



When Promotions & Raises are Limited: *How to Keep Team Members Engaged*

For the 2014 Annual Education Conference

By Eva Wisnik and Kelli Kohout

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Eva's Bio



Eva Wisnik
*President,
Wisnik Career
Enterprises, Inc.*

Eva Wisnik founded **Wisnik Career Enterprises, Inc.** in 1996 after serving as Director of Recruitment and Training for Schulte Roth & Zabel and Cadwalader, Wickersham & Taft. Over the past 17 years, she has worked with over 100 law firms, including 74 of the AmLaw 100. Wisnik has placed over 600 Recruiting, Marketing and BD professionals into law firms nationwide. Eva has conducted over 600 training programs for attorneys on topics that include Business Development Skills, Time Management and Myers Briggs. In addition, **Wisnik Career Enterprises, Inc.** has conducted over 30 salary surveys for law firm professionals since 1998.

Eva holds an MBA in Marketing from Fordham University and a BA in Psychology from Barnard College.

Kelli's Bio



Kelli Kohout

*Chief Administrative
Officer*

*Davis Wright
Tremaine, LLP*

Since 2012, **Kelli Kohout** has been the Chief Administrative Officer at **Davis Wright Tremaine, LLP**, an international law firm. Kelli oversees attorney and staff recruitment, professional development, compensation and benefits administration, office administration, technology, and marketing & business development, including: industry monitoring, and firm-wide strategic and planning initiatives.

Before joining DWT, Kelli served for 8 years as the Regional Director of Dorsey & Whitney and 9 years' as the Chief Operating Officer at Ryan, Swanson & Cleveland. Throughout her career, Kelli has been involved in strategic initiatives that have resulted in enhanced client service and greater efficiencies in staffing and internal operations.

Session Goals

- Where is the market now?
- Keeping team members engaged
- How to develop & invest in your talent

Where is the Market Now?

Recruiting Jobs 2012 to Now

■ 2012 – 17 Roles

- Temps – 1
- Assistant – 3
- Coordinator – 6
- Sr. Coord./Specialist – 3
- Manager – 2
- Director – 2

■ 2013 – 15 Roles

- Temps – 2
- Assistant – 2
- Coordinator – 5
- Sr. Coord./Specialist – 2
- Manager – 3
- Director – 1

What we are seeing in 2014:
13 recruiting roles so far!
2 - Assistant
6 - Coordinator
5 - Senior Coordinator/Specialist

Salary Trends

Average Salaries by Title (Combined Cities)

Cities surveyed include: New York, Chicago, Washington, D.C., Los Angeles, Houston/Dallas, Atlanta

<u>Title (# responses with salary info)</u>	<u>Avg. Salary</u>	<u>Median</u>	<u>Avg. Bonus</u>	<u>Avg. Raise</u>
Director (61):	\$164,632	\$160,000	\$20,592	6%
Manager (144):	\$104,894	\$100,000	\$8,408	5.2%
Sr. Coordinator/Specialist (18):	\$82,120	\$81,333	\$5,259	4.9%
Coordinator – Exempt (52):	\$68,200	\$65,750	\$3,577	6.2%
Coordinator – OT eligible* (68):	\$58,534	\$59,300	\$2,225	5.9%
Assistant – OT eligible* (47):	\$45,235	\$45,000	\$1,259	4.8%

* Salary data shown is base salary without OT

Average Salaries by City

<u>Title</u>	<u>New York</u>	<u>Chicago</u>	<u>Washington, D.C.</u>	<u>Los Angeles</u>	<u>Houston/ Dallas</u>	<u>Atlanta</u>
Director:	\$220,613	\$150,509*	\$150,857	\$152,583	\$116,642	*
Manager:	\$120,840	\$99,132	\$105,339	\$108,786	\$76,419	\$85,171
Sr. Coordinator/ Specialist:	\$83,777	\$80,519	*	*	*	*
Coordinator – Exempt:	\$75,211	\$66,563	\$67,545	*	\$55,888	\$68,875
Coordinator – OT Eligible**:	\$59,879	\$56,571	\$63,882	\$65,533	\$50,379	\$44,250
Assistant – OT Eligible**:	\$47,742	\$48,500	\$46,063	*	\$39,200	*

* Insufficient number of responses

** Salary data shown is base salary without OT

State of the Industry

Legal Recruiting Survey Data

Who were the respondents?

