



2018

Survey of Legal Career Professionals

In Law Firms and Employer Organizations

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



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NALP's 2018 Survey of Legal Career Professionals in Law Firms and Employer Organizations collected information on compensation, job functions and responsibilities, and selected demographic information from individuals in NALP law firm/employer organizations in the US involved in recruiting, professional development, diversity, and other lawyer personnel management duties.

A total of 430 individuals completed the survey, reporting as if April 1, 2018. However, not all respondents completed all items, and each analysis excludes surveys which did not include the information being analyzed. Part-time salary information was excluded from salary analyses. Although nearly all surveys were from individuals at private law firms, a few were returned from government organizations.

Respondents were categorized as to type of job, e.g., director/chief, manager, based on their self-reported title and the title of the person to whom they report. The 'coordinator' category also includes individuals with an 'administrator' or 'specialist' title. Some employers have both a director and chief for a function, e.g., a chief talent officer, and a director of professional development or recruiting. For purposes of this report, the director/chief analyses include both types of positions. Most of the respondents in this grouping reported a title including the word 'director'.

As an alternative to analyses based on type of job/job title, respondents were grouped according to their reporting of where their position fits into the structure/hierarchy of the administrative unit in which they work. Grouping responses in this way takes into account variations in how firms structure their departments. For example, a first-level professional may be a director in one firm, a manager in another, and a coordinator in another. Department heads largely overlap with individuals who are also categorized as director/chief. However, a handful are managers. First-level professionals are usually managers (70%), but about 17% are directors and 12% are coordinators. About 54% of second-level professionals

are coordinators/administrators; 41% are managers; a handful are assistants. Third-level professionals are a mix of coordinators/administrators and assistants.

Respondents were also assigned to a function area based on their reported time allotments.

- Recruiting includes individuals who typically spend 60% or more of their time on law student and/or lateral recruiting. The median percentage was 85%. Among these individuals, somewhat less than half spend small amounts of time, typically 5-10%, on professional development activities and a bit over half spend time on "other" duties, typically 5-20%. About 70% reported spending some time, again typically 5-10% of time, on diversity initiatives and two-thirds spend time, usually 5-20% on lawyer personnel management tasks. This category also includes a few individuals whose title includes, in addition to 'recruiting', references to other areas such as office services, special events, or client relations.
- Professional development includes individuals who typically spend half or more of their time on professional development, with a median of 70%. For purposes of this survey analysis, time spent on diversity matters was also counted toward professional development. About 75% of respondents in this group spend some time, typically 5-20%, on lawyer personnel management tasks. Just over half spend time on diversity matters. Aside from those few individuals devoted mostly or entirely to diversity matters, diversity matters typically account for 5-10% of time. Over half of professional development professionals spend time on "other" tasks, again generally 5-10% of their time.
- As might be expected, professionals in the "both recruiting and professional development" category work in both areas on a relatively equal basis, with the median time on recruiting at 40% and the median time on professional development and/or diversity at about 30%. These individuals usually have other

Introduction

duties as well, with almost 90% spending some time on lawyer personnel management, and two-thirds spending some time on "other" duties.

- The small grouping — "other functions with some recruiting or professional" — is for those individuals who are primarily human resources generalists, or in a few instances business/administration/operations manager, but who also spend a measurable fraction of their time, usually 20-40%, on recruiting or professional development activities.

Survey responses based on job function are shown below.

	Number of Responses	Percentage of Responses
Recruiting	245	57.0%
Professional Development	103	23.9
Recruiting and Professional Development	62	14.4
Other Functions with Some Recruiting or Professional Development	20	4.7
TOTAL	430	100%

Some summary findings are highlighted below.

- The median salary for directors of professional development and directors of recruiting was \$180,000; for directors in a hybrid role it was just over \$193,000. Global responsibility increases the median by \$20,000 to \$30,000. Among managers the median is highest for those in professional development, at \$125,000. The median for recruiting managers was \$114,000, while that for managers in a hybrid role was \$103,000. The median for managers in other functions — primarily human resources — and who also have some recruiting or professional responsibilities was \$91,000. The median salary for coordinators was

\$67,000 but is lower for those whose jobs involve primarily professional development or a mixture of professional development and recruiting, at about \$63,000.

- The percent raise in salary over 2017 was typically 3–4%.
- A JD degree continues to be the most common among directors of professional development, 65% overall, and 82% among those who have been in the field for 13.5 – 19.5 years. A JD degree remains the exception among directors of recruiting, and directors in a hybrid role, at 30%. About 60% of these directors reported a BA/BS as their highest degree. It is also evident that most legal career professionals with a JD have spent at least some time as a practicing attorney — typically 5–6 years for directors and managers.
- Directors in a hybrid role were most likely to report having more than 13 years in the field — 83% — compared with about 60% of directors of professional development or recruiting. About 35% of managers overall reported 8 years or less in the field, and 27% have 15 or more years. Managers of professional development are more likely to have 8 years or less in the field — about 38%.
- Many individuals take on 'other' duties and one found across all responsibility areas and title is that of organizing social events other than for the summer program. For example, 40% of recruiting managers indicated duties in this area as did 45% of directors in a hybrid role.

Salaries

Salaries are presented grouping individuals by both title and hierarchy, and within each of those by job function and additional individual or employer characteristics. Part-time salaries are excluded from all salary analyses.



Salaries and Percent Raises for Directors/Chiefs — as of April 1, 2018

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2017	# Reporting
By General Job Function					
Recruiting	\$180,000	176,856	\$126,000-210,000	3.9%	43
Professional Development	180,000	208,838	165,000-242,000	3.5	25
Recruiting and Professional Development	193,250	207,518	150,000-239,750	3.0	28
Directors/Chiefs of Recruiting					
By Scope of Responsibility:					
Global	200,000	197,037	170,000-210,000	4.0	19
National	145,250	169,406	123,250-220,000	4.4	16
Single office	155,000	153,018	—	4.0	5
By Size of Firm (Lawyers in US):					
500 or fewer	138,500	150,962	106,000-190,000	3.0	13
More than 500	200,000	188,137	133,500-230,000	7.0	24
By Region/Firm Size:					
Northeast/More than 500	210,000	206,515	—	3.4	6
Mid-Atlantic/More than 500	162,625	174,042	—	10.0	6
Southeast/More than 500	191,411	184,619	—	7.2	8
By City:					
Chicago	180,000	170,600	—	4.0	5
New York	207,500	204,409	170,000-250,000	3.8	10
By Years in Field:					
Less than 13 years	135,000	146,947	106,000-180,000	5.8	17
13 – 19.5 years	202,500	194,354	160,000-235,000	4.0	18
20 years or more	195,000	201,040	—	3.0	8
By Education:					
BA/BS	180,125	177,520	132,500-207,500	4.0	28
JD	143,500	156,383	102,250-202,500	5.0	12
Directors/Chiefs of Professional Development					
By Scope of Responsibility:					
Global	217,500	241,625	173,500-300,000	3.5	12
National	180,000	183,900	135,000-210,000	4.0	10
By Size of Firm (Lawyers in US):					
500 or fewer	180,000	199,682	132,500-290,000	4.0	11
More than 500	205,000	222,875	166,500-246,000	3.3	12
By Years in Field:					
Less than 13 years	180,000	200,222	—	4.0	9
13 – 19.5 years	210,000	234,318	135,000-310,000	4.0	11
By Education:					
BA/BS	135,000	144,290	—	2.5	5
JD	205,000	229,969	174,000-300,000	4.0	16

continued



Salaries and Percent Raises for Directors/Chiefs — as of April 1, 2018 *(continued)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2017	# Reporting
Directors/Chiefs of Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	212,500	263,500	190,000-350,000	3.0	10
National	207,000	218,900	—	4.0	5
Regional	145,000	148,778	—	3.5	9
By Size of Firm (Lawyers in US):					
500 or fewer	170,000	180,976	145,000-210,000	4.0	21
More than 500	250,000	287,143	—	2.8	7
By Region/Firm Size:					
Mid-Atlantic/500 or fewer	207,000	192,600	—	4.0	5
Midwest/500 or fewer	147,500	160,063	—	4.0	8
By City:					
Washington, DC/Northern VA	230,000	234,500	—	2.5	6
By Years in Field:					
13 – 19.5 years	212,500	229,333	163,750-295,000	3.5	12
20 years or more	193,250	211,250	150,000-250,000	3.5	10
By Education:					
BA/BS	191,500	200,618	152,500-229,500	3.0	17
JD	225,000	232,286	—	3.5	7

Note: The JD category includes respondents who indicated that they obtained an LLM or a joint JD/MBA.

