Third-level/administrative</b>					
All.....	50.0	50.0	0.0	0.0	6
<b>BY TITLE:</b>					
<b>Directors/chiefs</b>					
All.....	0.0	8.5	70.2	21.3	47
2 years or less.....	0.0	4.5	81.8	13.6	22
More than 2 years.....	0.0	12.0	60.0	28.0	25
<b>Managers</b>					
All.....	7.5	28.3	54.7	9.4	53
2 years or less.....	3.0	24.2	66.7	6.1	33
More than 2 years.....	15.0	35.0	35.0	15.0	20
<b>Coordinators/administrators</b>					
All.....	4.0	64.0	24.0	8.0	25
2 years or less.....	0.0	55.6	33.3	11.1	18
More than 2 years.....	14.3	85.7	0.0	0.0	7

Note: About 7% of professional development professionals also reported having a paralegal certificate. The JD category includes respondents who indicated that they obtained an LLM as well. For those with a BA or BS degree, a wide variety of majors were reported, including archaeology, biology, business, journalism, political science, sociology, and speech. For those with an advanced degree other than a JD, most reported a concentration in management, organizational behavior, or business. Also noted were education, adult education, and healthcare systems.

## Characteristics of Professional Development Professionals — Years in Current Job

	All Respondents	BY LEVEL				BY TITLE		
		Department Heads	First	Second	Third or Administrative	Directors or Chiefs	Managers	Administrators or Coordinators
<b>Years in current job</b>								
2 years or less.....	58.2%	46.5%	57.6%	76.9%	66.7%	46.8%	62.3%	69.2%
More than 2 years.....	41.8	53.5	42.4	23.1	33.3	53.2	37.7	30.8
Median # years in current job.....	2.0	2.5	2.0	2.0	2.0	2.5	2.0	2.0
Number reporting.....	134	43	59	26	6	47	53	26
Joined employer in this position.....	67.2%	76.7%	62.7%	69.2%	33.3%	78.7%	64.2%	65.4%

Note: Not all respondents could be assigned a title. Hence the number of title assignments adds to less than the total number of responses.

## Characteristics of Professional Development Professionals — Years in Field and Related Experience

	All Respondents	BY LEVEL				BY TITLE		
		Department Heads	First	Second	Third or Administrative	Directors or Chiefs	Managers	Administrators or Coordinators
<b>Years in field</b>								
Less than 5 years.....	41.8%	34.9%	40.7%	46.2%	83.3%	31.9%	43.4%	50.0%
5 - 9.5 years.....	28.4	20.9	32.2	34.6	16.7	25.5	32.1	30.8
10 years or more.....	29.9	44.2	27.1	19.2	0.0	42.6	24.5	19.2
Median # years in field.....	5.5	7.0	5.5	5.0	2.0	8.0	5.0	4.0
<b>Number reporting</b>	134	43	59	26	6	47	53	26
<b>Related experience and practice</b>								
% reporting related experience.....	46.3%	51.2%	47.5%	34.6%	50.0%	53.2%	49.1%	30.8%
Median # years related experience ...	6.0	9.0	6.0	3.0	2.0	9.0	5.5	3.5
% reporting previous law practice.....	50.0%	69.8%	45.8%	38.5%	0.0%	68.1%	52.8%	23.1%
Median # years law practice.....	7.0	10.0	5.0	3.5	—	10.0	5.0	2.5

Note: About 40% of professional development professionals reported that an advanced degree, typically a JD, required for their job. Most of those who did are in director or manager/department-head or first-level positions. Medians are not calculated for fewer than five responses.

## Salaries and Percent Raises for Professional Development Professionals by Level and Respondent Demographics — as of August 1, 2008

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Department heads</b>					
All.....	\$200,000	\$197,714	\$140,000 - 250,000	5.0%	42
By level of education					
JD.....	197,500	196,517	155,000 - 232,000	5.0	29
Other advanced degree.....	230,000	222,778	217,000 - 250,000	5.0	9
By years in current job					
2 years or less.....	177,500	181,475	145,000 - 230,000	4.0	20
More than 2 years.....	221,000	212,477	140,000 - 265,000	5.0	22
By years in field					
Less than 5 years.....	167,000	169,150	105,000 - 250,000	4.0	10
5 - 9.5 years.....	160,000	176,071	120,000 - 230,000	5.0	7
10 years or more.....	218,500	218,542	171,000 - 270,000	5.0	24
<b>First-level professionals</b>					
All.....	108,000	110,349	76,100 - 128,500	4.0	59
By level of education					
BA or BS.....	95,500	96,922	75,000 - 110,000	4.0	18
JD.....	115,000	122,604	100,000 - 140,000	4.0	29
Other advanced degree.....	110,000	105,335	93,000 - 120,000	5.0	7
By years in current job					
2 years or less.....	112,500	115,826	75,000 - 135,000	4.0	34
More than 2 years.....	104,000	102,900	88,440 - 115,000	4.8	25
By years in field					
Less than 5 years.....	111,500	106,797	75,000 - 125,000	4.0	18
5 - 9.5 years.....	93,000	98,153	75,000 - 110,000	4.0	21
10 years or more.....	120,568	126,352	100,000 - 145,000	4.0	20
<b>Second-level professionals</b>					
All.....	74,800	75,931	58,500 - 90,000	5.0	26
By level of education					
BA or BS.....	62,500	66,071	54,000 - 80,000	5.0	14
JD.....	90,000	93,420	79,500 - 104,900	4.0	10
By years in current job					
2 years or less.....	69,500	76,430	58,250 - 85,500	4.0	20
More than 2 years.....	77,800	74,267	60,000 - 90,000	5.5	6
By years in field					
Less than 5 years.....	58,900	72,407	54,000 - 90,000	6.0	15
5 - 9.5 years.....	80,000	81,333	74,000 - 90,000	3.5	6
10 years or more.....	79,500	80,020	75,600 - 80,000	5.0	5
<b>Third-level/administrative positions</b>					
All.....	45,850	51,667	44,000 - 54,000	4.0	6

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries are not shown.

## Salaries and Percent Raises for Professional Development Professionals by Title and Respondent Demographics — as of August 1, 2008

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Directors/chiefs</b>					
All.....	\$197,500	\$194,994	\$140,000 - 245,000	5.0%	47
By level of education					
JD.....	175,000	192,718	140,000 - 230,000	5.0	33
Other advanced degree.....	227,500	213,500	130,000 - 250,000	5.0	10
By years in current job					
2 years or less.....	177,500	185,659	155,000 - 230,000	4.0	22
More than 2 years.....	200,000	203,208	135,702 - 262,500	5.0	25
By years in field					
Less than 5 years.....	167,000	175,150	130,000 - 250,000	4.7	10
5 - 9.5 years.....	160,000	174,063	130,000 - 230,000	5.0	8
10 years or more.....	208,500	210,204	147,500 - 255,000	5.0	28
<b>Managers</b>					
All.....	105,000	106,913	88,720 - 118,500	4.0	52
By level of education					
BA or BS.....	102,000	100,700	75,000 - 110,000	4.0	15
JD.....	111,000	112,840	90,000 - 126,750	4.0	28
Other advanced degree.....	98,342	97,668	93,000 - 110,000	5.0	5
By years in current job					
2 years or less.....	108,000	109,691	88,000 - 125,000	4.0	33
More than 2 years.....	100,000	102,089	89,000 - 113,000	5.0	19
By years in field					
Less than 5 years.....	108,500	107,502	85,500 - 118,500	3.4	20
5 - 9.5 years.....	98,500	97,761	88,220 - 109,000	4.0	20
10 years or more.....	116,500	121,186	100,000 - 137,500	4.5	12
<b>Administrators/coordinators</b>					
All.....	62,500	68,365	54,000 - 79,500	5.0	26
By level of education					
BA or BS.....	58,700	62,625	52,000 - 74,800	5.0	16
JD.....	77,250	84,083	75,000 - 80,000	5.0	6
By years in current job					
2 years or less.....	59,450	67,550	54,000 - 75,000	4.0	18
More than 2 years.....	73,800	70,200	55,000 - 82,000	5.0	8
By years in field					
Less than 5 years.....	55,500	60,886	50,000 - 58,900	7.0	14
5 - 9.5 years.....	74,500	72,333	65,000 - 80,000	3.5	6
10 years or more.....	79,750	81,850	75,600 - 84,000	5.0	6

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown.