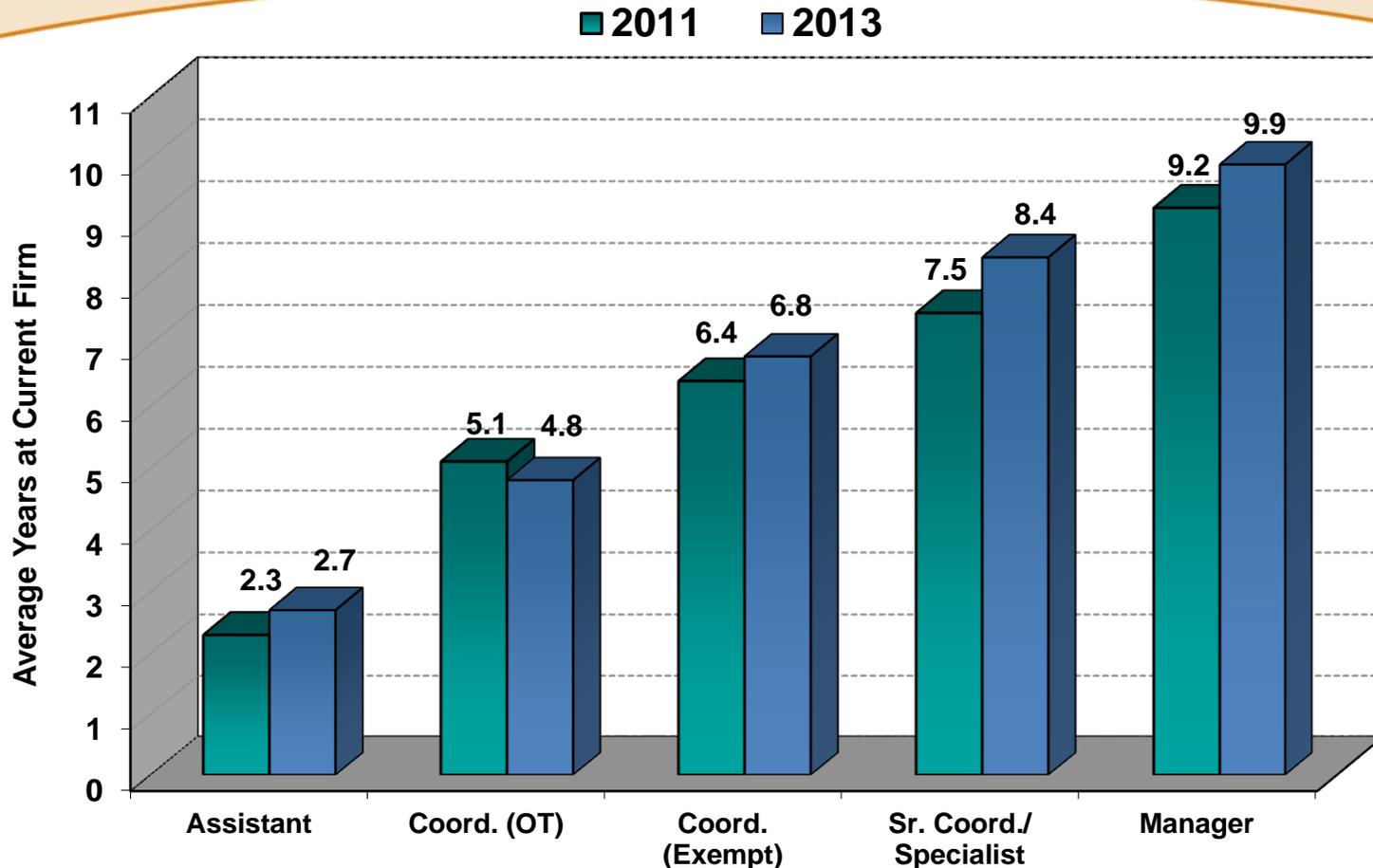
■ Cities

- New York
- Chicago
- Washington, DC
- Houston/Dallas
- Atlanta
- Los Angeles

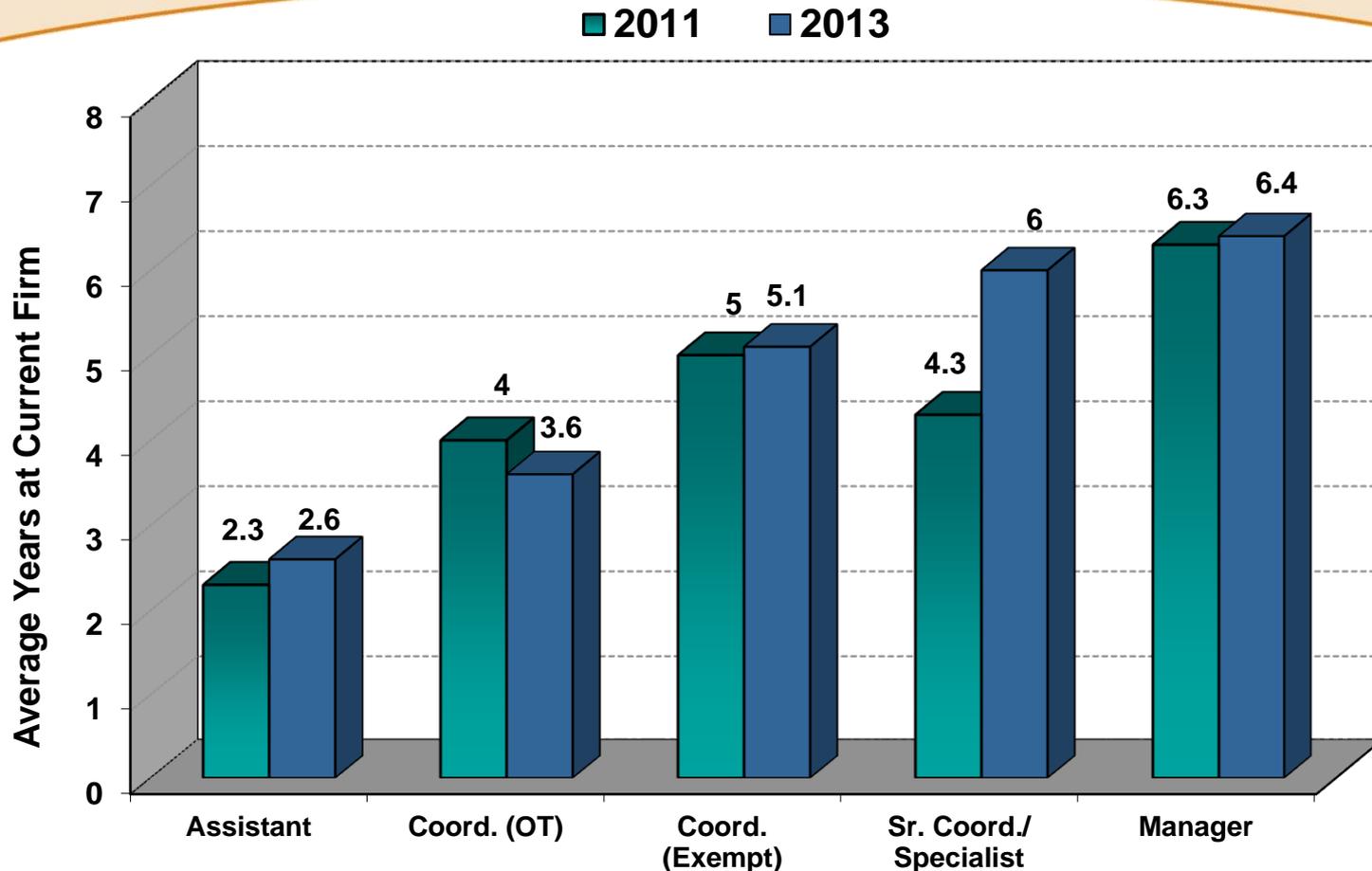
■ Level

- Assistant
- Coordinator
- Sr. Coordinator/
Specialist
- Manager

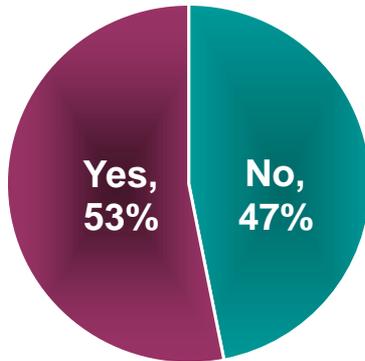