The number reporting column shows the number of full-time salary figures reported. Groupings with fewer than 5 salaries reported are not shown, and only medians and averages are shown if fewer than ten salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.



Salaries and Percent Raises for Managers — as of April 1, 2018

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2017	# Reporting
By General Job Function					
Recruiting	\$114,000	\$116,983	\$95,441-135,000	3.5%	86
Professional Development	125,000	129,978	102,000-158,900	3.9	49
Recruiting and Professional Development	103,000	109,847	94,000-139,500	3.0	15
Other Functions with Some Recruiting or Professional Development	91,000	99,767	—	3.0	7
Managers of Recruiting					
By Scope of Responsibility:					
Global	102,000	107,656	95,441-124,000	3.0	13
National	112,000	111,007	88,000-135,000	4.0	27
Regional	120,500	124,257	98,000-139,040	4.0	26
Single office	120,000	119,268	100,000-135,000	5.0	19
By Size of Firm (Lawyers in US):					
500 or fewer	100,000	105,987	82,500-120,000	5.0	27
More than 500	120,000	122,157	100,000-135,000	3.0	50
By Region/Firm Size:					
Northeast/500 or fewer	135,000	127,591	100,000-163,500	4.0	11
Northeast/More than 500	124,500	130,500	—	5.0	6
Mid-Atlantic/More than 500	118,615	116,439	95,680-135,000	2.5	18
Southeast/500 or fewer	82,500	87,100	—	10.0	5
Southeast/More than 500	113,000	109,313	—	3.0	8
Midwest/More than 500	112,000	123,913	100,000-130,000	4.5	11
West/Rocky Mtn./500 or fewer	84,825	84,775	—	3.5	6
West/Rocky Mtn./More than 500	139,040	141,628	—	4.0	7
By City:					
Chicago	120,000	129,733	—	4.5	9
New York	135,000	134,719	114,000-156,750	4.0	16
Philadelphia	100,000	108,136	—	-	5
San Francisco Bay area	137,020	138,673	—	4.0	6
Washington, DC/Northern VA	125,000	120,549	98,000-140,000	3.0	15
By Years in Field:					
8 years or less	95,680	104,492	85,000-123,000	4.0	29
8.5 – 14.5 years	114,000	114,800	100,000-135,000	4.0	30
15 years or more	127,000	131,497	110,000-163,500	3.0	22
By Education:					
BA/BS	111,000	114,309	90,000-135,000	5.0	49
MA/MS/MBA	116,115	118,866	95,220-135,000	3.3	16
JD	113,000	121,367	95,000-130,000	3.0	15

continued



Salaries and Percent Raises for Managers — as of April 1, 2018 *(continued)*

	Median	Average	Half of Salaries Fell in Range	Median % Raise from April 2017	# Reporting
Managers of Professional Development					
By Scope of Responsibility:					
Global	135,000	139,439	106,000-173,000	3.0	23
National	117,500	123,129	98,000-135,000	4.0	14
Single office	125,000	125,000	—	5.0	6
By Size of Firm (Lawyers in US):					
500 or fewer	118,000	121,383	100,000-140,000	3.4	17
More than 500	130,500	136,163	104,000-165,000	4.0	27
By Region/Firm Size:					
Northeast/500 or fewer	140,000	131,939	—	3.9	8
Northeast/More than 500	169,000	169,000	—	6.0	6
Mid-Atlantic/More than 500	110,000	118,200	—	3.5	9
Southeast/More than 500	105,200	119,729	—	3.0	7
West/Rocky Mtn./500 or fewer	163,000	152,100	—	4.0	5
By City:					
Boston	102,000	112,502	—	5.0	5
New York	165,000	161,000	137,500-179,500	4.0	12
Washington, DC/Northern VA	120,000	121,567	101,500-142,500	3.0	12
By Years in Field:					
8 years or less	104,000	113,922	91,000-132,500	4.3	19
8.5 – 14.5 years	130,500	132,781	110,000-150,000	3.0	21
15 years or more	164,000	164,500	—	3.0	8
By Education:					
BA/BS	108,000	121,342	98,000-140,000	4.0	24
MA/MS/MBA	132,750	129,063	—	2.8	8
JD	150,000	144,138	115,000-169,000	3.0	16
Managers of Both Recruiting and Professional Development					
By Scope of Responsibility:					
National	103,000	113,100	—	3.0	5
By Size of Firm (Lawyers in US):					
500 or fewer	100,000	104,868	—	3.0	6
More than 500	103,000	113,167	—	3.0	9
By Years in Field:					
15 years or more	115,000	122,315	—	3.0	7
By Education:					
BA/BS	109,000	117,071	98,706-140,000	3.0	10

Note: The JD category includes respondents who indicated that they obtained an LLM or a joint JD/MBA. The number reporting column shows the number of full-time salary figures reported. Groupings with fewer than 5 salaries reported are not shown, and only medians and averages are shown if fewer than ten salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

*E.g., human resources, marketing, office/business manager.



Salaries and Percent Raises for Coordinators and Assistants — as of April 1, 2018

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2015	# Reporting
Coordinators/Administrators/Specialists					
All	\$67,000	\$69,346	\$58,000-78,280	3.0	115
By General Job Function:					
Recruiting	67,550	68,792	58,000-78,000	3.0	84
Professional Development	63,000	67,670	61,000-72,000	3.0	15
Recruiting and Professional Development	62,500	66,243	55,000-78,280	4.0	10
Other Functions with Some Recruiting or Professional Development*	73,500	86,467	—	2.0	6
By Scope of Responsibility:					
Global	58,000	59,729	50,000-70,380	2.0	21
National	68,000	68,754	60,000-78,280	3.0	35
Regional	70,000	73,751	60,000-80,000	3.0	31
Single office	67,100	71,771	60,000-79,500	5.0	27
By Size of Firm (Lawyers in US):					
500 or fewer	71,500	70,795	60,450-78,280	3.0	38
More than 500	64,000	69,234	56,000-79,310	3.0	71
By Region/Firm Size:					
Northeast/500 or fewer	75,000	73,461	—	4.0	9
Northeast/More than 500	70,000	78,579	60,000-87,000	3.5	19
Mid-Atlantic/500 or fewer	72,000	78,820	—	3.5	5
Mid-Atlantic/More than 500	60,500	74,291	59,000-80,000	2.5	14
Southeast/500 or fewer	64,000	63,859	—	3.0	9
Southeast/More than 500	59,000	59,077	51,500-63,407	3.0	16
Midwest/500 or fewer	62,000	62,819	—	3.0	7
Midwest/More than 500	56,000	58,392	52,000-70,000	2.8	13
West/Rocky Mtn./500 or fewer	78,750	77,563	—	6.0	8
West/Rocky Mtn./More than 500	75,000	75,356	—	2.8	9
By City or State:					
Boston	60,000	63,289	—	2.5	9
Charlotte	64,375	64,563	—	3.0	5
Chicago	56,000	57,808	53,350-68,000	2.9	13
Dallas	58,000	62,200	—	7.4	5
Houston	60,000	59,047	—	5.0	9
Los Angeles/Orange County	73,850	72,450	—	2.0	6
New York	75,000	80,370	65,000-87,000	3.8	22
Philadelphia	61,000	66,318	59,000-79,000	3.0	11
San Francisco Bay area	85,000	84,929	—	7.0	7
Washington, DC/Northern VA	72,000	86,395	—	2.9	9

continued



Salaries and Percent Raises for Coordinators and Assistants — as of April 1, 2018 *(continued)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2017	# Reporting
By Years in Field:					
4 years or less	60,000	62,933	53,970-70,190	3.0	60
4.5 - 8 years	75,000	75,446	65,000-86,275	3.0	29
More than 8 years	75,000	81,188	63,000-87,000	3.0	23
By Education:					
High School or 2-year degree	72,000	61,836	—	-	5
BA/BS	62,720	66,615	55,000-75,000	3.0	84
MA/MS/MBA	72,000	74,344	65,000-85,000	4.7	17
JD	75,000	89,568	—	2.8	9
Assistants/Administrative Support					
All	47,250	48,705	45,000-51,000	2.0	30

Note: The JD category includes respondents who indicated that they obtained an LLM or a joint JD/MBA.

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*E.g., human resources, marketing, office/business manager.