## Salaries and Percent Raises for Professional Development Professionals by Level and Firm or Job Characteristics — as of August 1, 2008

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Department heads</b>					
All.....	\$200,000	\$197,714	\$140,000 - 250,000	5.0%	42
By scope of responsibility					
Regional.....	140,000	138,455	105,000 - 160,000	3.8	11
National.....	177,500	171,200	110,000 - 200,000	5.9	10
Global.....	245,000	251,000	225,000 - 275,000	5.0	19
By size of firm					
250 or fewer lawyers.....	161,000	150,200	105,000 - 197,500	4.0	10
251 - 500 lawyers.....	168,500	187,042	107,500 - 255,000	5.0	12
701 - 1,000 lawyers.....	263,750	250,938	231,000 - 275,000	5.5	8
More than 1,000 lawyers.....	225,000	237,125	208,500 - 240,000	5.0	8
By NALP region/size of firm					
Northeast.....	247,500	251,583	197,500 - 275,000	7.0	6
Mid-Atlantic.....	232,000	236,889	225,000 - 250,000	5.0	9
Southeast.....	162,000	182,000	135,000 - 260,000	5.5	11
251 - 500 lawyers.....	162,000	182,900	135,000 - 260,000	—	5
Midwest.....	177,500	174,438	112,750 - 218,500	5.0	8
West/RM.....	167,000	157,857	105,000 - 200,000	4.0	7
By city					
Chicago.....	217,000	211,600	200,000 - 220,000	5.0	5
Washington, DC/Northern VA.....	247,500	269,500	232,000 - 275,000	5.0	6
<b>First-level professionals</b>					
All.....	108,000	110,349	76,100 - 128,500	4.0	59
By scope of responsibility					
Single office.....	108,000	111,180	94,220 - 117,500	5.1	8
Regional.....	115,000	108,753	72,000 - 135,000	4.0	9
National.....	106,500	106,506	75,550 - 127,500	4.3	24
Global.....	111,500	115,902	90,000 - 128,500	4.0	18
By size of firm					
250 or fewer lawyers.....	81,500	92,048	73,000 - 115,000	4.5	10
251 - 500 lawyers.....	76,100	83,949	75,000 - 89,000	4.0	9
501 - 700 lawyers.....	125,000	119,923	105,000 - 135,000	4.0	13
701 - 1,000 lawyers.....	114,000	122,540	93,000 - 150,000	4.0	15
More than 1,000 lawyers.....	115,000	121,589	100,000 - 140,000	4.8	11
By NALP region/size of firm					
Northeast.....	115,000	124,408	109,000 - 135,702	4.0	21
250 or fewer lawyers.....	115,000	101,895	75,000 - 115,000	5.0	5
701 - 1,000 lawyers.....	115,500	139,110	110,000 - 175,000	4.0	10
Mid-Atlantic.....	105,000	106,874	89,500 - 123,067	4.3	16
More than 1,000 lawyers.....	100,000	103,495	98,342 - 108,000	5.2	5
Southeast.....	75,000	84,371	73,500 - 100,000	4.0	7
Midwest.....	108,000	106,143	73,000 - 140,000	4.0	7
West/Rocky Mtn.....	104,500	106,805	80,220 - 137,500	4.0	8
501 - 750 lawyers.....	105,000	106,800	104,000 - 135,000	4.0	5
By city					
Boston.....	115,000	115,213	107,000 - 126,351	5.0	8
New York.....	122,500	135,175	110,000 - 163,500	4.0	12
Global scope.....	136,000	148,017	110,000 - 188,100	4.0	6
San Francisco Bay area.....	104,000	94,200	72,000 - 105,000	4.0	5
Washington, DC/Northern VA.....	105,000	102,213	90,000 - 121,135	4.0	14
National scope.....	103,171	102,390	88,000 - 125,000	4.0	6
Global scope.....	113,000	101,327	90,000 - 121,135	3.0	5

(continued)

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Second-level professionals</b>					
All.....	74,800	75,931	58,500 - 90,000	5.0	26
By scope of responsibility					
National.....	60,000	70,867	58,250 - 80,500	4.0	12
Global.....	80,000	81,989	75,600 - 90,000	5.0	9
By size of firm					
251 - 500 lawyers.....	58,700	59,333	53,500 - 62,500	5.0	12
701 - 1,000 lawyers .....	80,000	89,300	79,500 - 104,000	4.0	5
More than 1,000 lawyers .....	90,000	98,560	80,000 - 100,000	5.0	5
By NALP region/size of firm					
Northeast.....	85,000	89,650	80,000 - 104,900	5.0	6
Mid-Atlantic.....	65,000	71,367	58,500 - 80,000	5.0	15
251 - 500 lawyers.....	58,900	60,333	58,000 - 60,000	9.0	9
By city					
Philadelphia.....	59,250	64,750	58,000 - 65,000	10.0	6
National scope.....	58,500	59,700	58,000 - 60,000	10.0	5
Washington, DC/Northern VA.....	75,600	75,778	60,000 - 80,000	5.0	9
Global scope.....	79,500	77,020	75,600 - 80,000	5.0	5
<b>Third-level/administrative positions .</b>	45,850	51,667	44,000 - 54,000	4.0	6

Note: The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown. A dash in the "Median % Increase" column indicates that fewer than five percent increase figures were reported. Figures by city are based on all respondents from that city. Additional figures by city, based on geographic scope of responsibility, are shown where possible.

## Salaries and Percent Raises for Professional Development Professionals by Title and Firm or Job Characteristics — as of August 1, 2008

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Directors/chiefs</b>					
All.....	\$197,500	\$194,994	\$140,000 - 245,000	5.0%	47
By scope of responsibility					
Regional.....	140,000	140,231	105,000 - 160,000	3.5	13
National.....	168,500	170,642	132,851 - 200,000	6.0	12
Global.....	238,500	249,700	225,000 - 270,000	5.0	20
By size of firm					
250 or fewer lawyers.....	155,000	148,882	105,000 - 197,500	4.0	11
251 - 500 lawyers.....	175,000	197,682	110,000 - 260,000	5.0	11
501 - 700 lawyers.....	140,000	158,000	130,000 - 155,000	7.0	5
701 - 1,000 lawyers.....	262,500	248,056	230,000 - 275,000	5.0	9
More than 1,000 lawyers.....	218,500	219,700	160,000 - 230,000	5.0	10
By NALP region/size of firm					
Northeast.....	227,500	233,775	182,250 - 270,000	4.7	8
Mid-Atlantic.....	231,000	226,200	175,000 - 250,000	5.0	10
Southeast.....	171,000	193,200	140,000 - 260,000	5.9	10
Midwest.....	155,000	170,611	133,000 - 217,000	5.0	9
West/Rocky Mtn.....	160,000	156,111	105,000 - 200,000	4.4	9
By city					
Chicago.....	208,500	199,667	140,000 - 220,000	5.0	6
New York.....	265,000	274,000	230,000 - 275,000	3.0	5
Global scope.....	265,000	274,000	230,000 - 275,000	3.0	5
Washington, DC/Northern VA.....	245,000	249,571	225,000 - 275,000	5.0	7
<b>Managers</b>					
All.....	105,000	106,913	88,720 - 118,500	4.0	52
By scope of responsibility					
Single office.....	108,000	116,349	100,000 - 125,000	5.1	7
Regional.....	90,000	90,853	68,775 - 104,900	4.0	9
National.....	104,500	104,852	88,000 - 115,000	4.0	18
Global.....	111,500	113,335	90,000 - 128,500	4.0	18
By size of firm					
250 or fewer lawyers.....	81,500	88,722	70,887 - 111,500	5.0	8
251 - 500 lawyers.....	84,720	86,305	73,500 - 95,500	3.8	8
501 - 700 lawyers.....	108,000	118,082	104,000 - 125,000	4.0	11
701 - 1,000 lawyers.....	112,000	118,221	104,000 - 128,500	4.0	14
More than 1,000 lawyers.....	106,500	110,528	98,342 - 121,135	5.0	10
By NALP region/size of firm					
Northeast.....	114,500	116,126	104,900 - 125,000	4.0	22
501 - 750 lawyers.....	120,000	118,380	104,900 - 125,000	2.0	5
701 - 1,000 lawyers.....	114,000	122,645	109,000 - 150,000	4.0	11
Mid-Atlantic.....	104,000	110,332	90,000 - 121,135	4.5	15
More than 1,000 lawyers.....	99,171	101,246	90,000 - 108,000	5.6	6
Southeast.....	74,250	77,583	72,000 - 75,000	4.0	6
Midwest.....	81,000	88,800	73,000 - 108,000	5.0	5
By city					
Boston.....	115,000	112,322	105,000 - 117,000	4.5	9
New York.....	120,000	128,373	110,000 - 152,000	4.0	11
Global scope.....	120,000	132,620	110,000 - 152,000	—	5
Washington, DC/Northern VA.....	106,000	107,165	99,171 - 117,067	4.0	12
National scope.....	104,000	104,668	98,342 - 108,000	4.0	5

(continued)

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Administrators/coordinators</b>					
All.....	62,500	68,365	54,000 - 79,500	5.0	26
By scope of responsibility					
National.....	60,000	68,671	58,000 - 75,000	7.0	14
Global.....	75,600	68,122	54,000 - 80,000	5.0	9
By size of firm					
251 - 500 lawyers.....	58,700	58,833	53,500 - 62,500	7.0	12
By NALP region/size of firm					
Mid-Atlantic.....	60,000	66,464	58,000 - 75,600	5.0	14
251 - 500 lawyers.....	58,900	60,333	58,000 - 60,000	9.0	9
West/Rocky Mtn.....	54,000	71,800	50,000 - 72,000	—	5
By city					
Washington, DC/Northern VA.....	69,500	69,700	58,900 - 79,500	4.5	10
Global scope.....	77,550	73,183	54,000 - 80,000	5.0	6

Note: The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown. A dash in the "Median % Increase" column indicates that fewer than five percent increase figures were reported. Figures by city are based on all respondents from that city. Additional figures by city, based on geographic scope of responsibility, are shown where possible.