Years of Legal Recruiting Experience: 2011 to 2013 Comparison



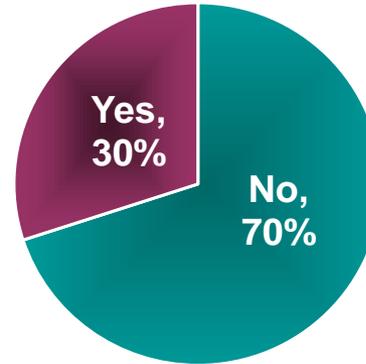
Average Years With Current Firm: 2011 to 2013 Comparison



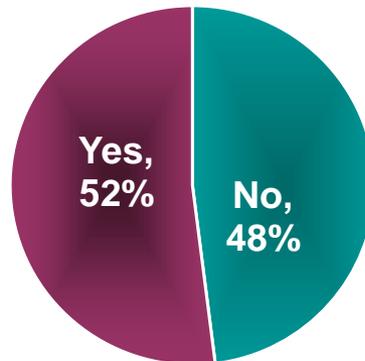
2013 – Are You Satisfied with Your Compensation?



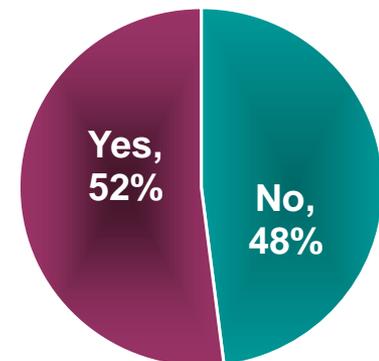
Manager



Coord. (Exempt)

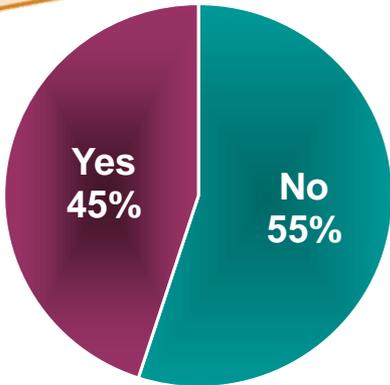


Coord. (OT)

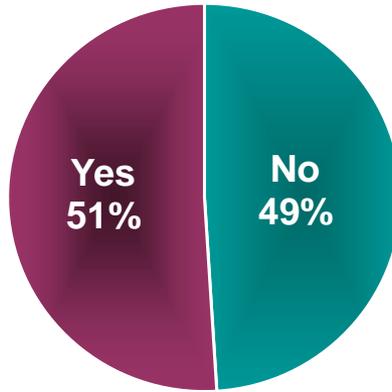


Assistant

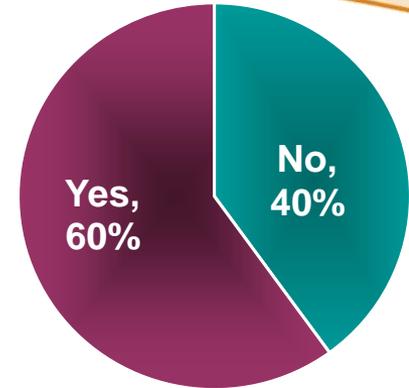
Compensation Satisfaction Level: 2013 City Comparison



