



2018

Survey of **Canadian** Legal Career Professionals

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Introduction

In May 2018, with guidance from NALP's Canadian Section and its Data Collection Working Group, NALP administered its biennial Survey of Canadian Legal Career Professionals. The survey was sent to all Canadian legal employer NALP members. The survey, analogous to the survey that has been administered in the United States for many years, sought information about salaries, bonuses, and respondent demographics, including education and industry experience for individuals, and lawyer headcount and geography for the law firms at which the individuals work. A total of 74 individuals responded to the survey which was available online for a period of about four weeks from May-June 2018.

Respondents represent firms ranging in size from 35 to 800 lawyers, and from 1 to 12 offices. The median and average number of lawyers are 405 and 397 lawyers, respectively. [Five respondents did not provide this information.] The average and median number of offices is 5. [Four respondents did not provide this information.] Over two-thirds of respondents are from Toronto or Montreal (42% and 26%, respectively); one-quarter are from western Canada; the remainder are from Halifax or Ottawa.

About one-third each of respondents reported that their scope of responsibility is for a single office or for regional offices. About 20% are responsible for all offices nationwide. Global responsibility is uncommon among respondents. Most respondents reported that their job involves a mix of recruiting, professional development, diversity, and lawyer personnel duties. About one-third could be categorized as largely recruiting, or largely professional development, and analyses based on this categorization are provided where possible. Respondents also take on a variety of 'other' duties. Most frequently mentioned were organizing social events other than for a summer program (51%); practice management (34%); and other non-lawyer hiring/supervision/evaluation (23%).

Almost two-thirds of respondents have an LLB/JD degree or an LLM in addition to the LLB. A paralegal certificate in addition is rare. Half of respondents indicated that an advanced degree was required for their job; and an additional 16% indicated that an advanced degree was preferred. The advanced degree required or preferred was overwhelmingly an LLB/JD.

Findings on Salaries & Bonuses

Table 1 reports salaries and raises as of June 1, 2018. All salary and bonus figures are reported in Canadian dollars. Where fewer than five salaries or bonuses were reported for a particular category, no findings are reported.

Table 2 reports bonuses as of June 1, 2018. All these findings are by position — i.e., department head, first-level below department head — findings within these position types by location or type of work are provided where response numbers were sufficient. Some survey respondents declined to provide compensation information.

Table 1. Salaries and Percent Raises as of June 1, 2018

	Median	Average	Half of Salaries Fell in the Range	# of Salaries Reported	Median % Raise from June 2017
Department Heads — All	\$165,000	\$177,220	\$160,000-200,000	25	3.25
Job Responsibilities Primarily Professional Development	156,500	168,700	*	5	**
Location Montreal	170,000	182,000	*	5	10.0
Location Toronto	172,000	182,125	158,250-210,000	12	2.50
Location Vancouver	160,000	157,000	*	5	**
First-Level Professional Below Department Heads — All	136,800	135,663	115,000-165,000	30	5.0
Job Responsibilities Primarily Professional Development	140,000	151,000	*	7	6.0
Job Responsibilities Primarily Recruiting	140,000	121,327	*	7	5.0
Location Montreal	131,000	124,250	*	8	5.85
Location Toronto	150,000	148,077	130,000-170,000	13	7.0
Second-Level Professional Below Department Heads — All	78,250	83,753	*	8	3.0

*Only the average and median are shown since fewer than 10 salaries were reported. The number of raise percentages reported in any category may be less than the number of salaries reported.

**Fewer than 5 raise percentages were reported.

Note: Nearly all respondents who reported being the department head report to the managing partner, COO/CEO, or Executive/Professionals Committee. For the most part their titles include the term ‘Director.’ Respondents who reported being the first professional below the department head showed more variation in titles and lines of reporting. Titles included Director, Associate Director, Manager, Head, Coordinator, and Advisor. Most report to a Director or Chief, but some respondents indicated that they report directly to a partner or managing partner/committee. Respondents who reported being the second professional below the department head provided titles including Coordinator, Assistant Director, or Manager, and reporting to a Manager, Director, or Assistant Director.

Most respondents reported spending time on both recruiting and professional development activities, and so could not be categorized as primarily working in one area. Those who are categorized as recruiting generally spend at least 55-60% of their time on law student and lateral recruiting combined. Those categorized as professional development generally spend at least 55-60% of their time on professional development and diversity activities.

Table 2. Bonuses as of June 1, 2018

	Median	Average	Half of Bonuses Fell in the Range	# of Bonuses Reported
Department Heads — All	\$10,400	\$12,925	\$5,100-15,000	20
Location Toronto	10,800	14,500	*	9
First-Level Professional Below Department Heads — All	10,000	11,379	7,123-14,200	20
Job Responsibilities Primarily Professional Development	10,550	13,946	*	7
Job Responsibilities Primarily Recruiting	10,000	9,500	*	5
Location Montreal	10,000	10,358	*	6
Location Toronto	11,738	12,768	6,000-20,000	10
Second-Level Professional Below Department Heads — All	2,430	3,060	*	6

Note: Figures are based on respondents who reported a valid non-zero bonus. Overall, amongst all respondents reporting a valid bonus figure, which can include zero, about 17% reported that they received no bonus. Bonuses are most frequently based on merit (73%) and/or firm profitability (22%). Seniority and year-end/holiday were reported by just a few respondents.

*Only the average and median are shown since fewer than 10 bonus figures were reported.



Additional Findings

Table 3. Respondent Demographics – Years of Experience

	All Respondents	Department Heads	First-level Professionals Below Department Head	Second-level Professionals Below Department Head
Median # of years in NALP-related positions	8 years	9 years	7.5 years	4.5 years
Average # of years in NALP-related positions	9.3 years	10.5 years	8.9 years	7.2 years
Middle range of years reported	4-13 years	5-16 years	4-13 years	*
Median # of years in current job	5 years	8 years	4.5 years	3 years
Average # of years in current job	6.7 years	8.4 years	5.8 years	4.7 years
Middle range of years reported	2-9 years	2-12 years	2-7 years	*
Number of respondents	69	27	34	8

Note: Only a handful of respondents — fewer than 10% — reported having worked at a law school in a NALP-related position. Just over one-third of respondents reported having worked with a previous employer in a NALP-related position(s). Among those who did, the median number of years was 3.5.

Slightly over one-third of respondents have worked in a related job such as human resources or at a search firm.

Among respondents with an LLB/JD (46 respondents with an LLB/JD), all reported having spent time in private practice. Overall, the median number of years is 6; the average is 7.3 years. For department heads the respective figures were 9 and 8.6 years; for professionals at the first level below the department head, the figures were 5 and 6.6, respectively.

*The middle range is not shown for categories with fewer than 10 responses.

Table 4. Perquisites Provided – in Order of Mention

	% of Respondents
Association memberships	85.1%
Mobile device, e.g., Smartphone	81.1
Industry conferences	68.9
Laptop	64.9
Cell phone	40.5
Corporate credit card	23.0
Paid parking	14.9
Tablet	9.5
Broadband remote access	6.8

Note: Percentages add to more than 100% because more than one item could be checked. Percentages are based on all 74 respondents. Others noted include a gym membership/subsidy, language training, and coaching certification. Association memberships frequently mentioned include NALP, bar associations, and the PDC.