## Bonuses for Professional Development Professionals by Level and Respondent Demographics — as of August 1, 2008

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Department heads</b>					
All .....	\$21,000	\$22,255	\$10,000 - 25,000	36	12.2%
By level of education					
JD .....	20,000	18,778	10,000 - 25,000	24	17.2
Other advanced degree .....	30,000	34,625	17,500 - 50,000	8	0
By years in current job					
2 years or less.....	17,333	17,198	8,500 - 25,000	16	11.1
More than 2 years .....	23,250	26,300	12,500 - 34,250	20	13.0
By years in field					
Less than 5 years .....	10,000	14,852	5,000 - 24,000	9	0
5 - 9.5 years.....	15,000	16,400	15,000 - 20,000	5	28.6
10 years or more.....	25,000	26,614	10,000 - 35,000	22	12.0
<b>First-level professionals</b>					
All .....	6,050	8,777	4,000 - 11,000	45	18.2
By level of education					
BA or BS .....	8,963	9,052	5,000 - 10,000	13	23.5
JD .....	5,000	8,922	3,500 - 10,000	21	22.2
Other advanced degree .....	7,250	8,400	4,400 - 12,000	6	0
By years in current job					
2 years or less.....	5,500	8,052	3,000 - 10,000	21	32.3
More than 2 years .....	8,982	9,411	4,700 - 13,000	24	0
By years in field					
Less than 5 years .....	4,500	4,897	2,330 - 7,500	12	29.4
5 - 9.5 years.....	6,025	7,326	4,200 - 10,500	16	15.8
10 years or more.....	10,000	12,882	5,000 - 20,000	17	10.5
<b>Second-level professionals</b>					
All .....	3,000	5,499	2,000 - 7,000	21	12.5
By level of education					
BA or BS .....	2,750	3,727	1,750 - 4,500	12	7.7
JD .....	7,000	9,664	2,900 - 16,000	7	22.2
By years in current job					
2 years or less.....	2,950	5,459	1,500 - 6,250	16	11.1
More than 2 years .....	4,000	5,624	3,620 - 7,000	5	16.7
By years in field					
Less than 5 years .....	2,500	4,919	1,500 - 5,500	13	0
10 years or more.....	3,620	4,704	2,900 - 4,000	5	0

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus.

## Bonuses for Professional Development Professionals by Title and Respondent Demographics — as of August 1, 2008

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/chiefs</b>					
All.....	\$22,500	\$22,978	\$10,000 - 25,000	38	11.6%
By level of education					
JD.....	21,000	19,333	10,000 - 25,000	26	16.1
Other advanced degree.....	30,000	34,625	17,500 - 50,000	8	0
By years in current job					
2 years or less.....	18,000	18,127	10,000 - 25,000	17	10.5
More than 2 years.....	23,500	26,905	15,000 - 28,500	21	12.5
By years in field					
Less than 5 years.....	13,333	16,083	6,250 - 24,500	8	0
5 - 9.5 years.....	15,000	16,400	15,000 - 20,000	5	28.6
10 years or more.....	25,000	26,500	18,000 - 33,000	25	10.7
<b>Managers</b>					
All.....	6,025	8,089	4,200 - 10,500	44	12.0
By level of education					
BA or BS.....	6,525	7,388	3,750 - 10,000	12	14.3
JD.....	6,000	8,559	4,000 - 13,000	23	14.8
Other advanced degree.....	5,000	6,480	4,400 - 9,500	5	0
By years in current job					
2 years or less.....	5,750	8,029	3,000 - 11,000	24	20.0
More than 2 years.....	6,525	8,162	5,000 - 10,500	20	0
By years in field					
Less than 5 years.....	6,000	6,825	3,250 - 8,750	16	15.8
5 - 9.5 years.....	6,050	7,836	4,400 - 11,000	17	10.5
10 years or more.....	6,000	10,320	5,000 - 18,000	11	8.3
<b>Administrators/coordinators</b>					
All.....	3,000	3,502	1,500 - 5,000	19	24.0
By level of education					
BA or BS.....	3,310	4,232	2,080 - 6,000	12	20.0
By years in current job					
2 years or less.....	2,950	3,063	1,500 - 4,000	12	29.4
More than 2 years.....	3,620	4,254	1,500 - 5,000	7	12.5
By years in field					
Less than 5 years.....	2,160	2,319	1,000 - 3,000	11	15.4
10 years or more.....	3,810	4,837	2,900 - 5,000	6	0

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus.

## Bonuses for Professional Development Professionals by Level and Firm or Job Characteristics — as of August 1, 2008

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Department heads</b>					
All.....	\$21,000	\$22,255	\$10,000 - 25,000	36	12.2%
By scope of responsibility					
Regional.....	8,500	11,125	2,250 - 19,250	8	20.0
National.....	25,000	20,056	15,000 - 25,000	9	0
Global.....	24,000	30,333	18,000 - 40,000	17	10.5
By size of firm					
250 or fewer lawyers.....	7,000	11,500	2,500 - 23,000	9	18.2
251 - 500 lawyers.....	21,750	23,267	15,000 - 25,000	10	0
701 - 1,000 lawyers.....	25,000	27,857	20,000 - 35,000	7	12.5
More than 1,000 lawyers.....	25,000	31,250	12,500 - 45,000	8	0
By NALP region/size of firm					
Northeast.....	26,750	32,917	24,000 - 50,000	6	0
Mid-Atlantic.....	18,000	21,278	10,000 - 25,000	9	0
Southeast.....	21,000	21,708	13,333 - 30,000	8	20.0
Midwest.....	19,000	19,250	2,000 - 25,000	6	25.0
West/Rocky Mtn.....	16,750	18,000	7,000 - 25,000	6	14.3
By city					
Washington, DC/Northern VA.....	20,000	29,600	18,000 - 25,000	5	0
<b>First-level professionals</b>					
All.....	6,050	8,777	4,000 - 11,000	45	18.2
By scope of responsibility					
Single office.....	11,000	10,333	8,000 - 13,000	6	25.0
Regional.....	5,000	5,858	1,630 - 7,750	8	0
National.....	6,500	8,069	4,000 - 10,000	17	22.7
Global.....	5,000	10,638	3,500 - 18,000	14	17.6
By size of firm					
250 or fewer lawyers.....	5,000	6,727	2,260 - 8,000	6	40.0
251 - 500 lawyers.....	4,750	5,627	3,250 - 7,506	8	11.1
501 - 700 lawyers.....	8,500	10,083	3,580 - 15,000	8	27.3
701 - 1,000 lawyers.....	7,750	10,707	3,500 - 18,000	14	6.7
More than 1,000 lawyers.....	9,500	8,781	6,000 - 11,000	9	10.0
By NALP region/size of firm					
Northeast.....	6,000	9,329	3,000 - 12,000	19	9.5
701 - 1,000 lawyers.....	9,500	12,440	4,400 - 18,000	10	0
Mid-Atlantic.....	6,025	7,108	3,500 - 10,000	10	28.6
More than 1,000 lawyers.....	9,500	9,405	6,000 - 13,000	5	0
Southeast.....	6,250	7,661	4,000 - 8,963	6	0
West/Rocky Mtn.....	11,500	11,943	2,160 - 20,000	6	14.3
By city					
Boston.....	6,000	9,300	2,500 - 20,000	7	12.5
New York.....	9,000	9,991	4,000 - 12,000	11	8.3
Global scope.....	7,000	11,817	4,400 - 18,000	6	0
San Francisco Bay area.....	10,000	11,732	2,160 - 20,000	5	0
Washington, DC/Northern VA.....	5,500	6,878	3,500 - 11,250	8	33.3

(continued)

	<b>Median</b>	<b>Average</b>	<b>Half of Bonuses Fell in the Range</b>	<b># Reporting a Bonus</b>	<b>% Reporting No Bonus</b>
<b>Second-level professionals</b>					
All.....	3,000	5,499	2,000 - 7,000	21	12.5
By scope of responsibility					
National.....	2,300	5,295	1,000 - 7,000	10	9.1
Global.....	3,810	4,940	2,950 - 6,250	8	11.1
By size of firm					
251 - 500 lawyers.....	1,800	1,807	1,000 - 3,000	10	9.1
By NALP region/size of firm					
Mid-Atlantic.....	3,000	4,413	1,000 - 5,000	13	13.3
251 - 500 lawyers.....	1,750	1,809	625 - 3,000	8	11.1
By city					
Philadelphia.....	1,000	2,058	250 - 3,000	6	0
National scope.....	1,000	1,070	250 - 1,000	5	0
Washington, DC/Northern VA.....	3,620	6,431	2,900 - 12,000	7	22.2

Note: The number reported column shows the number of non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus. Figures by city are based on all respondents from that city. Additional figures, based on geographic scope of responsibility are shown where possible.

## Bonuses for Professional Development Professionals by Title and Firm or Job Characteristics — as of August 1, 2008

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/chiefs</b>					
All.....	\$22,500	\$22,978	\$10,000 - 25,000	38	11.6%
By scope of responsibility					
Regional.....	7,000	10,444	2,500 - 15,000	9	18.2
National.....	25,000	22,050	20,000 - 25,000	10	0
Global.....	24,500	30,481	18,000 - 40,000	18	10.0
By size of firm					
250 or fewer lawyers.....	10,000	13,056	2,500 - 23,000	9	18.2
251 - 500 lawyers.....	23,500	25,296	16,666 - 25,000	9	0
701 - 1,000 lawyers.....	25,000	28,500	21,000 - 34,000	8	11.1
More than 1,000 lawyers.....	25,000	28,333	10,000 - 40,000	9	0
By NALP region/size of firm					
Northeast.....	26,750	31,313	22,000 - 41,500	8	0
Mid-Atlantic.....	19,000	23,188	10,000 - 25,000	8	0
Southeast.....	22,000	24,095	16,666 - 35,000	7	22.2
Midwest.....	15,000	17,214	2,000 - 25,000	7	22.2
West/Rocky Mtn.....	23,500	19,000	7,000 - 25,000	7	12.5
By city					
New York.....	33,000	35,600	25,000 - 50,000	5	0
Global scope.....	33,000	35,600	25,000 - 50,000	5	0
Washington, DC/Northern VA.....	20,000	29,600	18,000 - 25,000	5	0
<b>Managers</b>					
All.....	6,025	8,089	4,200 - 10,500	44	12.0
By scope of responsibility					
Single office.....	10,000	9,714	6,000 - 13,000	7	12.5
Regional.....	5,000	5,694	1,000 - 10,000	7	12.5
National.....	6,500	7,977	4,000 - 10,000	15	11.8
Global.....	5,000	8,562	3,500 - 13,525	15	11.8
By size of firm					
250 or fewer lawyers.....	5,000	4,393	2,260 - 6,000	6	33.3
251 - 500 lawyers.....	4,500	5,019	2,800 - 5,775	8	0
501 - 700 lawyers.....	10,000	9,929	5,000 - 16,000	7	30.0
701 - 1,000 lawyers.....	9,000	10,262	4,000 - 16,000	13	0
More than 1,000 lawyers.....	8,250	8,653	6,000 - 11,000	10	0
By NALP region/size of firm					
Northeast.....	6,250	8,737	4,000 - 12,000	18	14.3
701 - 1,000 lawyers.....	9,500	11,140	4,400 - 18,000	10	0
Mid-Atlantic.....	6,050	7,698	5,000 - 10,000	13	13.3
More than 1,000 lawyers.....	8,250	9,004	6,000 - 13,000	6	0
Southeast.....	5,000	4,800	4,000 - 5,500	5	0
By city					
Boston.....	6,250	10,138	3,750 - 18,000	8	11.1
New York.....	9,000	8,211	4,400 - 10,000	9	18.2
Global scope.....	5,000	7,580	4,400 - 9,000	5	0
Washington, DC/Northern VA.....	6,000	7,892	3,500 - 13,000	9	18.2