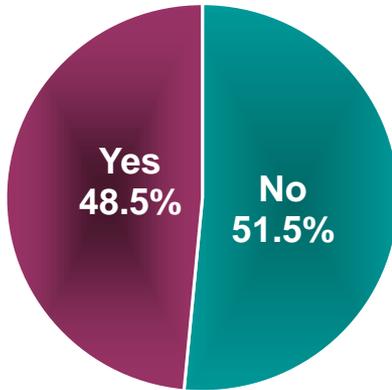
New York



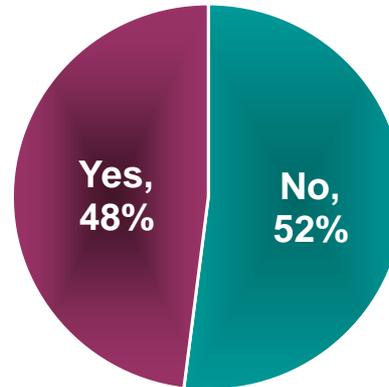
Chicago



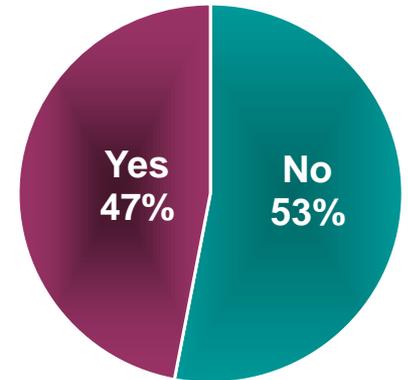
Washington, D.C.



Los Angeles

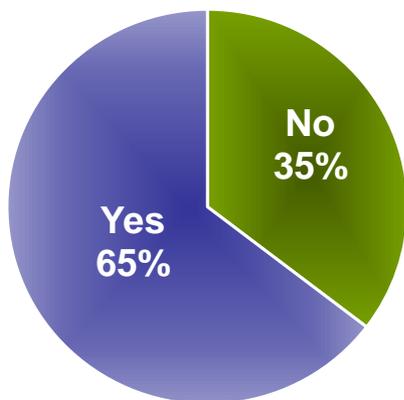


Houston/Dallas

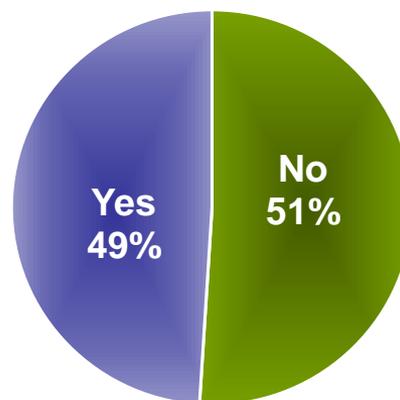


Atlanta

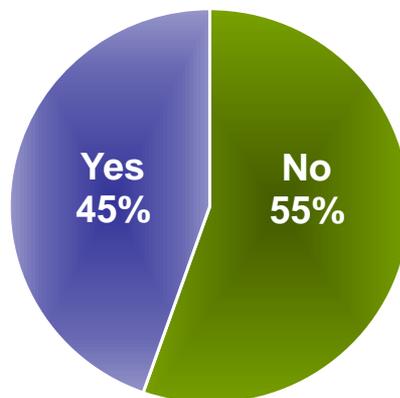
In the Last 2 Years, Promotions with a Title Change at Current Firm



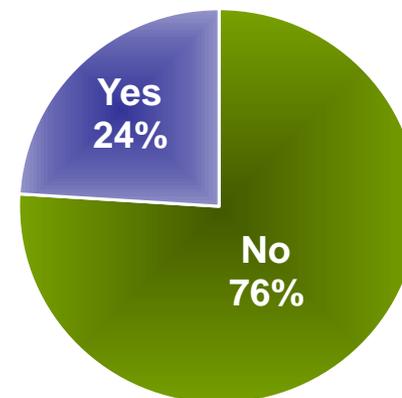
Manager



Coord. (Exempt)