Salaries and Percent Raises for Department Heads — as of April 1, 2018

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2017	# Reporting
By General Job Function					
Recruiting	\$187,500	\$184,819	\$141,750-208,815	3.0%	32
Professional Development	210,000	229,421	179,000-290,000	4.0	19
Recruiting and Professional Development	190,750	208,827	150,000-250,000	3.0	26
Other Functions with Some Recruiting or Professional Development*	122,900	152,300	—	1.0	6
Recruiting					
By Scope of Responsibility:					
Global	200,000	202,113	180,250-225,000	5.0	15
National	168,000	177,545	130,000-240,000	3.4	11
By Size of Firm (Lawyers in US):					
500 or fewer	145,250	147,625	113,000-187,500	3.0	12
More than 500	205,000	202,512	180,250-235,000	5.4	17
By Region/Firm Size:					
Southeast/More than 500	207,630	206,090	—	5.0	5
By City:					
New York	202,500	210,833	—	3.0	6
By Years in Field:					
Less than 13 years	162,500	164,700	110,000-200,000	3.8	10
13 – 19.5 years	197,500	189,920	160,000-207,630	4.0	14
20 years or more	195,000	201,040	—	3.0	8
By Education:					
BA/BS	181,536	176,776	138,500-205,000	3.9	22
JD	190,000	184,688	—	2.8	8
Professional Development					
By Scope of Responsibility:					
Global	242,000	261,667	—	4.0	9
National	182,000	202,667	—	4.0	9
By Size of Firm (Lawyers in US):					
500 or fewer	182,000	217,111	—	4.0	9
More than 500	230,000	247,222	—	3.5	9
By Years in Field:					
Less than 13 years	181,000	204,250	—	4.0	8
13.5 – 19.5 years	250,000	279,429	—	4.0	7
By Education:					
JD	226,000	252,083	180,000-315,000	4.0	12

continued



Salaries and Percent Raises for Department Heads — as of April 1, 2018 *(continued)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2017	# Reporting
Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	225,000	271,111	—	3.0	9
National	199,250	207,000	—	3.5	6
Regional	150,500	154,375	—	4.0	8
By Size of Firm (Lawyers in US):					
500 or fewer	163,000	180,725	146,250-208,500	4.0	20
More than 500	175,000	190,500	—	3.5	5
By Region/Firm Size:					
Mid-Atlantic/500 or fewer	207,000	192,600	—	4.0	5
Midwest/500 or fewer	150,000	168,071	—	4.5	7
West/Rocky Mtn./500 or fewer	175,000	190,500	—	3.5	5
By City:					
Washington, DC/Northern VA	230,000	234,500	—	2.5	6
By Years in Field:					
13 – 19.5 years	200,000	233,273	152,500-330,000	4.0	11
20 years or more	191,500	213,056	—	4.0	9
By Education:					
BA/BS	180,000	195,844	148,750-230,000	3.0	16
JD	225,000	232,286	—	3.5	7

Note: The JD category includes respondents who indicated that they obtained an LLM or a joint JD/MBA.

The number reporting column shows the number of full-time salary figures reported. Groupings with fewer than 5 salaries reported are not shown, and only medians and averages are shown if fewer than ten salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

*E.g., human resources, marketing, office/business manager.



Salaries and Percent Raises for First-level Professionals — as of April 1, 2018

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2017	# Reporting
By General Job Function					
Recruiting	\$112,000	\$118,979	\$90,000-135,000	3.8%	85
Professional Development	131,500	130,561	100,000-168,000	3.0	37
Recruiting and Professional Development	103,000	115,718	98,706-139,500	3.0	17
Other Functions with Some Recruiting or Professional Development*	88,500	99,967	—	2.0	6
Recruiting					
By Scope of Responsibility:					
Global	119,500	126,487	95,441-150,000	3.0	14
National	118,615	117,571	95,000-135,000	5.0	30
Regional	112,000	116,888	89,650-135,000	3.8	21
Single office	107,000	115,452	85,000-130,000	5.0	19
By Size of Firm (Lawyers in US):					
500 or fewer	95,000	104,153	80,000-113,000	4.5	31
More than 500	127,000	128,893	102,000-144,000	3.5	46
By Region/Firm Size:					
Northeast/500 or fewer	135,000	140,150	100,000-163,500	4.0	10
Northeast/More than 500	136,500	148,262	—	4.0	8
Mid-Atlantic/More than 500	131,000	120,802	110,000-135,000	3.0	14
Southeast/500 or fewer	80,000	83,020	—	8.8	7
Southeast/More than 500	116,500	115,100	92,500-129,000	7.2	10
Midwest/500 or fewer	102,000	92,490	—	-	5
Midwest/More than 500	116,000	126,644	105,000-130,000	3.5	10
West/Rocky Mtn./500 or fewer	89,650	86,236	—	5.0	7
By City:					
Chicago	120,000	130,333	—	3.0	9
Dallas	111,000	108,600	—	7.2	5
Houston	90,000	109,400	—	-	5
New York	144,000	157,787	129,000-173,000	4.0	16
San Francisco Bay Area	139,040	139,408	—	4.0	5
Washington, DC/Northern VA	117,230	111,124	90,000-135,000	3.0	13
By Years in Field:					
8 years or less	92,500	96,504	75,000-123,000	5.0	29
8.5 – 14.5 years	117,230	124,204	100,000-135,000	4.5	29
15 years or more	135,000	140,902	111,000-167,000	3.0	21
By Education:					
BA/BS	111,000	118,316	85,000-135,000	5.0	47
MA/MS/MBA	132,000	129,181	95,220-153,000	3.0	12
JD	105,000	115,463	95,000-130,000	3.0	21

continued



Salaries and Percent Raises for First-level Professionals — as of April 1, 2018 *(continued)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2017	# Reporting
Professional Development					
By Scope of Responsibility:					
Global	170,500	153,781	116,500-180,000	3.0	16
National	103,000	101,710	77,300-120,000	4.5	11
Single office	150,000	144,990	—	-	5
By Size of Firm (Lawyers in US):					
500 or fewer	115,000	116,601	91,000-140,000	3.0	15
More than 500	135,000	137,832	103,000-175,000	3.3	19
By Region/Firm Size:					
Northeast/500 or fewer	136,250	128,501	—	4.1	8
Mid-Atlantic/More than 500	110,000	117,700	—	3.8	9
By City:					
Chicago	95,000	101,200	—	5.0	5
New York	179,000	173,143	—	3.7	7
Washington, DC/Northern VA	115,000	131,471	—	3.0	7
By Years in Field:					
8 years or less	90,255	102,381	75,000-115,000	5.0	10
8.5 – 14.5 years	140,000	139,600	110,000-175,000	4.0	15
15 years or more	147,500	148,045	118,000-169,950	3.0	10
By Education:					
BA/BS	110,000	114,698	89,510-140,000	3.9	19
MA/MS/MBA	103,000	120,600	—	3.0	5
JD	170,500	160,875	123,250-187,500	3.0	12
Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	103,000	110,600	—	3.0	5
Regional	98,706	94,941	—	2.5	5
By Size of Firm (Lawyers in US):					
500 or fewer	100,000	102,856	—	2.5	9
More than 500	127,250	130,188	—	3.0	8
By Region/Firm Size:					
Midwest/500 or fewer	100,000	97,400	—	3.0	5
By Years in Field:					
15 years or more	115,000	137,467	—	3.0	9
By Education:					
BA/BS	115,000	126,019	98,706-152,000	3.0	11

Note: The JD category includes respondents who indicated that they obtained an LLM or a joint JD/MBA. The number reporting column shows the number of full-time salary figures reported. Groupings with fewer than 5 salaries reported are not shown, and only medians and averages are shown if fewer than ten salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

*E.g., human resources, marketing, office/business manager.