(continued)

	<b>Median</b>	<b>Average</b>	<b>Half of Bonuses Fell in the Range</b>	<b># Reporting a Bonus</b>	<b>% Reporting No Bonus</b>
<b>Administrators/coordinators</b>					
All.....	3,000	3,502	1,500 - 5,000	19	24.0
By scope of responsibility					
National.....	2,330	2,551	1,000 - 3,000	10	23.1
Global.....	3,620	4,860	2,900 - 7,000	7	22.2
By size of firm					
251 - 500 lawyers.....	2,500	1,997	1,000 - 3,000	9	18.2
By NALP region/size of firm					
Mid-Atlantic.....	2,950	3,337	1,000 - 3,620	10	28.6
251 - 500 lawyers.....	2,500	1,924	250 - 3,000	7	22.2
By city					
Washington, DC/Northern VA.....	3,310	4,837	2,900 - 5,000	6	40.0

Note: The number reported column shows the number of non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus. Figures by city are based on all respondents from that city. Additional figures, based on geographic scope of responsibility are shown where possible.

## Additional Duties Indicated by Professional Development Professionals

Other Duties	% of Respondents
<b>BY LEVEL:</b>	
<b>Department heads (N=43)</b>	
CLE compliance.....	72.1%
Maintain professional licenses or bar memberships .....	34.9
Organize social events other than for summer program.....	32.6
Practice management.....	20.9
Knowledge management.....	18.6
Alumni initiatives.....	14.0
Marketing/business development/public relations.....	11.6
Pro bono coordinator .....	9.3
Other non-lawyer personnel hiring/supervision/evaluation.....	9.3
Secretary .....	7.0
Office/facilities management.....	4.7
Paralegal.....	4.7
Paralegal hiring/supervision/evaluation .....	2.3
<b>First-level professionals (N=59)</b>	
CLE compliance.....	66.1
Organize social events other than for summer program.....	37.3
Maintain professional licenses or bar memberships .....	32.2
Alumni initiatives.....	23.7
Knowledge management.....	20.3
Pro bono coordinator .....	15.3
Practice management.....	15.3
Office/facilities management.....	13.6
Other non-lawyer personnel hiring/supervision/evaluation.....	13.6
Marketing/business development/public relations.....	11.9
Paralegal hiring/supervision/evaluation .....	8.5
Secretary .....	5.1
Paralegal.....	3.4
<b>Second-level professionals (N=26)</b>	
CLE compliance.....	69.2
Organize social events other than for summer program.....	46.2
Maintain professional licenses or bar memberships .....	42.3
Marketing/business development/public relations.....	7.7
Pro bono coordinator .....	7.7
Other non-lawyer personnel hiring/supervision/evaluation.....	7.7
Knowledge management.....	7.7
Practice management.....	7.7
Paralegal.....	7.7
Alumni initiatives.....	3.8
Benefits or payroll administration for non-lawyer personnel .....	3.8
Secretary .....	3.8
<b>Third-level/administrative positions (N=6)</b>	
CLE compliance.....	66.7
Maintain professional licenses or bar memberships .....	50.0
Pro bono coordinator .....	16.7
Paralegal hiring/supervision/evaluation .....	16.7
Other non-lawyer personnel hiring/supervision/evaluation.....	16.7
Knowledge management.....	16.7
Organize social events other than for summer program.....	16.7
Paralegal.....	16.7
Secretary .....	16.7

(continued)

Other Duties	% of Respondents
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=47)</b>	
CLE compliance .....	74.5%
Maintain professional licenses or bar memberships .....	34.0
Organize social events other than for summer program.....	29.8
Knowledge management.....	19.1
Practice management.....	19.1
Alumni initiatives.....	12.8
Marketing/business development/public relations.....	12.8
Other non-lawyer personnel hiring/supervision/evaluation.....	8.5
Office/facilities management.....	6.4
Pro bono coordinator .....	6.4
Secretary .....	6.4
Paralegal.....	4.3
Paralegal hiring/supervision/evaluation .....	2.1
<b>Managers (N=53)</b>	
CLE compliance .....	56.6
Organize social events other than for summer program.....	39.6
Maintain professional licenses or bar memberships .....	34.0
Alumni initiatives.....	22.6
Knowledge management.....	22.6
Other non-lawyer personnel hiring/supervision/evaluation.....	17.0
Practice management.....	17.0
Pro bono coordinator .....	15.1
Office/facilities management.....	11.3
Marketing/business development/public relations.....	11.3
Paralegal hiring/supervision/evaluation .....	9.4
Secretary .....	7.5
Paralegal.....	3.8
Benefits or payroll administration for non-lawyer personnel .....	1.9
<b>Administrators/coordinators (N=26)</b>	
CLE compliance .....	88.5
Maintain professional licenses or bar memberships .....	42.3
Organize social events other than for summer program.....	42.3
Pro bono coordinator .....	15.4
Alumni initiatives.....	7.7
Marketing/business development/public relations.....	7.7
Paralegal.....	7.7
Other non-lawyer personnel hiring/supervision/evaluation.....	3.8
Practice management.....	3.8

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. Examples of other duties described include practice group retreats, risk management, secondment, surveys, managing workplace best practices, women's initiatives, and training for non-legal staff.

## Additional Benefits Indicated by Professional Development Professionals

Item/Service Provided	% of Respondents
<b>BY LEVEL:</b>	
<b>Department heads (N=43)</b>	
Association memberships.....	69.8%
Mobile hand-held device.....	67.4
Industry conferences.....	65.1
Laptop.....	48.8
Corporate credit card.....	39.5
Parking.....	30.2
Cell phone.....	25.6
Broadband remote access.....	18.6
<b>First-level professionals (N=59)</b>	
Mobile hand-held device.....	83.1
Association memberships.....	76.3
Industry conferences.....	62.7
Laptop.....	44.1
Corporate credit card.....	44.1
Parking.....	13.6
Cell phone.....	13.6
Broadband remote access.....	10.2
<b>Second-level professionals (N=26)</b>	
Association memberships.....	65.4
Industry conferences.....	46.2
Mobile hand-held device.....	42.3
Corporate credit card.....	26.9
Laptop.....	19.2
Cell phone.....	7.7
Broadband remote access.....	7.7
<b>Third-level/administrative positions (N=6)</b>	
Mobile hand-held device.....	33.3
Association memberships.....	16.7
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=47)</b>	
Mobile hand-held device.....	72.3
Association memberships.....	72.3
Industry conferences.....	68.1
Laptop.....	55.3
Corporate credit card.....	42.6
Parking.....	29.8
Cell phone.....	27.7
Broadband remote access.....	19.1

(continued)

Item/Service Provided	% of Respondents
<b>Managers (N=53)</b>	
Mobile hand-held device.....	79.2
Association memberships.....	79.2
Industry conferences.....	60.4
Corporate credit card.....	41.5
Laptop.....	37.7
Cell phone.....	13.2
Broadband remote access.....	11.3
Parking.....	7.5
<b>Administrators/coordinators (N=26)</b>	
Association memberships.....	53.8
Mobile hand-held device.....	50.0
Industry conferences.....	42.3
Corporate credit card.....	30.8
Laptop.....	15.4
Parking.....	7.7
Cell phone.....	3.8
Broadband remote access.....	3.8

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. By far the most common paid association memberships reported were NALP, the local city group, and PDC. Also mentioned were state and local bar associations, ASTD, SHRM, and the ABA, among others. Other benefits mentioned include attorney license fees, transit benefits, back-up elder care, and wellness reimbursement. Cell phone and BlackBerry® benefits may be partial, e.g., service only or device only.

## **Additional Certifications and Professional Associations Reported by Those Whose Primary Area of Responsibility Is Professional Development**

Beyond a paralegal certificate, reported by 7% of respondents, respondents could describe, if desired, other types of certifications and membership in professional associations other than NALP. These open-ended responses are summarized below.

The kinds of certifications reported included MBTI, leadership coaching, counseling, PHR, and psychologist. Most reported belonging to a professional association in addition to NALP, most commonly the Professional Development Consortium (PDC). Also mentioned numerous times were various city groups, the ABA, and human resources and training organizations, such as SHRM, ASTD (American Society for Training and Development), and International Coach Federation.



# Recruiting and Professional Development

A total of 124 survey respondents indicated that their area of responsibility includes both recruiting and professional development. Individuals in this category typically spend 20-60% of their time on recruiting and 20-40% of their time on professional development. The median percentages spent on recruiting and professional development were 40% and 25%, respectively. Most, about 85%, spend some time on duties classified as lawyer personnel management, e.g., orientation for new lawyers, benefits, counseling, exit interviews and outplacement for attorney staff, and about three-quarters spend time, typically 5-20% of their time, on diversity tasks.