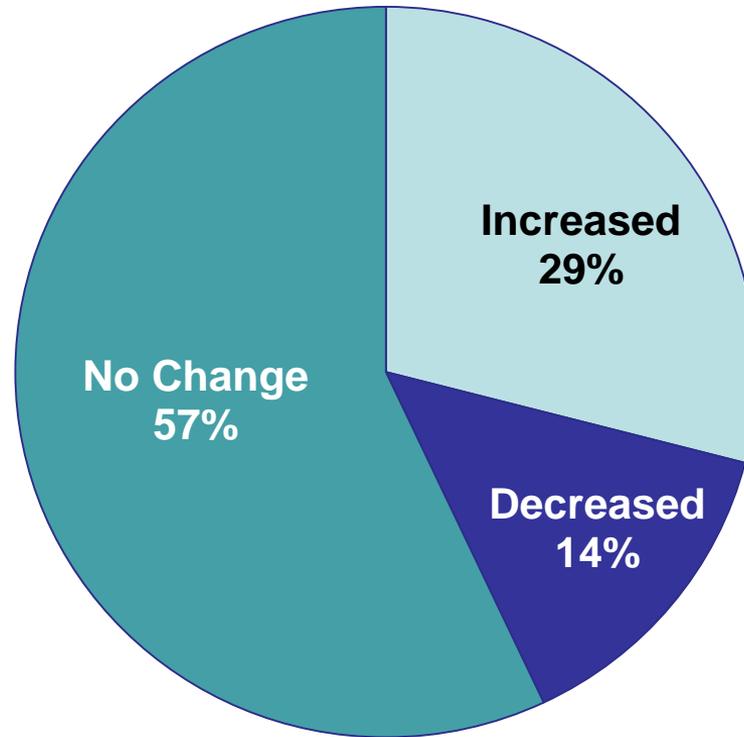


Coord. (OT)