Salaries and Percent Raises for Second-level and Third-level Professionals — as of April 1, 2018

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2017	# Reporting
Second-Level Positions					
By General Job Function					
Recruiting	\$75,000	\$80,222	\$60,000-96,090	3.8%	72
Professional Development	103,000	104,994	77,500-131,500	3.0	32
Recruiting and Professional Development	78,280	74,214	67,000-82,500	5.0	9
Recruiting					
By Scope of Responsibility:					
Global	75,000	73,199	55,000-93,187	2.0	13
National	77,500	74,774	64,920-86,000	4.0	18
Regional	88,000	85,425	60,000-101,500	3.0	20
Single office	72,000	84,285	62,000-96,600	5.3	21
By Size of Firm (Lawyers in US):					
500 or fewer	72,000	70,878	54,590-88,000	3.8	19
More than 500	79,750	80,320	60,000-96,500	3.5	46
By Region/Firm Size:					
Northeast/500 or fewer	77,500	79,167	—	3.3	6
Northeast/More than 500	81,125	81,300	65,000-89,560	4.5	10
Mid-Atlantic/More than 500	92,340	96,396	82,000-100,000	2.0	10
Southeast/More than 500	58,000	67,417	52,000-70,000	3.0	13
Midwest/More than 500	66,500	62,624	—	—	6
West/Rocky Mtn./More than 500	96,500	95,085	—	4.5	7
By City:					
Chicago	65,000	60,148	—	—	5
Dallas	54,500	59,333	—	7.4	6
Houston	63,460	66,403	—	6.5	6
New York	81,375	88,875	67,500-99,094	3.8	16
Philadelphia	95,680	91,736	—	4.0	5
San Francisco Bay area	91,000	96,500	—	5.6	5
Washington DC/Northern VA	98,000	99,264	—	3.0	9
By Years in Field:					
4 years or less	60,000	61,637	52,000-70,000	4.5	29
4.5 – 8 years	88,000	89,052	80,000-96,500	3.5	25
More than 8 years	105,000	102,535	75,000-126,000	3.0	17
By Education:					
BA/BS	72,500	76,963	54,795-90,500	3.5	52
MA/MS/MBA	88,000	88,109	72,000-98,000	4.0	14

continued



Salaries and Percent Raises for Second-level and Third-level Professionals — as of April 1, 2018 *(continued)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2017	# Reporting
Professional Development					
By Scope of Responsibility:					
Global	113,000	112,721	85,000-135,000	3.0	14
National	90,500	94,975	63,500-131,500	3.0	12
By Size of Firm (Lawyers in US):					
500 or fewer	91,500	94,600	64,000-130,000	3.5	10
More than 500	104,000	109,358	85,000-132,500	3.0	19
By Region/Firm Size:					
Northeast/More than 500	102,000	117,000	—	5.0	5
Southeast/More than 500	90,000	93,586	—	3.0	7
By City:					
New York	112,500	115,750	—	5.3	8
Washington, DC/Northern VA	125,000	117,214	—	2.5	7
By Years in Field:					
4 years or less	67,000	80,667	—	0.0	6
4.5 - 8 years	104,600	110,892	96,500-131,250	4.3	12
More than 8 years	110,500	110,364	85,000-135,000	3.0	14
By Education:					
BA/BS	98,000	95,960	64,000-125,000	3.5	15
MA/MS/MBA	102,000	107,929	—	4.7	7
JD	117,500	116,490	90,000-140,000	1.8	10
Both Recruiting and Professional Development					
By Size of Firm (Lawyers in US):					
500 or fewer	78,280	73,986	—	7.0	5
By Education:					
BA/BS	79,000	73,706	—	4.5	8
Third-level Positions*					
By General Job Function					
Recruiting	58,250	59,457	47,000-71,000	2.5	42
Professional Development	51,000	55,158	49,150-60,000	3.0	11

Note: The JD category includes respondents who indicated that they obtained an LLM or a joint JD/MBA.

The number reporting column shows the number of full-time salary figures reported. Groupings with fewer than 5 salaries reported are not shown, and only medians and averages are shown if fewer than ten salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than 5 raise percentages were reported for that group. A 0.0 (zero) indicates that more than half of the raise percentages reported were zero.

* Third-level also includes a few positions reported as “administrative” positions.

Bonuses

Bonus findings are based on reported non-zero bonuses. Additionally, for each grouping the percentage not receiving a bonus is indicated. Bonuses were most frequently awarded based on merit — 78% of respondents, followed by a year-end or holiday bonus at 40%, and then firm profitability at 31%. However, at the department head and director level, firm profitability was more common as a basis than was a year-end/holiday basis. Seniority is rarely a consideration.



Bonuses for Directors/Chiefs

Bonuses Paid Between April 1, 2017 and April 1, 2018

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By General Job Function					
Recruiting	\$18,025	\$27,212	\$10,000-40,000	41	4.7%
Professional Development	15,000	21,379	7,500-30,000	23	0.0
Recruiting and Professional Development	20,000	26,833	6,500-42,000	24	11.1
Directors/Chiefs of Recruiting					
By Scope of Responsibility:					
Global	23,000	24,141	10,000-37,500	19	0.0
National	15,000	31,967	10,000-50,000	15	0.0
Single office	18,000	30,100	—	5	16.7
By Size of Firm (Lawyers in US):					
500 or fewer	12,000	17,692	6,000-18,000	13	0.0
More than 500	25,157	33,225	11,500-45,000	23	4.2
By Region/Firm Size:					
Northeast/More than 500	45,000	50,000	—	5	16.7
Mid-Atlantic/More than 500	14,763	27,754	—	6	0.0
Southeast/More than 500	24,579	24,957	—	8	0.0
By City:					
New York	43,500	43,200	23,000-58,000	10	9.1
By Years in Field:					
Less than 13 years	13,500	22,857	7,000-23,000	14	12.5
13 – 19.5 years	30,079	30,593	14,000-45,000	18	0.0
20 years or more	14,000	27,222	—	9	0.0
By Education:					
BA/BS	16,513	29,054	10,000-45,000	28	0.0
JD	18,000	19,700	7,500-35,000	10	16.7
Directors/Chiefs of Professional Development					
By Scope of Responsibility:					
Global	30,000	28,020	9,600-40,000	11	0.0
National	12,500	15,563	—	8	0.0
By Size of Firm (Lawyers in US):					
500 or fewer	12,500	19,550	7,500-25,000	10	0.0
More than 500	15,000	22,747	6,000-36,000	11	0.0

continued



Bonuses for Directors/Chiefs

Bonuses Paid Between April 1, 2017 and April 1, 2018 *(continued)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By Years in Field:					
13–19.5 years	15,000	21,200	—	8	0.0
20 years or more	15,000	23,562	6,000-40,000	10	0.0
By Education:					
BA/BS	10,000	15,000	—	5	0.0
JD	17,500	24,158	9,615-40,000	14	0.0
Directors/Chiefs of Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	42,000	40,875	—	8	11.1
Regional	7,000	10,111	—	9	10.0
By Size of Firm (Lawyers in US):					
500 or fewer	12,500	21,194	5,000-30,000	18	14.3
More than 500	32,500	43,750	—	6	0.0
By Region/Firm Size:					
Midwest/500 or fewer	7,250	15,750	—	6	14.3
West/Rocky Mtn./500 or fewer	24,000	23,100	—	5	0.0
By Years in Field:					
13 – 19.5 years	32,500	36,708	7,500-60,000	12	0.0
20 years or more	20,000	19,111	—	9	10.0
By Education:					
BA/BS	15,000	21,156	5,500-30,000	16	5.9

Note: The JD category includes respondents who indicated that they obtained an LLM or a joint JD/MBA.

The number reporting column shows the number of non-zero bonuses figures reported. Groupings with fewer than 5 bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Among directors/chiefs, most who received a bonus — 86% — reported that the bonus was based on merit. The second most frequent basis, reported by 29%, was firm profitability. Percentages add to more than 100 because more than one basis for bonus could be checked.