## Characteristics of Professionals Who Work in Both Recruiting and Professional Development — Education and Job Tenure

Level or Title and Years in Current Job	LEVEL OF EDUCATION				# Reporting
	High School Diploma or 2-year Degree	BA or BS	JD	Other Advanced Degree	
<b>All Respondents</b> .....	10.5%	48.4%	33.1%	8.1%	124
<b>BY LEVEL:</b>					
<b>Department heads</b>					
All.....	6.7	38.3	48.3	6.7	60
2 years or less.....	4.2	29.2	62.5	4.2	24
More than 2 years.....	8.3	44.4	38.9	8.3	36
<b>First-level professionals</b>					
All.....	13.5	45.9	29.7	10.8	37
2 years or less.....	6.3	50.0	25.0	18.8	16
More than 2 years.....	19.0	42.9	33.3	4.8	21
<b>Second-level professionals</b>					
All.....	10.5	73.7	5.3	10.5	19
2 years or less.....	10.0	70.0	10.0	10.0	10
More than 2 years.....	11.1	77.8	0.0	11.1	9
<b>Third-level/administrative</b>					
All.....	25.0	75.0	0.0	0.0	8
<b>BY TITLE:</b>					
<b>Directors/chiefs</b>					
All.....	5.5	34.5	52.7	7.3	55
2 years or less.....	4.5	22.7	68.2	4.5	22
More than 2 years.....	6.1	42.4	42.4	9.1	33
<b>Managers</b>					
All.....	10.0	50.0	30.0	10.0	30
2 years or less.....	7.7	53.8	23.1	15.4	13
More than 2 years.....	11.8	47.1	35.3	5.9	17
<b>Coordinators/administrators</b>					
All.....	20.8	58.3	8.3	12.5	24
2 years or less.....	11.1	55.6	11.1	22.2	9
More than 2 years.....	26.7	60.0	6.7	6.7	15
<b>Assistants</b>					
All.....	9.1	81.8	9.1	0.0	11

Note: About 5% of these respondents also reported having a paralegal certificate. The JD category includes respondents who indicated that they obtained an LLM as well. All respondents in third-level/administrative and assistant categories have been in their job for two years or less. Many of those with a BA or BS degree majored in areas related to business, communications, or in political science. Others noted include chemistry, Spanish, hospitality management, journalism, and sports management. Advanced degrees other than an MBA or human resources related areas included theater history and a PhD in anthropology.

## Characteristics of Professionals With Responsibility for Both Recruiting and Professional Development — Years in Current Job

	All Respondents	BY LEVEL				BY TITLE			
		Department Heads	First	Second	Third or Administrative	Directors or Chiefs	Managers	Administrators or Coordinators	Assistants
<b>Years in current job</b>									
2 years or less .....	46.8%	40.0%	43.2%	52.6%	100.0%	40.0%	43.3%	37.5%	100.0%
More than 2 years .....	53.2	60.0	56.8	47.4	0.0	60.0	56.7	62.5	0.0
Median # years in current job ...	2.5	3.0	3.0	2.0	1.5	3.0	3.5	2.8	1.5
Number reporting .....	124	60	37	19	8	55	30	24	11
Joined employer in this position ....	54.2%	57.9%	55.6%	42.1%	50.0%	59.6%	58.6%	29.2%	72.7%

Note: Not all respondents could be assigned a title. Hence the number of title assignments adds to less than the total number of responses.

## Characteristics of Professionals with Responsibility for Both Recruiting and Professional Development — Years in Field and Related Experience

	All Respondents	BY LEVEL				BY TITLE			
		Department Heads	First	Second	Third or Administrative	Directors or Chiefs	Managers	Administrators or Coordinators	Assistants
<b>Years in field</b>									
Less than 5 years.....	32.3%	20.0%	29.7%	47.4%	100.0%	18.2%	16.7%	45.8%	90.9%
5 - 9.5 years .....	34.7	38.3	37.8	31.6	0.0	38.2	50.0	25.0	9.1
10 years or more .....	33.1	41.7	32.4	21.1	0.0	43.6	33.3	29.2	0.0
Median # years in field.....	7.0	8.0	8.0	5.0	1.5	8.0	8.3	6.0	1.5
Number reporting.....	124	60	37	19	8	55	30	24	11.0
<b>Related experience and practice</b>									
% reporting related experience.....	37.1%	38.3%	32.4%	6.8%	50.0%	38.2%	30.0%	29.2%	63.6%
Median # years related experience ..	3.3	4.0	4.3	2.0	3.0	3.0	3.5	2.0	3.5
% reporting previous law practice .....	29.0%	46.7%	18.9%	5.3%	0.0%	50.9%	16.7%	8.3%	9.1%
Median # years law practice.....	5.0	5.0	4.0	—	—	5.0	6.0	—	—

Note: Most professionals working in these jobs, 89%, reported that an advanced degree was not required for their job. Most of those who did are in director or manager/department-head or first-level positions. Medians are not calculated for fewer than five responses.

## Salaries and Percent Raises for Professionals with Responsibility for Both Recruiting and Professional Development by Level and Respondent Demographics — as of August 1, 2008

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Department heads</b>					
All.....	\$125,000	\$138,272	\$98,000 - 167,500	6.0%	56
By level of education					
BA or BS.....	127,000	126,959	92,000 - 150,000	7.0	23
JD.....	130,000	150,790	110,000 - 182,000	5.0	25
By years in current job					
2 years or less.....	120,000	132,359	100,000 - 150,000	7.3	23
More than 2 years.....	140,000	142,394	95,500 - 170,000	6.0	33
By years in field					
Less than 5 years.....	162,500	152,500	60,000 - 225,000	7.5	6
5 - 9.5 years.....	120,000	127,453	98,000 - 150,000	6.0	16
10 years or more.....	128,500	140,853	100,000 - 170,000	5.5	34
<b>First-level professionals</b>					
All.....	100,000	95,569	71,000 - 115,000	4.0	34
By level of education					
BA or BS.....	85,000	86,975	68,000 - 110,000	4.0	17
JD.....	105,000	114,227	95,000 - 135,000	6.0	9
By years in current job					
2 years or less.....	93,500	88,427	71,000 - 108,000	3.5	14
More than 2 years.....	104,500	100,568	71,500 - 122,000	5.5	20
By years in field					
Less than 5 years.....	73,500	70,889	43,070 - 90,000	3.8	8
5 - 9.5 years.....	105,500	99,508	85,000 - 112,000	4.0	14
10 years or more.....	104,163	107,427	85,000 - 129,500	4.0	12
<b>Second-level professionals</b>					
All.....	55,588	61,923	44,000 - 67,000	6.0	18
By level of education					
BA or BS.....	53,000	56,227	44,000 - 65,000	5.5	13
By years in current job					
2 years or less.....	51,000	57,800	43,000 - 73,000	6.0	10
More than 2 years.....	56,588	67,078	51,500 - 65,000	6.4	8
By years in field					
Less than 5 years.....	45,000	51,550	43,000 - 59,000	7.0	9
5 - 9.5 years.....	65,000	65,135	54,175 - 84,000	—	5
<b>Third-level/administrative positions</b>					
All.....	41,750	44,375	38,500 - 50,000	3.0	8
By level of education					
BA or BS.....	40,750	41,833	37,000 - 42,000	1.5	6
By years in current job					
2 years or less.....	41,750	44,375	38,500 - 50,000	3.0	8
By years in field					
Less than 5 years.....	41,750	44,375	38,500 - 50,000	3.0	8

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in the "Median % Increase" column indicates that fewer than five percent increase figures were reported. Groupings with fewer than five salaries reported are not shown.

# Salaries and Percent Raises for Professionals with Responsibility for Both Recruiting and Professional Development by Title and Respondent Demographics — as of August 1, 2008

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Directors/chiefs</b>					
All.....	\$127,000	\$143,195	\$100,000 - 175,000	6.0%	51
By level of education					
BA or BS.....	140,000	132,868	92,000 - 170,000	7.5	19
JD.....	130,000	150,990	110,000 - 18,2000	5.0	25
By years in current job					
2 years or less.....	120,000	135,700	100,000 - 150,000	7.5	21
More than 2 years.....	144,000	148,442	107,250 - 175,000	6.0	30
By years in field					
Less than 5 years.....	215,000	171,000	110,000 - 225,000	8.0	5
5 - 9.5 years.....	120,000	127,766	98,000 - 152,500	7.0	16
10 years or more.....	135,000	146,790	105,000 - 175,000	6.0	30
<b>Managers</b>					
All.....	104,000	103,932	85,000 - 125,000	5.0	29
By level of education					
BA or BS.....	103,325	96,332	68,000 - 125,000	4.0	15
JD.....	110,000	119,380	97,500 - 142,500	5.0	8
By years in current job					
2 years or less.....	100,000	100,296	84,000 - 117,500	3.5	12
More than 2 years.....	105,000	106,499	85,000 - 128,000	6.0	17
By years in field					
5 - 9.5 years.....	107,500	105,009	94,000 - 118,500	4.5	12
10 years or more.....	103,325	107,609	75,000 - 131,000	4.0	13
<b>Administrators/coordinators</b>					
All.....	59,000	65,464	48,750 - 73,000	4.0	21
By level of education					
BA or BS.....	59,000	60,161	44,000 - 67,000	3.0	13
By years in current job					
2 years or less.....	62,000	61,434	43,250 - 78,500	3.9	8
More than 2 years.....	59,000	67,943	50,000 - 68,000	4.0	13
By years in field					
Less than 5 years.....	44,000	50,896	42,500 - 59,000	3.8	9
5 - 9.5 years.....	66,500	69,363	60,000 - 84,000	3.5	6
10 years or more.....	73,875	83,417	53,000 - 101,000	4.0	6
<b>Assistants</b>					
All.....	42,000	42,136	37,500 - 44,000	5.0	11
By level of education					
BA or BS.....	42,000	42,444	40,000 - 43,000	3.0	9
By years in current job					
2 years or less.....	42,000	42,136	37,500 - 44,000	5.0	11
By years in field					
Less than 5 years.....	42,500	42,600	40,000 - 44,000	4.0	10

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown.