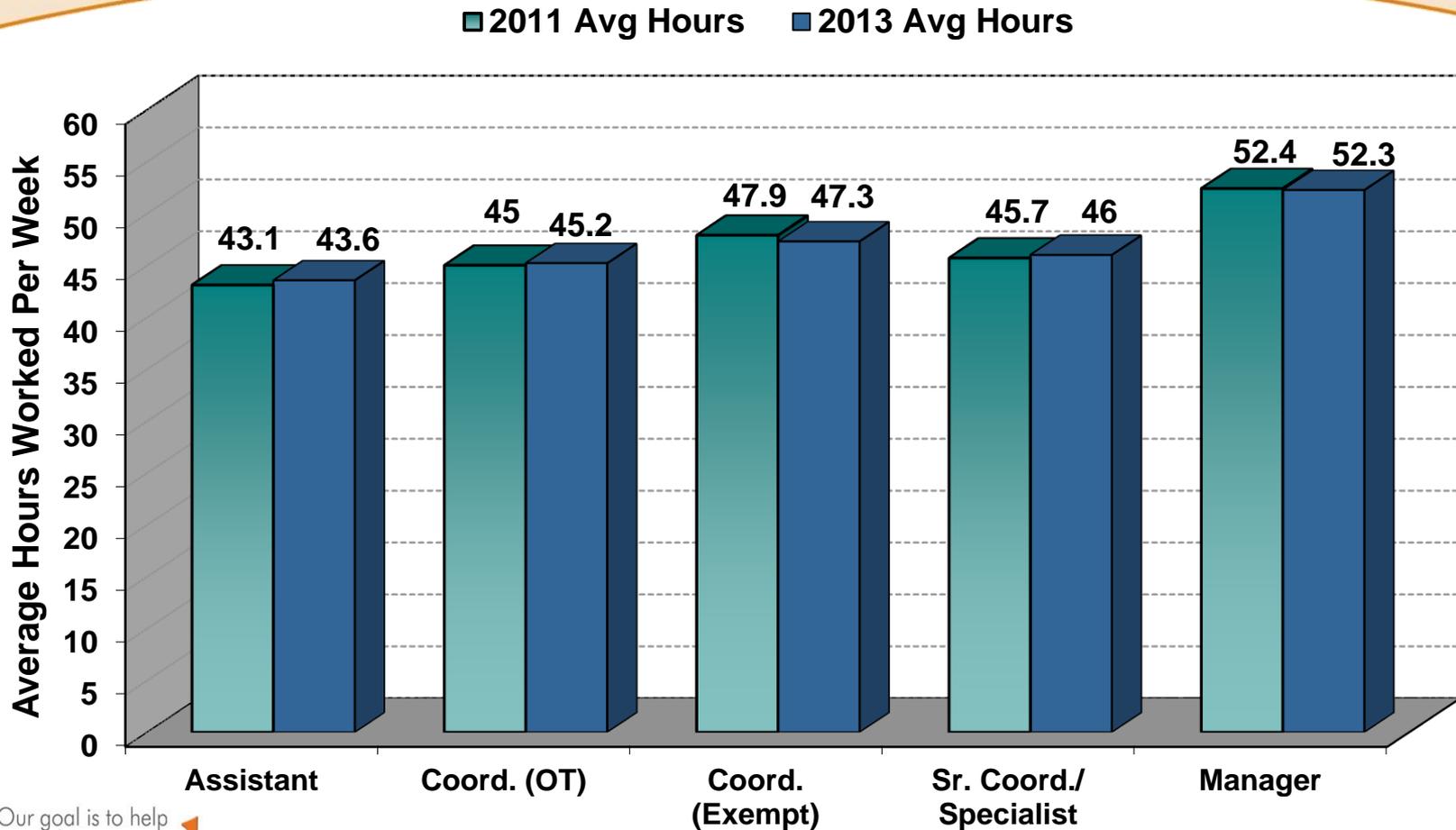
Assistant

Has Your Department Increased in Size in the Past 2 Years?



All Respondents

Average Weekly Hours Worked: 2011 and 2013 Comparison



Our goal is to help
you achieve your

goals®

Keeping Team Members Engaged

Developing & Investing in Your Talent

Show your team members how
you will invest in them

- How do you help your team members continue to grow and develop?
- How do you demonstrate that you value their contributions?

What “Rewards” are Valued by Your Team?

- What do YOU think they value?
- What do THEY say they value?

What Do Your Recruiting Professionals Say They Value?

Examples of non-monetary rewards/benefits

- **Professional Development/Investment:** Classes, conferences, exposure & interaction with Partners
- **Acknowledgement:** Celebratory team lunch/dinner, verbal or written praise from supervisor, publicly giving credit
- **Flexibility:** Occasional flex hours/telecommute, transfer between offices
- **Special Events:** Sporting, cultural, summer program events
- **Memberships:** Museums, gym

What are Your Team Values?

Exercise:
Which work values are most important to you and on your team?



What Core Competencies are Needed?

- What Core Competencies do your team members need to continue to develop?
 - Organization & Planning?
 - Relationship Building?
 - Communication?
 - Professionalism?
- How can you help them develop these?

ORGANIZATION & PLANNING

- Detail Oriented
- Deadline Driven
- Prioritizes
- Problem Solver

RELATIONSHIP BUILDING

- Establishes Credibility
- Client Focused
- Builds Rapport
- Collaborative

CORE COMPETENCIES *for Law Firm Recruitment Professionals*

- Articulate
- Strong Writer
- Adapts to Audience
- Active Listener

- Accountable
- Uses Good Judgement
- Inspires Confidence
- Maintains Confidentiality

COMMUNICATION

PROFESSIONALISM

Organization & Planning

Assistant

- Ability to organize and prioritize numerous tasks and follow instructions.
- Excellent attention to detail.
- Establishes and maintains systems so that key information is easily accessible.
- High tolerance for a deadline-driven, demanding work environment.
- Solution oriented; identifies resources and focuses on getting the job done.
- Keeps a cool head in a crisis; uses common sense to find a solution.
- Makes contingency plans in anticipation of unexpected situations.
- Flexible to adjusting hours, deadlines, and needs.