Bonuses for Managers Bonuses Paid Between April 1, 2017 and April 1, 2018

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By General Job Function					
Recruiting	\$8,000	\$10,615	\$3,600-13,500	69	17.9%
Professional Development	8,500	9,573	5,000-14,200	43	4.4
Recruiting and Professional Development	6,953	7,630	5,000-12,000	15	0.0
Other Functions with Some Recruiting or Professional Development*	7,500	7,086	—	7	0.0
Managers of Recruiting					
By Scope of Responsibility:					
Global	5,963	7,241	3,000-9,167	12	14.3
National	8,000	8,584	3,000-10,800	25	3.8
Regional	10,000	16,000	5,000-17,500	15	40.0
Single office	10,000	10,308	3,363-15,000	16	11.1
By Size of Firm (Lawyers in US):					
500 or fewer	6,000	8,453	3,000-11,000	23	17.9
More than 500	9,000	10,293	5,000-15,000	39	18.8
By Region/Firm Size:					
Northeast/500 or fewer	10,500	12,650	5,000-20,000	10	9.1
Northeast/More than 500	7,000	8,200	—	5	0.0
Mid-Atlantic/More than 500	7,500	7,936	3,000-10,800	11	31.3
Southeast/500 or fewer	5,000	4,800	—	5	0.0
Southeast/More than 500	6,500	7,905	—	7	22.2
Midwest/More than 500	12,000	11,089	—	9	10.0
West/Rocky Mtn./More than 500	17,500	16,857	—	7	12.5
By City:					
Chicago	11,000	10,600	—	8	0.0
New York	10,000	11,286	5,000-15,000	14	6.7
San Francisco Bay area	17,500	32,500	—	5	28.6
Washington, DC/Northern VA	7,750	7,300	3,200-10,000	10	28.6
By Years in Field:					
8 years or less	6,000	6,560	3,000-8,250	20	25.9
8.5 – 14.5 years	8,667	12,582	5,000-11,000	26	13.3
15 years or more	10,000	11,629	3,200-17,000	18	18.2
By Education:					
BA/BS	7,500	9,120	4,000-12,000	41	12.8
MA/MS/MBA	7,500	17,000	3,100-21,000	12	25.0
JD	8,500	9,833	4,500-17,250	12	20.0

continued



Bonuses for Managers

Bonuses Paid Between April 1, 2017 and April 1, 2018 *(continued)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
Managers of Professional Development					
By Scope of Responsibility:					
Global	9,850	9,908	5,000-14,200	22	0.0
National	7,350	8,072	—	9	18.2
Single Office	7,500	10,000	—	6	0.0
By Size of Firm (Lawyers in US):					
500 or fewer	6,000	8,200	3,000-15,000	15	11.8
More than 500	10,000	10,589	5,000-13,000	23	0.0
By Region/Firm Size:					
Northeast/500 or fewer	15,000	12,375	—	8	11.1
Northeast/More than 500	10,000	9,350	—	5	0.0
Mid-Atlantic/More than 500	5,000	9,757	—	7	0.0
Southeast/More than 500	12,000	11,286	—	7	0.0
By City:					
Boston	8,500	11,500	—	5	16.7
New York	10,000	10,572	7,500-15,000	11	0.0
Washington, DC/Northern VA	4,800	8,089	—	9	10.0
By Years in Field:					
8 years or less	7,500	8,347	4,800-10,000	17	5.6
8.5 – 14.5 years	10,000	10,302	6,337-15,000	19	5.0
15 years or more	12,500	11,333	—	6	0.0
By Education:					
BA/BS	7,750	9,743	5,000-15,000	22	0.0
MA/MS/MBA	8,375	7,119	—	8	0.0
JD	10,000	10,795	5,000-15,000	13	13.3
Managers of Both Recruiting and Professional Development					
By Scope of Responsibility:					
National	5,000	7,600	—	5	0.0
By Size of Firm (Lawyers in US):					
500 or fewer	5,202	6,901	—	6	0.0
More than 500	6,953	8,117	—	9	0.0
By Years in Field:					
15 years or more	7,403	8,700	—	7	0.0
By Education:					
BA/BS	11,000	9,873	—	9	0.0

Note: The JD category includes respondents who indicated that they obtained an LLM or a joint JD/MBA. The number reporting column shows the number of non-zero bonuses figures reported. Groupings with fewer than 5 bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

*E.g., human resources, marketing, office/business manager.

Among managers, most who received a bonus — 84% — reported that the bonus was based on merit. The second most frequent basis, reported by 36%, was year-end/holiday. Percentages add to more than 100 because more than one basis for bonus could be checked.



Bonuses for Coordinators and Assistants Bonuses Paid Between April 1, 2017 and April 1, 2018

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
Coordinators					
By General Job Function:					
Recruiting	\$2,500	\$3,142	\$1,200-4,500	58	22.7%
Professional Development	3,800	4,108	1,500-5,000	13	13.3
Recruiting and Professional Development	3,250	2,928	—	8	27.3
By Scope of Responsibility:					
Global	1,566	2,870	1,200-5,000	12	29.4
National	2,576	3,064	1,000-5,000	26	23.5
Regional	2,134	2,837	1,500-3,500	22	26.7
Single office	3,033	3,535	2,000-4,150	22	12.0
By Size of Firm (Lawyers in US):					
500 or fewer	3,673	3,871	1,725-5,000	28	22.2
More than 500	2,050	2,786	1,000-3,625	52	22.4
By Region/Firm Size:					
Northeast/500 or fewer	5,000	5,164	—	7	22.2
Northeast/More than 500	2,500	4,200	1,731-7,700	15	21.1
Mid-Atlantic/More than 500	2,100	2,222	—	9	35.7
Southeast/500 or fewer	3,650	3,417	—	6	33.3
Southeast/More than 500	1,350	2,022	1,000-2,500	14	6.7
Midwest/500 or fewer	3,545	3,294	—	5	16.7
Midwest/More than 500	1,500	2,060	—	5	50.0
West/Rocky Mtn./500 or fewer	4,250	4,333	—	6	14.3
West/Rocky Mtn./More than 500	2,167	2,585	—	9	0.0
By City:					
Boston	3,350	3,983	—	6	25.0
Chicago	2,500	2,633	—	6	40.0
Dallas	1,000	2,130	—	5	0.0
Houston	3,500	3,450	—	7	12.5
Los Angeles/Orange County	1,750	1,861	—	6	0.0
New York	4,150	4,585	2,100-7,463	17	22.7
Philadelphia	1,200	1,929	—	7	36.4
San Francisco Bay Area	3,350	4,157	—	7	0.0
Washington, DC/Northern VA	3,033	3,012	—	8	11.1
By Years in Field:					
4 years or less	2,000	2,451	1,000-3,545	43	24.6
4.5 — 8 years	3,500	4,205	1,731-7,000	21	25.0
More than 8 years	3,800	3,950	2,167-5,000	17	15.0

continued

Bonuses for Coordinators and Assistants

Bonuses Paid Between April 1, 2017 and April 1, 2018 *(continued)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By Education:					
BA/BS	2,100	2,687	1,000-4,000	62	20.5
MA/MS/MBA	5,000	5,027	3,032-7,350	12	29.4
JD	2,500	4,583	—	6	25.0
Assistants					
All	1,575	2,007	725-3,150	24	0.0

The coordinator grouping also includes individuals whose title includes administrator or specialist.

Note: The JD category includes respondents who indicated that they obtained an LLM or a joint JD/MBA. Medians, averages, and the ranges are based on non-zero bonuses reported.

The number reporting column shows the number of non-zero bonuses figures reported. Groupings with fewer than 5 bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Among coordinators, most who received a bonus — 71% — reported that the bonus was based on merit. The second most frequent basis, reported by 54%, was year-end/holiday. Among assistants, most who received a bonus — 63% — reported that the bonus was year-end/holiday. The second most frequent basis, reported by 42%, was merit. Percentages add to more than 100 because more than one basis for bonus could be checked.



Bonuses for Department Heads Bonuses Paid Between April 1, 2017 and April 1, 2018

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By General Job Function					
Recruiting	\$18,025	\$26,161	\$10,000-35,000	29	3.3%
Professional Development	25,000	26,029	10,000-36,000	17	0.0
Recruiting and Professional Development	17,500	24,159	6,000-30,000	22	12.0
Department Heads – Recruiting					
By Scope of Responsibility:					
Global	21,000	22,145	10,000-35,000	15	0.0
National	18,000	40,778	—	9	0.0
By Size of Firm (Lawyers in US):					
500 or fewer	12,000	12,455	6,000-18,000	11	0.0
More than 500	35,000	37,345	18,025-45,000	15	6.3
By Region/Firm Size:					
Southeast/More than 500	25,157	25,231	—	5	0.0
By City:					
New York	23,000	36,400	—	5	16.7
By Years in Field:					
Less than 13 years	18,000	27,667	—	9	0.0
13 – 19.5 years	21,013	22,890	10,000-35,000	12	7.7
20 years or more	17,500	29,375	—	8	0.0
By Education:					
BA/BS	14,000	26,382	10,000-35,000	21	0.0
JD	22,000	23,250	—	6	14.3
Department Heads – Professional Development					
By Scope of Responsibility:					
Global	30,000	33,222	—	9	0.0
National	17,500	18,917	—	6	0.0
By Size of Firm (Lawyers in US):					
500 or fewer	17,500	23,438	—	8	0.0
More than 500	30,000	29,375	—	8	0.0
By Years in Field:					
Less than 13 years	20,000	22,857	—	7	0.0
13 – 19.5 years	36,000	32,143	—	7	0.0
By Education:					
JD	25,000	29,455	15,000-40,000	11	0.0

continued



Bonuses for Department Heads
Bonuses Paid Between April 1, 2017 and April 1, 2018 *(continued)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
Department Heads – Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	40,000	40,286	—	7	12.5
National	30,000	26,200	—	5	16.7
Regional	6,000	10,438	—	8	11.1
By Size of Firm (Lawyers in US):					
500 or fewer	15,000	18,471	5,000-30,000	17	15.0
More than 500	20,000	43,500	—	5	0.0
By Region/Firm Size:					
Midwest/500 or fewer	7,000	17,400	—	5	16.7
West/Rocky Mtn./500 or fewer	19,500	21,750	—	6	0.0
By Years in Field:					
13 — 19.5 years	25,000	33,909	7,500-50,000	11	0.0
20 years or more	15,000	15,875	—	8	11.1
By Education:					
BA/BS	10,000	15,567	5,000-25,000	15	6.3

Note: The JD category includes respondents who indicated that they obtained an LLM or a joint JD/MBA.