## Salaries for Professionals with Responsibility for Both Recruiting and Professional Development by Level and Firm or Job Characteristics — as of August 1, 2008

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Department heads</b>					
All.....	\$125,000	\$138,272	\$98,000 - 167,500	6.0%	56
By scope of responsibility					
Single office.....	97,750	116,125	90,000 - 150,000	3.0	10
Regional.....	116,350	122,025	93,500 - 137,276	8.0	20
National.....	144,000	146,075	103,000 - 167,500	5.0	20
Global.....	189,000	203,333	147,000 - 245,000	3.8	6
By size of firm					
250 or fewer lawyers.....	100,000	111,630	84,000 - 130,000	7.0	27
251 - 500 lawyers.....	116,350	129,595	107,250 - 150,000	9.5	10
501 - 700 lawyers.....	165,000	167,857	115,000 - 225,000	2.5	7
701 - 1,000 lawyers.....	189,000	178,833	150,000 - 195,000	5.5	6
More than 1,000 lawyers.....	182,500	197,550	134,552 - 270,000	4.8	6
By NALP region/size of firm					
Northeast.....	148,000	175,833	130,000 - 215,000	6.0	9
250 or fewer lawyers.....	130,000	115,500	84,500 - 140,000	—	5
Mid-Atlantic.....	150,000	155,817	120,000 - 200,000	9.0	15
250 or fewer lawyers.....	123,500	120,750	95,500 - 140,000	9.5	6
Southeast.....	106,125	116,531	75,000 - 132,500	6.0	8
250 or fewer lawyers.....	90,000	112,000	60,000 - 105,000	—	5
Midwest.....	120,000	126,180	96,000 - 165,000	3.0	15
250 or fewer lawyers.....	107,500	111,333	80,000 - 125,000	4.0	6
West/Rocky Mtn.....	110,000	110,950	100,000 - 125,000	7.0	9
250 or fewer lawyers.....	100,000	96,800	84,000 - 100,000	7.0	5
By city					
Washington, DC/Northern VA.....	175,000	182,500	150,000 - 200,000	12.0	6
<b>First-level professionals</b>					
All.....	100,000	95,569	71,000 - 115,000	4.0	34
By scope of responsibility					
Single office.....	103,325	95,948	80,000 - 107,000	4.0	13
Regional.....	60,000	75,543	43,000 - 115,000	4.0	11
Global.....	104,000	111,167	100,000 - 128,000	3.0	6
By size of firm					
250 or fewer lawyers.....	65,500	77,315	48,750 - 116,000	3.5	6
251 - 500 lawyers.....	108,000	91,298	38,975 - 115,000	4.5	7
701 - 1,000 lawyers.....	101,663	102,221	95,000 - 105,000	4.0	6
More than 1,000 lawyers.....	92,000	103,004	76,000 - 145,000	7.6	10
By NALP region/size of firm					
Mid-Atlantic.....	110,000	109,000	104,000 - 128,000	8.8	7
Southeast.....	68,000	70,222	60,000 - 75,000	4.0	5
Midwest.....	100,000	108,004	95,000 - 131,000	4.0	5
West/Rocky Mtn.....	99,000	95,190	80,000 - 105,000	4.3	13
More than 1,000 lawyers.....	85,000	95,400	80,000 - 99,000	—	5
By city					
Los Angeles and Orange County.....	99,500	100,333	85,000 - 115,000	9.0	6
Washington, DC/Northern VA.....	107,000	96,000	104,000 - 110,000	—	5

(continued)

	<b>Median</b>	<b>Average</b>	<b>Half of Salaries Fell in the Range</b>	<b>Median % Increase from August 2007</b>	<b># Reporting</b>
<b>Second-level professionals</b>					
All.....	55,588	61,923	44,000 - 67,000	6.0	18
By scope of responsibility .....					
Single office .....	67,000	65,300	65,000 - 73,000	—	5
Regional .....	49,000	50,618	42,750 - 58,000	5.5	8
By size of firm					
250 or fewer lawyers .....	43,500	48,806	41,473 - 58,000	7.5	8
701 - 1,000 lawyers .....	65,000	76,600	50,000 - 73,000	8.8	5
By NALP region/size of firm					
Southeast.....	50,000	50,929	44,000 - 57,000	8.8	7
West/Rocky Mtn.....	43,000	71,189	40,447 - 85,000	6.0	5
<b>Third-level/administrative positions</b>					
All.....	41,750	44,375	38,500 - 50,000	3.0	8

Note: The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown. A dash in the "Median % Increase" column indicates that fewer than five percent increase figures were reported. Figures by city are based on all respondents from that city. Additional figures by city, based on geographic scope of responsibility, are shown where possible.

## Salaries for Professionals with Responsibility for Both Recruiting and Professional Development by Title and Firm or Job Characteristics — as of August 1, 2008

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2007	# Reporting
<b>Directors/chiefs</b>					
All.....	\$127,000	\$143,195	\$100,000 - 175,000	6.0%	51
By scope of responsibility					
Single office.....	116,000	120,722	90,000 - 150,000	3.0	9
Regional.....	120,000	127,703	100,000 - 140,000	9.0	17
National.....	144,000	148,361	105,000 - 170,000	6.0	18
Global.....	185,000	196,429	147,000 - 245,000	5.0	7
By size of firm					
250 or fewer lawyers.....	116,000	115,800	90,000 - 130,000	6.8	25
251 - 500 lawyers.....	120,000	132,772	110,000 - 150,000	10.0	9
501 - 700 lawyers.....	165,000	167,857	115,000 - 225,000	2.5	7
701 - 1,000 lawyers.....	193,000	184,600	185,000 - 195,000	6.0	5
More than 1,000 lawyers.....	215,000	223,000	155,000 - 270,000	8.0	5
By NALP region/size of firm					
Northeast.....	171,500	188,438	135,000 - 242,500	6.0	8
Mid-Atlantic.....	150,000	157,344	123,500 - 191,000	10.0	16
250 or fewer lawyers.....	120,000	120,071	95,500 - 140,000	9.5	7
Southeast.....	107,250	124,607	90,000 - 150,000	5.5	7
Midwest.....	122,500	127,979	96,000 - 165,000	4.0	14
250 or fewer lawyers.....	107,500	111,333	80,000 - 125,000	4.0	6
West/Rocky Mtn.....	105,000	102,333	84,000 - 120,000	8.3	6
By city					
Washington, DC/Northern VA.....	150,000	173,000	150,000 - 200,000	12.0	7
<b>Managers</b>					
All.....	104,000	103,932	85,000 - 125,000	5.0	29
By scope of responsibility					
Single office.....	103,325	96,666	80,000 - 107,000	4.0	11
Regional.....	95,000	95,629	65,000 - 134,552	6.0	9
National.....	131,000	130,809	110,000 - 150,000	—	5
By size of firm					
251 - 500 lawyers.....	108,000	95,016	65,000 - 115,000	4.5	7
701 - 1,000 lawyers.....	103,325	109,046	95,000 - 135,000	4.0	7
More than 1,000 lawyers.....	104,000	117,514	85,000 - 145,000	6.0	7
By NALP region/size of firm					
Southeast.....	68,000	70,222	60,000 - 75,000	4.0	5
Midwest.....	100,000	113,209	95,000 - 131,000	—	5
West/Rocky Mtn.....	104,163	111,656	93,500 - 134,776	5.0	12
701 - 1,000 lawyers.....	105,000	118,665	103,325 - 135,000	5.0	5
More than 1,000 lawyers.....	99,000	108,710	85,000 - 134,552	—	5
By city					
Los Angeles and Orange County.....	100,000	106,800	99,000 - 115,000	8.0	5

(continued)

	<b>Median</b>	<b>Average</b>	<b>Half of Salaries Fell in the Range</b>	<b>Median % Increase from August 2007</b>	<b># Reporting</b>
<b>Administrators/coordinators</b>					
All.....	59,000	65,464	48,750 - 73,000	4.0	21
By scope of responsibility					
Single office.....	70,500	74,625	67,000 - 84,000	4.3	6
Regional.....	48,750	49,201	42,500 - 57,000	3.0	9
By size of firm					
250 or fewer lawyers.....	48,750	51,315	43,140 - 59,000	3.5	9
By NALP region/size of firm					
Southeast.....	53,000	53,071	44,000 - 60,000	8.8	7
West/Rocky Mtn.....	68,000	77,317	43,140 - 85,000	3.0	5
<b>Assistants</b>					
All.....	42,000	42,136	37,500 - 44,000	5.0	11
By scope of responsibility					
Regional.....	43,000	43,300	43,000 - 44,000	7.0	5
By NALP region/size of firm					
West/Rocky Mtn.....	41,500	40,600	37,500 - 43,000	5.0	5

Note: The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown. A dash in the "Median % Increase" column indicates that fewer than five percent increase figures were reported. Figures by city are based on all respondents from that city. Additional figures by city, based on geographic scope of responsibility, are shown where possible.