Coordinator

- Prioritizes tasks by importance and deadline, understands which projects are urgent and shifts attention as situations change.
- Diligently attends to details in accomplishing tasks.
- Ability to work under pressure and juggle competing needs on a variety of projects, while meeting tight deadlines.
- Follows up appropriately and sees projects through to completion.
- Resourceful; uses thorough understanding of desired results to achieve goals.
- Anticipates potential problems and prepares in advance to handle them.
- Demonstrated ability to plan events and maximize resources.

Manager

- Strong project management skills including planning the most effective route, accurately estimating the time, and delegating responsibilities to achieve a desired result.
- Identifies, prioritizes and allocates resources in a manner that will support the firm's goals.
- Strong time management skills and proven abilities to initiate, manage, and deliver multiple complex projects.
- Ability to develop, track and manage budgets.
- Resilient; recovers quickly from setbacks and finds alternative ways to reach goals or targets.

Communication

Assistant

- Ability to work effectively with lawyers, candidates and other law firm professionals.
- Has well-developed writing and editing skills.
- Speaks clearly and confidently.
- Listens to others without interrupting.
- Takes direction well, asks clarifying questions when necessary and can interpret and carry out written instructions.
- Has a professional demeanor and is sensitive to and aware of tone.

Coordinator

- Presents information clearly, concisely, and logically; Focuses on key points.
- Ability to apply common sense understanding to carry out instructions provided in written and/or oral form.
- Ability to convey complex information through oral communication.
- Keeps manager/director abreast of upcoming projects and deadlines.
- When writing, chooses the most effective and meaningful way to express ideas and information.
- Keeps the audience in mind when constructing all written and oral communications.

Manager

- Adept at providing information to persuade others and get results.
- Captures and holds others' attention; uses language, inflection, pauses and body language for effective impact.
- Gives clear instructions provides evidence for projects.
- Able to explain pertinent information and direct team members toward desired outcomes.
- Presents recruiting results and program highlights to firm leadership and others.

Relationship Building

Assistant

- Establishes effective working relationships throughout the firm.
- Approaches others in a tactful manner.
- Treats others with respect and consideration regardless of their status or position.
- Gains credibility by following through and maintaining confidentiality.
- Uses good judgment in establishing relationships with candidates, peers and others.

Coordinator

- Proactively seeks opportunities to meet with and understand the needs of attorneys and law schools.
- Projects professional image. Represents the firm well.
- Builds rapport with candidates and summer associates. Puts them at ease and makes them feel welcomed and comfortable at the firm.
- Maintains meaningful contact with attorneys, law schools and candidates.

Manager

- Excels in forging strong working relationships with internal and external clients, including law school and law firm personnel.
- Represents the firm well; can promote unique qualities of the firm to potential candidates.
- Superior interpersonal skills; comfortable engaging with professionals throughout the firm as well as external constituents.
- Invests in maintaining and growing existing relationships with law schools, candidates, and search firms.

Professionalism

Assistant

- Self-starter: looks for better ways to perform routine aspects of job.
- Respects and maintains confidentiality.
- Stays focused on tasks in spite of distractions and interruptions.
- Appears mature and poised and inspires confidence.
- Makes good decisions with the information available.
- Takes ownership of work and accepts responsibility for mistakes.

Coordinator

- Uses good judgment in all decision making.
- Takes ownership and is self motivated to follow through.
- Exercises confidentiality.
- Has a professional demeanor and gains the respect of those he/she works with.
- Possesses self-confidence, maturity and drive.
- Is accountable and admits and fixes mistakes when they occur.

Manager

- Models good judgment and decision making.
- Generates a high degree of respect.
- Demonstrates patience and diplomacy even in difficult situations.
- Highly professional in appearance and demeanor.
- Is accountable for all work personally produced and produced by members of the recruiting team.

Career Action Plan - Template

- What assignments would you like to work on in order to further develop your competencies?
- What activities and opportunities for career development would you like to pursue outside of the Firm?
- What areas/skills would you like to develop to add value to the Firm?



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