The number reporting column shows the number of non-zero bonuses figures reported. Groupings with fewer than 5 bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Among department heads, most who received a bonus — 83% — reported that the bonus was based on merit. The second most frequent basis, reported by 33%, was firm profitability. Percentages add to more than 100 because more than one basis for bonus could be checked.



Bonuses for First-level Professionals Bonuses Paid Between April 1, 2017 and April 1, 2018

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By General Job Function					
Recruiting	\$9,500	\$13,774	\$5,000-15,000	70	16.7%
Professional Development	7,425	9,034	5,000-15,000	34	2.9
Recruiting and Professional Development	6,953	12,680	5,000-12,000	17	5.6
Other Functions with Some Recruiting and Professional Development*	3,000	4,600	—	5	16.7
First-level professionals – Recruiting					
By Scope of Responsibility:					
Global	7,000	13,801	5,330-17,000	14	6.7
National	10,000	11,062	3,200-12,000	26	10.3
Regional	8,750	15,325	5,000-13,500	14	33.3
Single office	10,000	16,188	4,000-17,000	15	16.7
By Size of Firm (Lawyers in US):					
500 or fewer	5,000	10,749	3,000-11,000	26	21.2
More than 500	10,000	13,838	7,000-15,000	38	13.6
By Region/Firm Size:					
Northeast/500 or fewer	13,000	20,600	5,000-26,000	10	9.1
Northeast/More than 500	10,000	20,857	—	7	12.5
Mid-Atlantic/More than 500	9,000	10,700	7,500-11,500	9	25.0
Southeast/500 or fewer	4,000	4,433	—	6	14.3
Southeast/More than 500	9,167	12,883	6,000-17,000	10	0.0
Midwest/More than 500	12,000	11,800	10,000-15,000	9	10.0
By City:					
Chicago	12,000	11,600	—	7	12.5
Dallas	8,333	11,667	—	5	0.0
Houston	5,500	11,426	—	5	0.0
New York	15,000	24,667	7,000-42,000	15	6.3
Washington, DC/Northern VA	7,500	7,148	4,000-9,000	9	25.0
By Years in Field:					
8 years or less	6,000	5,672	3,000-7,500	17	32.0
8.5 – 14.5 years	10,400	17,197	7,000-17,000	26	10.3
15 years or more	10,000	16,854	4,000-17,000	21	12.5
By Education:					
BA/BS	8,333	13,481	5,000-15,000	41	10.9
MA/MS/MBA	17,000	25,778	—	9	25.0
JD	7,000	9,400	3,000-10,000	15	28.6

continued



Bonuses for First-level Professionals
Bonuses Paid Between April 1, 2017 and April 1, 2018 *(continued)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
First-level Professionals – Professional Development					
By Scope of Responsibility:					
Global	8,925	8,664	5,000-15,000	14	6.7
National	5,500	7,485	3,500-12,000	10	0.0
Single office	18,500	14,700	—	5	0.0
By Size of Firm (Lawyers in US):					
500 or fewer	6,000	8,367	3,000-15,000	15	0.0
More than 500	8,925	8,873	4,250-13,500	16	5.9
By Region/Firm Size:					
Northeast/500 or fewer	15,000	11,333	—	9	0.0
Mid-Atlantic/More than 500	6,000	8,214	—	7	12.5
By City:					
Chicago	7,000	5,690	—	5	0.0
New York	12,500	11,598	—	6	0.0
Washington, DC/Northern VA	5,250	8,333	—	6	0.0
By Years in Field:					
8 years or less	5,425	6,220	3,000-8,500	10	0.0
8.5 – 14.5 years	8,750	10,524	6,000-15,000	14	0.0
15 years or more	12,308	11,077	—	8	11.1
By Education:					
BA/BS	7,425	10,436	5,000-15,000	18	0.0
MA/MS/MBA	5,000	4,850	—	5	16.7
JD	9,600	8,641	5,000-15,000	11	0.0

continued



Bonuses for First-level Professionals Bonuses Paid Between April 1, 2017 and April 1, 2018 *(continued)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
First-level Professionals – Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	6,000	13,720	—	5	0.0
Regional	6,953	4,691	—	5	16.7
By Size of Firm (Lawyers in US):					
500 or fewer	5,000	12,723	—	9	10.0
More than 500	7,277	12,632	—	8	0.0
By Region/Firm Size:					
Midwest/500 or fewer	3,000	5,300	—	5	0.0
By Years in Field:					
15 years or more	7,500	19,267	—	9	0.0
By Education:					
BA/BS	9,702	18,246	5,000-13,000	10	0.0

Note: The JD category includes respondents who indicated that they obtained an LLM an LLM or a joint JD/MBA.

The number reporting column shows the number of non-zero bonuses figures reported. Groupings with fewer than 5 bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

*E.g., human resources, marketing, office/business manager.

Among first-level professionals, most who received a bonus — 83% — reported that the bonus was based on merit. The second most frequent basis, reported by 38%, was year-end/holiday. Percentages add to more than 100 because more than one basis for bonus could be checked.



Bonuses for Second- and Third-level Professionals Bonuses Paid Between April 1, 2017 and April 1, 2018

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
Second-level Professionals					
By General Job Function					
Recruiting	\$3,000	\$4,746	\$1,500-5,250	56	18.8%
Professional Development	5,500	7,189	3,000-10,000	27	10.0
Recruiting and Professional Development	4,150	4,861	—	7	22.2
Second-level Professionals – Recruiting					
By Scope of Responsibility:					
Global	2,366	4,976	—	8	20.0
National	5,000	5,121	1,800-7,350	16	11.1
Regional	2,759	2,843	1,050-4,250	12	42.9
Single office	3,033	5,496	1,500-6,000	20	0.0
By Size of Firm (Lawyers in US):					
500 or fewer	4,250	4,139	1,750-5,750	12	29.4
More than 500	2,500	4,362	1,000-5,000	39	13.3
By Region/Firm Size:					
Northeast/More than 500	3,750	4,356	—	9	10.0
Mid-Atlantic/More than 5	2,750	2,775	—	8	20.0
Southeast/More than 500	1,000	2,146	1,000-2,652	11	15.4
West/Rocky Mtn./More than 500	3,175	9,627	—	8	0.0
By City:					
Dallas	1,000	2,021	—	7	0.0
Houston	2,652	3,130	—	5	16.7
New York	5,000	6,017	2,050-7,829	12	25.0
San Francisco Bay Area	4,425	9,308	—	6	0.0
Washington, DC/Northern VA	3,033	3,946	—	8	20.0
By Years in Field:					
4 years or less	1,750	2,378	1,000-3,065	22	21.4
4.5 – 8 years	3,600	5,343	1,731-7,463	21	16.0
More than 8 years	5,000	8,272	3,000-10,000	12	20.0
By Education:					
BA/BS	2,334	4,251	1,200-5,000	42	16.0
MA/MS/MBA	3,500	4,475	3,000-7,000	11	21.4

continued



Bonuses for Second- and Third-level Professionals Bonuses Paid Between April 1, 2017 and April 1, 2018 *(continued)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
Second-level Professionals – Professional Development					
By Scope of Responsibility:					
Global	9,850	9,042	3,750-11,750	12	7.7
National	3,800	3,622	—	9	18.2
By Size of Firm (Lawyers in US):					
500 or fewer	4,400	3,375	—	8	20.0
More than 500	8,750	8,481	3,750-11,000	16	5.9
By Region/Firm Size:					
Northeast/More than 500	9,000	8,000	—	5	0.0
Southeast/More than 500	11,000	8,900	—	6	14.3
By City:					
New York	8,250	7,900	—	8	0.0
Washington, DC/Northern VA	4,800	7,800	—	5	16.7
By Years in Field:					
4 years or less	5,500	6,140	—	5	16.7
4.5 – 8 years	5,000	7,830	4,800-8,000	10	9.1
More than 8 years	8,750	7,092	2,250-10,500	12	7.7
By Education:					
BA/BS	5,000	5,593	3,000-8,000	15	0.0
MA/MS/MBA	9,000	9,340	—	5	16.7
JD	10,000	9,071	—	7	22.2
Second-level Professionals – Both Recruiting and Professional Development					
By Education:					
BA/BS	3,825	4,942	—	6	25.0
Third-level Professionals*					
Professional Development	4,000	4,600	—	7	36.4
Recruiting	1,800	2,288	950-3,250	28	26.3

Note: The JD category includes respondents who indicated that they obtained an LLM or a joint JD/MBA.