## Bonuses for Professionals with Responsibility for Both Recruiting and Professional Development by Level and Respondent Demographics — as of August 1, 2008

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Department heads</b>					
All.....	\$10,000	\$13,864	\$6,000 - 20,000	48	12.7%
By level of education					
BA or BS.....	8,000	11,599	5,000 - 15,000	21	8.7
JD.....	14,000	16,337	8,000 - 25,000	19	20.8
By years in current job					
2 years or less.....	10,000	11,429	7,500 - 14,000	17	19.0
More than 2 years.....	10,000	15,199	6,000 - 21,800	31	8.8
By years in field					
Less than 5 years.....	13,000	12,800	3,500 - 20,000	5	16.7
5 - 9.5 years.....	10,000	12,040	4,000 - 20,000	15	11.8
10 years or more.....	10,389	15,031	7,000 - 18,000	28	12.5
<b>First-level professionals</b>					
All.....	5,750	8,622	5,000 - 10,000	26	18.8
By level of education					
BA or BS.....	5,175	6,937	3,970 - 10,000	14	12.5
JD.....	10,000	14,221	7,500 - 20,000	7	12.5
By years in current job					
2 years or less.....	5,000	8,089	3,000 - 11,000	9	30.8
More than 2 years.....	6,000	8,904	5,000 - 10,000	17	10.5
By years in field					
Less than 5 years.....	3,485	3,795	500 - 5,000	6	14.3
5 - 9.5 years.....	10,000	10,154	5,425 - 14,500	12	14.3
10 years or more.....	6,250	9,944	5,000 - 12,500	8	27.3
<b>Second-level professionals</b>					
All.....	2,800	4,028	1,200 - 5,000	16	11.1
By level of education					
BA or BS.....	2,800	2,876	1,400 - 5,000	11	15.4
By years in current job					
2 years or less.....	2,800	3,122	1,000 - 5,000	9	10.0
More than 2 years.....	2,800	5,193	1,400 - 5,700	7	12.5
By years in field					
Less than 5 years.....	2,400	2,513	1,500 - 3,150	8	11.1
5 - 9.5 years.....	5,000	4,742	4,510 - 5,700	5	0
<b>Third-level/administrative positions</b>					
All.....	550	575	250 - 1,000	6	25.0
By level of education					
BA or BS.....	600	670	500 - 1,000	5	16.7
By years in current job					
2 years or less.....	550	575	250 - 1,000	6	25.0
By years in field					
Less than 5 years.....	550	575	250 - 1,000	6	25.0

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus.

## Bonuses for Professionals with Responsibility for Both Recruiting and Professional Development by Title and Respondent Demographics — as of August 1, 2008

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/chiefs</b>					
All.....	\$10,389	\$14,709	\$7,000 - 20,000	44	12.0%
By level of education					
BA or BS.....	10,389	12,710	6,000 - 15,000	18	5.3
JD.....	14,000	16,311	8,000 - 25,000	19	20.8
By years in current job					
2 years or less.....	12,000	12,200	7,500 - 20,000	15	21.1
More than 2 years.....	10,000	16,006	7,000 - 21,800	29	6.5
By years in field					
5 - 9.5 years.....	10,000	12,007	4,000 - 19,500	15	11.8
10 years or more.....	12,000	16,263	7,000 - 20,000	25	10.7
<b>Managers</b>					
All.....	7,650	9,918	5,000 - 11,000	22	18.5
By level of education					
BA or BS.....	7,800	8,650	5,000 - 11,000	11	21.4
JD.....	10,000	14,293	7,500 - 20,000	7	0
By years in current job					
2 years or less.....	8,900	10,038	5,000 - 14,500	8	20.0
More than 2 years.....	7,250	9,850	5,000 - 10,000	14	17.6
By years in field					
5 - 9.5 years.....	10,000	11,535	6,000 - 18,000	10	16.7
10 years or more.....	7,000	9,372	5,000 - 7,800	9	25.0
<b>Administrators/coordinators</b>					
All.....	3,970	4,389	1,500 - 5,500	17	19.0
By level of education					
BA or BS.....	2,800	3,165	1,400 - 5,000	11	15.4
By years in current job					
2 years or less.....	3,500	3,550	1,000 - 5,000	6	33.3
More than 2 years.....	3,970	4,847	1,500 - 5,700	11	8.3
By years in field					
Less than 5 years.....	2,000	2,539	1,400 - 3,970	7	22.2
5 - 9.5 years.....	5,250	5,035	4,510 - 5,700	6	0
<b>Assistants</b>					
All.....	600	1,161	500 - 1,000	9	18.2
By level of education					
BA or BS.....	800	1,244	400 - 1,900	8	11.1
By years in current job					
2 years or less.....	600	1,161	500 - 1,000	9	18.2
By years in field					
Less than 5 years.....	800	1,244	400 - 1,900	8	20.0

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus.

## Bonuses for Professionals with Responsibility for Both Recruiting and Professional Development by Level and Firm or Job Characteristics — as of August 1, 2008

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Department heads</b>					
All.....	\$10,000	\$13,864	\$6,000 - 20,000	48	12.7%
By scope of responsibility					
Single office.....	8,389	13,138	2,500 - 15,000	10	9.1
Regional.....	10,000	12,594	7,000 - 20,000	17	10.5
National.....	10,000	12,059	7,000 - 16,000	17	10.5
By size of firm					
250 or fewer lawyers.....	7,750	11,413	3,500 - 14,000	24	4.0
251 - 500 lawyers.....	8,750	10,000	6,500 - 14,000	8	27.3
501 - 700 lawyers.....	12,000	16,333	4,000 - 16,000	6	14.3
More than 1,000 lawyers.....	24,500	22,967	7,800 - 30,000	6	0
By NALP region/size of firm					
Northeast.....	12,500	17,750	7,500 - 25,000	8	0
Mid-Atlantic.....	14,000	16,791	7,000 - 21,800	14	6.7
250 or fewer lawyers.....	11,500	13,383	7,000 - 21,800	6	0
Southeast.....	7,500	12,357	3,500 - 25,000	7	12.5
250 or fewer lawyers.....	7,500	10,700	3,500 - 15,000	5	0
Midwest.....	6,750	10,850	4,000 - 10,000	10	33.3
West/Rocky Mtn.....	10,000	10,378	3,500 - 13,000	9	0
250 or fewer lawyers.....	3,500	8,520	1,100 - 12,000	5	0
By city					
Washington, DC/Northern VA.....	16,500	21,796	10,778 - 30,000	6	0
<b>First-level professionals</b>					
All.....	5,750	8,622	5,000 - 10,000	26	18.8
By scope of responsibility					
Single office.....	5,675	6,835	5,000 - 10,000	10	16.7
Regional.....	5,250	6,284	2,235 - 10,000	8	20.0
Global.....	5,000	9,800	3,000 - 19,500	5	28.6
By size of firm					
250 or fewer lawyers.....	5,500	5,994	3,970 - 10,000	5	16.7
701 - 1,000 lawyers.....	5,000	7,643	4,500 - 10,000	7	0
More than 1,000 lawyers.....	8,000	10,794	4,000 - 17,250	8	0
By NALP region/size of firm					
Mid-Atlantic.....	8,000	8,692	5,350 - 11,000	6	14.3
West/Rocky Mtn.....	10,000	9,543	5,000 - 15,000	11	0
By city					
Los Angeles and Orange County.....	10,000	11,000	10,000 - 10,000	5	0
Washington, DC/Northern VA.....	6,000	6,530	5,350 - 10,000	5	0
<b>Second-level professionals</b>					
All.....	2,800	4,028	1,200 - 5,000	16	11.1
By scope of responsibility					
Single office.....	5,000	3,440	1,000 - 5,000	5	0
Regional.....	2,200	1,973	840 - 2,800	6	25.0
By size of firm					
250 or fewer lawyers.....	2,000	2,243	500 - 3,500	7	12.5
701 - 1,000 lawyers.....	2,800	6,080	1,400 - 5,700	5	0
By NALP region/size of firm					
Southeast.....	1,700	2,173	840 - 2,800	6	14.3
West/Rocky Mtn.....	3,500	6,620	1,600 - 8,000	5	0
<b>Third-level/administrative positions</b>					
All.....	550	575	250 - 1,000	6	25.0

Note: The number reported column shows the number of non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus. Figures by city are based on all respondents from that city. Additional figures, based on geographic scope of responsibility are shown where possible.

## Bonuses for Professionals with Responsibility for Both Recruiting and Professional Development by Title and Firm or Job Characteristics as of August 1, 2008

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/chiefs</b>					
All.....	\$10,389	\$14,709	\$7,000 - 20,000	44	12.0%
By scope of responsibility					
Single office.....	10,778	14,653	2,500 - 15,000	9	10.0
Regional.....	12,500	13,986	7,500 - 20,000	14	12.5
National.....	9,000	11,563	5,500 - 15,500	16	5.9
Global.....	19,500	26,900	14,000 - 45,000	5	28.6
By size of firm					
250 or fewer lawyers.....	9,000	12,268	5,000 - 15,000	22	4.3
251 - 500 lawyers.....	8,750	10,000	6,500 - 14,000	8	20.0
501 - 700 lawyers.....	12,000	16,333	4,000 - 16,000	6	14.3
More than 1,000 lawyers.....	29,000	28,700	20,000 - 30,000	5	0
By NALP region/size of firm					
Northeast.....	15,000	19,286	8,000 - 30,000	7	0
Mid-Atlantic.....	15,000	17,239	10,000 - 21,800	15	6.3
250 or fewer lawyers.....	10,000	12,900	7,000 - 21,800	7	0
Southeast.....	11,250	13,833	4,000 - 25,000	6	14.3
Midwest.....	6,750	10,850	4,000 - 10,000	10	28.6
West/Rocky Mtn.....	11,000	10,350	1,100 - 13,000	6	0
By city					
Washington, DC/Northern VA.....	13,000	20,111	10,000 - 30,000	7	0
<b>Managers</b>					
All.....	7,650	9,918	5,000 - 11,000	22	18.5
By scope of responsibility					
Single office.....	5,350	6,483	5,000 - 7,500	9	10.0
Regional.....	7,800	8,329	5,000 - 10,000	7	22.2
By size of firm					
701 - 1,000 lawyers.....	7,500	10,286	5,000 - 20,000	7	0
More than 1,000 lawyers.....	8,900	11,892	6,000 - 15,000	6	0
By NALP region/size of firm					
West/Rocky Mtn.....	10,000	11,664	7,500 - 18,000	11	0
701 - 1,000 lawyers.....	10,000	12,500	7,500 - 20,000	5	0
By city					
Los Angeles and Orange County.....	10,000	11,000	10,000 - 10,000	5	0
<b>Administrators/coordinators</b>					
All.....	3,970	4,389	1,500 - 5,500	17	19.0
By scope of responsibility					
Single office.....	5,000	4,540	5,000 - 5,700	5	16.7
Regional.....	2,200	2,502	840 - 3,970	6	25.0
Global.....	2,000	6,480	1,500 - 8,000	5	0
By size of firm					
250 or fewer lawyers.....	2,800	3,024	1,600 - 5,000	7	22.2
701 - 1,000 lawyers.....	1,500	5,820	1,400 - 5,700	5	0
By NALP region/size of firm					
Southeast.....	1,700	2,623	840 - 5,500	6	14.3
<b>Assistants</b>					
All.....	600	1,161	500 - 1,000	9	18.2

Note: The number reported column shows the number of non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus. Figures by city are based on all respondents from that city. Additional figures, based on geographic scope of responsibility are shown where possible.