The number reporting column shows the number of non-zero bonuses figures reported. Groupings with fewer than 5 bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

*Third-level also includes a few positions reported as “administrative” positions.

Among second-level professionals, most who received a bonus — 78% — reported that the bonus was based on merit. The second most frequent basis, reported by 42%, was year-end/holiday. Among third-level professionals, most who received a bonus — 56% — reported that the bonus was year-end/holiday. The second most frequent basis, reported by 54%, was merit. Percentages add to more than 100 because more than one basis for bonus could be checked.

Demographics

Characteristics of Legal Career Professionals — Years in Field, Prior Practice

	All	Area of Responsibility		
		Recruiting	Professional Development	Both Recruiting and Professional Development
Directors				
Years in Field:				
Less than 13 years	31.4%	38.3%	40.0%	17.2%
13.5 – 19.5 years	43.8	40.4	44.0	48.3
20 years or more	24.8	21.3	16.0	34.5
# Reporting Years of Experience	105	47	25	29
% of respondents with a JD reporting previous practice	85.4%	85.7%	82.4%	88.9%
Managers				
Years in Field:				
8 years or less	35.4	34.8	38.0	30.8
8.5 – 14.5 years	38.0	38.4	44.0	15.4
15 years or more	26.6	26.7	18.0	53.8
# Reporting Years of Experience	158	86	50	13
% of respondents with a JD reporting previous practice	83.8%	75.0%	88.2%	*
Coordinators				
Years in Field:				
4 years or less	54.7	57.1	50.0	54.5
4.5 – 8 years	24.8	29.8	12.5	18.2
More than 8 years	20.5	13.1	37.5	27.3
# Reporting Years of Experience	117	84	16	11

*Fewer than 5 respondents in this category.

Note: Among directors reporting prior law practice, the median number of years reported was 6.5, with half of responses in the 4-12 year range; among managers the respective figures were 5 years, and 3-8 years. For the few coordinators with a JD reporting prior law practice, two or fewer years was typical.

Overall, about 40% of respondents reported having worked in a related job, such as headhunter, with 3 years typical for directors and managers, 2 years for coordinators.

Of the individuals who perform other functions with some recruiting or professional development, counts in any one category are small; about half are managers. A JD and prior practice is a rarity.

Among the 33 assistants responding to the survey and providing experience figures, not surprisingly nearly all have 4 years or less experience and have not practiced law. A handful reported related experience, typically less than 3 years.



Characteristics of Legal Career Professionals – Education and Years in Field

Job type/area of responsibility/years in field	Level of Education				# Reporting
	High School or 2-year Degree	BA or BS	MA/MS/MBA	JD	
Directors — All	2.8%	49.5%	8.4%	38.3%	107
By Area of Responsibility:					
<i>Recruiting</i>	2.1	63.8	4.3	29.8	47
Less than 13 years	0.0	55.6	0.0	44.4	18
13.5 – 19.5 years	0.0	63.2	10.5	26.3	19
20 years or more	10.0	80.0	0.0	10.0	10
<i>Professional Development</i>	0.0	19.2	15.4	65.4	26
Less than 13 years	0.0	10.0	20.0	70.0	10
13.5 – 19.5 years	0.0	9.1	9.1	81.8	11
<i>Both Recruiting & Professional Development</i>	0.0	60.0	10.0	30.0	30
Less than 13 years	0.0	0.0	0.0	100.0	5
13.5 – 19.5 years	0.0	50.0	21.4	28.6	14
20 years or more	0.0	100.0	0.0	0.0	9
Managers — All	4.8	53.6	19.3	21.7	166
By Area of Responsibility:					
<i>Recruiting</i>	4.4	56.7	20.0	17.8	90
8 years or less	0.0	43.3	20.0	33.3	30
8.5 – 14.5 years	0.0	69.7	21.2	9.1	33
15 years or more	18.2	50.0	22.7	9.1	22
<i>Professional Development</i>	2.0	47.1	17.7	33.3	51
8 years or less	0.0	47.4	15.8	36.8	19
8.5 – 14.5 years	0.0	50.0	18.2	31.8	22
15 years or more	11.1	33.3	22.2	33.3	9
<i>Both Recruiting & Professional Development</i>	6.3	62.5	12.5	18.7	16
15 years or more	0.0	71.4	14.3	14.3	7
<i>Other Functions with Some Recruiting and Professional Development*</i>	22.2	44.4	33.3	0.0	9
Coordinators — All	5.0	71.7	14.2	7.5	120
By Area of Responsibility:					
<i>Recruiting</i>	4.7	72.1	15.1	7.0	86
4 years or less	2.1	75.0	18.8	2.1	48
4.5 – 8 years	0.0	72.0	16.0	12.0	25
More than 8 years	9.1	72.7	0.0	18.2	11

continued



Characteristics of Legal Career Professionals – Education and Years in Field *(continued)*

Job type/area of responsibility/years in field	Level of Education				# Reporting
	High School or 2-year Degree	BA or BS	MA/MS/MBA	JD	
<i>Professional Development</i>	0.0	62.5	18.8	18.8	16
4 years or less	0.0	87.5	12.5	0.0	8
More than 8 years	0.0	50.0	16.7	33.3	6
<i>Both Recruiting & Professional Development</i>	9.1	81.8	0.0	0.0	11
4 years or less	0.0	83.3	0.0	0.0	6
<i>Other Functions with Some Recruiting and Professional Development*</i>	14.3	71.4	14.3	0.0	7
Assistants — All	2.9	91.2	0.0	4.8	34

Note: Note: A few respondents reported either a PhD or ‘other’ educational attainment. Hence percentages may not add to 100. Groupings with fewer than 5 respondents are not shown.

*E.g., human resources, marketing, office/business manager.

Overall, just 4% of respondents indicated that an advanced degree, e.g., education beyond a BA/BS was required for their current job. Most typically, that required degree is a JD. About 24% of respondents indicated that an advanced degree was preferred for their current job, with a JD overwhelmingly the preferred degree. Respondents working in professional development were more likely to report such (45%), followed by respondents with responsibilities for both recruiting and professional development (about 30%).

About 4% of respondents have a paralegal certificate, with not quite half of them working in recruiting.

Other Duties & Benefits

Additional Duties Indicated by Directors — by Area of Responsibility

Other Duties	% of Respondents
Recruiting (N = 47)	
Organize social events other than for summer program	21.3%
Marketing/business development/public relations	17.0
Other non-lawyer personnel hiring/supervision/evaluation	17.0
Alumni initiatives	8.5
Knowledge management	8.5
Paralegal hiring/supervision/evaluation	4.3
Office/facilities management	2.1
Pro bono coordination	2.1
Paralegal duties	2.1
Benefits or payroll administration for non-lawyer personnel	2.1
Professional Development (N = 26)	
Alumni initiatives	34.6
Organize social events other than for summer program	26.9
Practice management	19.2
Other non-lawyer personnel hiring/supervision/evaluation	15.4
Pro bono coordination	11.5
Paralegal hiring/supervision/evaluation	7.7
Knowledge management	7.7
Office/facilities management	3.8
Marketing/business development/public relations	3.8
Benefits or payroll administration for non-lawyer personnel	3.8
Recruiting and Professional Development (N = 31)	
Organize social events other than for summer program	45.2
Alumni initiatives	29.0
Practice management	29.0
Other non-lawyer personnel hiring/supervision/evaluation	22.6
Knowledge management	19.4
Marketing/business development/public relations	16.1
Paralegal hiring/supervision/evaluation	16.1
Pro bono coordination	12.9
Office/facilities management	9.7
Benefits or payroll administration for non-lawyer personnel	6.5
Paralegal duties	3.2

Note: Percentages are based on all respondents in each group, as indicated by “N = “ for each group.

Examples of other duties described include women’s advancement initiative; EEO and reasonable accommodations; leadership development and change management; staff attorney/alternative legal talent recruitment; HR leadership.



Additional Duties Indicated by Managers — by Area of Responsibility

Other Duties	% of Respondents
Recruiting (N = 91)	
Organize social events other than for summer program	39.6%
Other non-lawyer personnel hiring/supervision/evaluation	18.7
Alumni initiatives	9.9
Marketing/business development/public relations	8.8
Knowledge management	6.6
Pro bono coordination	5.5
Paralegal hiring/supervision/evaluation	5.5
Practice management	5.5
Office/facilities management	3.3
Benefits or payroll administration for non-lawyer personnel	1.1
Professional Development (N = 51)	
Organize social events other than for summer program	33.3
Alumni initiatives	23.5
Pro bono coordination	15.7
Marketing/business development/public relations	11.8
Practice management	11.8
Knowledge management	5.9
Other non-lawyer personnel hiring/supervision/evaluation	3.9
Paralegal hiring/supervision/evaluation	2.0
Recruiting and Professional Development (N = 16)	
Organize social events other than for summer program	37.5
Paralegal hiring/supervision/evaluation	12.5
Alumni initiatives	6.3
Marketing/business development/public relations	6.3
Pro bono coordination	6.3
Paralegal duties	6.3
Other non-lawyer personnel hiring/supervision/evaluation	6.3
Benefits or payroll administration for non-lawyer personnel	6.3
Other Duties with Some Recruiting or Professional Development (N = 9)*	
Organize social events other than for summer program	88.9
Other non-lawyer personnel hiring/supervision/evaluation	77.8
Office/facilities management	66.7
Benefits or payroll administration for non-lawyer personnel	55.6
Paralegal hiring/supervision/evaluation	33.3
Practice management	33.3
Pro bono coordination	22.2
Knowledge management	22.2
Marketing/business development/public relations	11.1

Note: Percentages are based on all respondents in each group, as indicated by “N = “ for each group. Examples of other duties described include data base administration; women’s initiative team; Process Improvement Projects; firm philanthropy; surveys; staff professional development; conflicts and ethics.

*E.g., human resources, marketing, office/business manager.



Additional Duties Indicated by Coordinators and Assistants — by Area of Responsibility

Other Duties	% of Respondents
Recruiting (N = 107)	
Organize social events other than for summer program	55.1%
Marketing/business development/public relations	15.0
Alumni initiatives	8.4
Paralegal hiring/supervision/evaluation	7.5
Office/facilities management	6.5
Other non-lawyer personnel hiring/supervision/evaluation	6.5
Pro bono coordination	3.7
Knowledge management	3.7
Practice management	3.7
Professional Development (N = 25)	
Organize social events other than for summer program	48.0
Alumni initiatives	16.0
Marketing/business development/public relations	16.0
Pro bono coordination	12.0
Office/facilities management	8.0
Practice management	8.0
Other non-lawyer personnel hiring/supervision/evaluation	4.0
Knowledge management	4.0
Recruiting and Professional Development (N = 15)	
Organize social events other than for summer program	40.0
Marketing/business development/public relations	33.3
Knowledge management	20.0
Pro bono coordination	13.3
Practice management	13.3
Paralegal hiring/supervision/evaluation	6.7
Other non-lawyer personnel hiring/supervision/evaluation	6.7
Other Duties with Some Recruiting or Professional Development (N = 7)*	
Other non-lawyer personnel hiring/supervision/evaluation	57.1
Organize social events other than for summer program	57.1
Paralegal hiring/supervision/evaluation	42.9
Benefits or payroll administration for non-lawyer personnel	42.9
Knowledge management	28.6
Alumni initiatives	14.3
Office/facilities management	14.3
Marketing/business development/public relations	14.3
Pro bono coordination	14.3

Note: Percentages are based on all respondents in each group, as indicated by “N = “ for each group.

Examples of other duties described include timesheets, expense reports, and similar administrative duties; maintaining recruiting information; coordinating work study program.

*E.g., human resources, marketing, office/business manager.



Additional Benefits Indicated by Directors — by Area of Responsibility

Item or Service Provided	% of Respondents
Recruiting (N = 47)	
Association memberships	80.9%
Industry conferences	80.9
Laptop	76.6
Corporate credit card	66.0
Mobile handheld device	61.7
Parking	25.5
Cell phone	23.4
Broadband remote access	21.3
Tablet	4.3
Professional Development (N = 26)	
Association memberships	100.0
Industry conferences	92.3
Laptop	80.8
Mobile handheld device	61.5
Corporate credit card	42.3
Parking	30.8
Broadband remote access	23.1
Tablet	7.7
Cell phone	3.8
Recruiting and Professional Development (N = 31)	
Laptop	93.5
Association memberships	90.3
Industry conferences	87.1
Mobile handheld device	77.4
Corporate credit card	74.2
Parking	35.5
Cell phone	32.3
Broadband remote access	29.0
Tablet	9.7

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 mentioned were NALP and a local city group. Others mentioned include the Association of Legal Administrators (ALA); SHRM; the PDC; and bar association dues. Other benefits noted include a variety of health-related benefits; a stipend for monthly data fees; a technology allowance.



Additional Benefits Indicated by Managers—by Area of Responsibility

Item or Service Provided	% of Respondents
Recruiting (N = 91)	
Association memberships	90.1%
Industry conferences	81.3
Laptop	71.4
Mobile handheld device	65.9
Corporate credit card	64.8
Cell phone	24.2
Parking	18.7
Broadband remote access	14.3
Tablet	2.2
Professional Development (N = 51)	
Industry conferences	92.2
Association memberships	90.2
Laptop	68.6
Mobile handheld device	62.7
Corporate credit card	51.0
Parking	15.7
Cell phone	13.7
Broadband remote access	9.8
Recruiting and Professional Development (N = 16)	
Laptop	93.8
Association memberships	81.3
Corporate credit card	75.0
Industry conferences	75.0
Mobile handheld device	56.3
Broadband remote access	43.8
Parking	37.5
Tablet	18.8
Cell phone	18.8
Other functions with some recruiting or professional development (N = 9)*	
Mobile handheld device	88.9
Association memberships	88.9
Laptop	44.4
Corporate credit card	44.4
Industry conferences	33.3
Parking	22.2
Cell phone	22.2
Broadband remote access	11.1

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 mentioned were NALP and a local city group. Others mentioned include the Legal Marketing Association (LMA); the PDC; bar associations; SHRM. Other benefits mentioned include data plan reimbursement; and partial transportation stipend.

*E.g., human resources, marketing, office/business manager.



Additional Benefits Indicated by Coordinators and Assistants — by Area of Responsibility

Item or Service Provided	% of Respondents
Recruiting (N = 107)	
Association memberships	76.6%
Industry conferences	57.0
Laptop	56.1
Mobile handheld device	41.1
Corporate credit card	32.7
Parking	15.9
Broadband remote access	9.3
Cell phone	8.4
Professional Development (N = 25)	
Association memberships	88.0
Industry conferences	84.0
Laptop	40.0
Mobile handheld device	36.0
Corporate credit card	16.0
Parking	4.0
Cell phone	4.0
Broadband remote access	4.0
Recruiting and Professional Development (N = 15)	
Industry conferences	46.7
Association memberships	40.0
Mobile handheld device	26.7
Parking	26.7
Corporate credit card	26.7
Laptop	20.0
Tablet	6.7
Cell phone	6.7
Broadband remote access	6.7
Other functions with some recruiting or professional development (N = 7)*	
Association memberships	42.9
Laptop	28.6
Corporate credit card	28.6
Broadband remote access	28.6
Mobile handheld device	14.3
Parking	14.3
Cell phone	14.3

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 mentioned were NALP and a local city group. Others mentioned include SHRM; bar association membership; and the PDC.

Other benefits mentioned include a parking stipend; a health and wellness stipend; some coverage of cell phone data plan.

*E.g., human resources, marketing, office/business manager.

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National Association for Law Placement, Inc. (NALP)
1220 19th Street NW, Suite 401, Washington, DC 20036-2405
Phone: (202) 835-1001
www.nalp.org