## Additional Duties Indicated by Professionals with Responsibility for Both Recruiting and Professional Development

Other Duties	% of Respondents
<b>BY LEVEL:</b>	
<b>Department heads (N=60)</b>	
CLE compliance .....	45.0%
Organize social events other than for summer program .....	38.3
Maintain professional licenses or bar memberships .....	28.3
Paralegal hiring/supervision/evaluation .....	18.3
Other non-lawyer personnel hiring/supervision/evaluation .....	18.3
Office/facilities management .....	13.3
Practice management .....	13.3
Alumni initiatives .....	11.7
Marketing/business development/public relations .....	10.0
Pro bono coordinator .....	10.0
Knowledge management .....	8.3
Paralegal .....	5.0
Secretary .....	3.3
Benefits or payroll administration for non-lawyer personnel .....	1.7
<b>First-level professionals (N=37)</b>	
Organize social events other than for summer program .....	54.1
CLE compliance .....	35.1
Maintain professional licenses or bar memberships .....	35.1
Marketing/business development/public relations .....	21.6
Alumni initiatives .....	18.9
Pro bono coordinator .....	13.5
Knowledge management .....	13.5
Paralegal hiring/supervision/evaluation .....	10.8
Other non-lawyer personnel hiring/supervision/evaluation .....	10.8
Practice management .....	10.8
Secretary .....	8.1
Office/facilities management .....	5.4
Paralegal .....	5.4
Benefits or payroll administration for non-lawyer personnel .....	2.7
<b>Second-level professionals (N=19)</b>	
CLE compliance .....	57.9
Organize social events other than for summer program .....	47.4
Maintain professional licenses or bar memberships .....	26.3
Marketing/business development/public relations .....	15.8
Knowledge management .....	15.8
Alumni initiatives .....	10.5
Office/facilities management .....	10.5
Pro bono coordinator .....	5.3
Paralegal hiring/supervision/evaluation .....	5.3
Other non-lawyer personnel hiring/supervision/evaluation .....	5.3
Benefits or payroll administration for non-lawyer personnel .....	5.3
Practice management .....	5.3
<b>Third-level/administrative positions (N=8)</b>	
CLE compliance .....	50.0
Organize social events other than for summer program .....	50.0
Maintain professional licenses or bar memberships .....	37.5
Alumni initiatives .....	12.5
Pro bono coordinator .....	12.5
Paralegal hiring/supervision/evaluation .....	12.5
Other non-lawyer personnel hiring/supervision/evaluation .....	12.5
Knowledge management .....	12.5
Practice management .....	12.5

(continued)

Other Duties	% of Respondents
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=55)</b>	
CLE compliance .....	40.0%
Organize social events other than for summer program .....	32.7
Maintain professional licenses or bar memberships.....	25.5
Paralegal hiring/supervision/evaluation.....	18.2
Other non-lawyer personnel hiring/supervision/evaluation.....	18.2
Alumni initiatives .....	14.5
Pro bono coordinator .....	12.7
Practice management .....	12.7
Office/facilities management.....	10.9
Marketing/business development/public relations.....	9.1
Knowledge management .....	7.3
Paralegal .....	3.6
Secretary.....	1.8
<b>Managers (N=30)</b>	
Organize social events other than for summer program .....	53.3
CLE compliance .....	50.0
Maintain professional licenses or bar memberships.....	43.3
Alumni initiatives .....	16.7
Marketing/business development/public relations.....	16.7
Pro bono coordinator.....	10.0
Knowledge management.....	10.0
Practice management .....	10.0
Office/facilities management .....	6.7
Paralegal hiring/supervision/evaluation.....	6.7
Other non-lawyer personnel hiring/supervision/evaluation.....	6.7
Secretary.....	3.3
<b>Administrators/coordinators (N=24)</b>	
Organize social events other than for summer program .....	54.2
CLE compliance .....	41.7
Maintain professional licenses or bar memberships.....	29.2
Knowledge management .....	16.7
Alumni initiatives .....	8.3
Marketing/business development/public relations.....	8.3
Paralegal hiring/supervision/evaluation.....	8.3
Other non-lawyer personnel hiring/supervision/evaluation.....	8.3
Office/facilities management .....	4.2
Benefits or payroll administration for non-lawyer personnel.....	4.2
Practice management .....	4.2
Paralegal .....	4.2
Secretary.....	4.2
<b>Assistants (N=11)</b>	
CLE compliance .....	63.6
Organize social events other than for summer program .....	54.5
Maintain professional licenses or bar memberships.....	36.4
Pro bono coordinator .....	27.3
Alumni initiatives .....	18.2
Marketing/business development/public relations.....	18.2
Knowledge management .....	18.2
Practice management .....	18.2
Office/facilities management.....	9.1
Paralegal hiring/supervision/evaluation.....	9.1
Other non-lawyer personnel hiring/supervision/evaluation.....	9.1

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. Examples of other duties described include retreats, website, tech support, visa and green cards, women's initiatives, and partner promotion.

## Additional Benefits Indicated by Professionals with Responsibility for Both Recruiting and Professional Development

Item/Service Provided	% of Respondents
<b>BY LEVEL:</b>	
<b>Department heads (N=60)</b>	
Association memberships.....	66.7%
Mobile hand-held device .....	63.3
Industry conferences .....	60.0
Corporate credit card.....	41.7
Laptop .....	35.0
Cell phone .....	20.0
Parking.....	18.3
Broadband remote access .....	11.7
<b>First-level professionals (N=37)</b>	
Mobile hand-held device .....	56.8
Association memberships.....	54.1
Industry conferences .....	54.1
Corporate credit card.....	45.9
Parking.....	35.1
Laptop .....	24.3
Broadband remote access .....	18.9
Cell phone .....	8.1
<b>Second-level professionals (N=19)</b>	
Association memberships.....	57.9
Industry conferences .....	42.1
Mobile hand-held device .....	26.3
Corporate credit card.....	26.3
Parking.....	15.8
Laptop .....	10.5
Cell phone.....	5.3
Broadband remote access .....	5.3
<b>Third-level/administrative positions (N=8)</b>	
Association memberships.....	37.5
Industry conferences .....	37.5
Mobile hand-held device .....	25.0
Laptop .....	12.5
Corporate credit card.....	12.5
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=55)</b>	
Association memberships.....	67.3%
Mobile hand-held device .....	63.6
Industry conferences .....	63.6
Corporate credit card.....	40.0
Laptop .....	36.4
Cell phone .....	21.8
Parking.....	18.2
Broadband remote access .....	9.1
<b>Managers (N=30)</b>	
Mobile hand-held device .....	60.0
Association memberships.....	56.7
Industry conferences .....	56.7
Corporate credit card.....	53.3
Parking.....	43.3
Laptop .....	30.0
Broadband remote access .....	23.3
Cell phone .....	10.0

(continued)

Item/Service Provided	% of Respondents
<b>Administrators/coordinators (N=24)</b>	
Association memberships.....	54.2
Mobile hand-held device .....	41.7
Industry conferences .....	37.5
Corporate credit card.....	33.3
Parking.....	12.5
Laptop .....	12.5
Broadband remote access .....	12.5
Cell phone.....	4.2
<b>Assistants (N=11)</b>	
Association memberships.....	54.5
Industry conferences .....	45.5
Mobile hand-held device .....	18.2
Parking.....	9.1
Corporate credit card.....	9.1

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. By far the most common paid association memberships reported were NALP and the local city group. Also mentioned were state and local bar associations, the PDC, SHRM, and the ABA, among others. Other benefits mentioned include attorney license and CLE fees and a technology allowance for BlackBerry<sup>®</sup> or cellphone. Provision of hand-held devices or cellphones may be limited, such as for data only in the case of BlackBerrys.

## Additional Certifications and Professional Associations Reported by Those Whose Primary Area of Responsibility Includes Both Recruiting and Professional Development

About 5% of this group of respondents reported having a paralegal certificate. In addition, respondents could describe, if desired, other types of certifications and membership in professional associations other than NALP. These open-ended responses are summarized below.

Other certifications mentioned include PHR, licensed counselor, and CPA.

The most commonly mentioned professional associations other than NALP were city groups. Many also reported belonging to the ALA, the ABA, the PDC, and SHRM. Local bar associations, local HR organizations, ASTD, organizations for professional women, e.g., AAUW, and organizations focused on diversity, e.g., Chicago Committee on Minorities, were also mentioned.