

2022

Survey of Legal Career Professionals In Law Firms and Employer Organizations

Recruiting, Professional Development, Diversity, Equity, and Inclusion, and Other Lawyer Personnel Management Professionals



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Contents

Introduction 3

Salaries 6

Table 1. Salaries and Percent Raises for Chiefs and Directors — as of April 1, 2022.....7

Table 2. Salaries and Percent Raises for Managers — as of April 1, 2022..... 10

Table 3. Salaries and Percent Raises for Coordinators and Assistants — as of April 1, 2022.....13

Table 4. Salaries and Percent Raises for Department Heads — as of April 1, 2022.....15

Table 5. Salaries and Percent Raises for First-level Professionals Below Department Head — as of April 1, 202217

Table 6. Salaries and Percent Raises for Second-level Professionals Below Department Head — as of April 1, 2022.....20

Table 7. Salaries and Percent Raises for Third-level Professionals Below Department Head and Administrative Support Positions — as of April 1, 2022.....22

Bonuses 23

Table 8. Bonuses for Chiefs and Directors Bonuses Paid Between April 1, 2021 and April 1, 202224

Table 9. Bonuses for Managers Bonuses Paid Between April 1, 2019 and April 1, 2022.....27

Table 10. Bonuses for Coordinators and Assistants Bonuses Paid Between April 1, 2021 and April 1, 2022 30

Table 11. Bonuses for Department Heads Bonuses Paid Between April 1, 2021 and April 1, 202232

Table 12. Bonuses for First-level Professionals Below Department Head Bonuses Paid Between April 1, 2021 and April 1, 2022.....34

Table 13. Bonuses for Second-level Professionals Below Department Head Bonuses Paid Between April 1, 2021 and April 1, 202237

Table 14. Bonuses for Third-level Professionals Below Department Head Bonuses Paid Between April 1, 2021 and April 1, 2022 39

Table 15. Remote Work Policies.....40

Comments About Remote Work Options.....40

Demographics 43

Table 16. Characteristics of Legal Career Professionals — Years in Field, Prior Practice.....44

Table 17. Characteristics of Legal Career Professionals — Education and Years in Field.....45

Other Duties & Paid Memberships 47

Table 18. Additional Duties Indicated by Chiefs and Directors — by Area of Responsibility48

Table 19. Additional Duties Indicated by Managers — by Area of Responsibility50

Table 20. Additional Duties Indicated by Coordinators and Assistants — by Area of Responsibility.....52

Table 21. Membership Dues Paid for Chiefs and Directors — by Area of Responsibility54

Table 22. Membership Dues Paid for Managers — by Area of Responsibility56

Table 23. Membership Dues Paid for Coordinators and Assistants — by Area of Responsibility58

Introduction

NALP's 2022 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 U.S. involved in recruiting; professional development; alumni relations; diversity, equity and inclusion (DEI); and other lawyer personnel management duties.

A total of 441 individuals completed the survey, reporting as of April 1, 2022. However, not all respondents completed all survey questions, and each analysis excludes surveys which did not include the information being analyzed. Part-time salary information was excluded from salary analyses. All surveys were from individuals at private law firms.

Respondents were categorized as to type of job, e.g., director or 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', 'specialist', 'analyst' and 'recruiter' 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, unless otherwise noted. 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 firm. Department heads largely overlap with individuals who are also categorized as director or chief. However, a handful are managers. First-level professionals are usually managers (72%), but about 25% are directors and a few are coordinators. About half of second-level professionals are coordinators/administrators; most of rest are managers while a handful are assistants. Third-level

professionals are largely 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 80%. Among these individuals, about three-quarters spend small amounts of time, typically 5-15%, on professional development activities [defined here to include time spent on alumni relations; diversity, equity, and inclusion; career coaching; and attorney engagement and integration.] Just over half of these individuals spend time on lawyer personnel management duties, typically 5-10% of their time. Time spent on alumni relations and DEI was also specifically tracked, and reveals that about two-thirds of these individuals reported spending some time, typically 5-10%, on diversity initiatives. About 40% of these individuals spend time, again about 5-10%, on 'other' tasks.
- Professional development [again broadly defined] includes individuals who typically spend half or more of their time on professional development, with a median percentage of 85%. About 80% of respondents in this group spend some time, typically 5-20%, on lawyer personnel management tasks. About half of respondents in this group spend 10% or more of their time on diversity matters. Just 20% of these respondents spend time on alumni relations specifically; however, among those who do, about half spend the majority of their time on alumni relations. About two-thirds of professional development professionals spend time on 'other' tasks, 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 percentage of time spent on recruiting at 45% and the median percentage of time spent on professional development, as broadly defined above, at about 40%. These individuals usually have other

Continued from page 3

duties as well, with about 90% spending some time on lawyer personnel management, and 80% spending some time on “other” duties.

Survey responses based on job function are shown below.

	Number of Responses	Percentage of Responses
Recruiting	244	55.3%
Professional Development*	137	31.1
Alumni Initiatives	13	2.9
Diversity, Equity, and Inclusion	22	5.0
Recruiting and Professional Development	46	10.4
Other Functions with Some Recruiting or Professional Development	14	3.2
TOTAL	441	100.0

* Includes counts for alumni and DE&I initiatives.

Some summary findings are highlighted below.

- The median salary for chiefs and directors overall was \$205,000. Looking at chiefs and directors separately, on a nationwide basis only, the median for chiefs was \$340,000 and for directors \$200,000. All remaining figures cited here combine chiefs and directors. The median ranged from \$199,000 for chiefs and directors of recruiting to \$215,000 for chiefs and directors of both recruiting and professional development. Medians for jobs with global responsibility or at firms of more than 500 lawyers in the Northeast and West are considerably higher, regardless of job duties. The median for chiefs and directors of alumni relations was higher than for the professional development category as a whole, at \$226,500, based on a small sample size.
- The median salary for managers as a whole was \$135,000; the median was \$130,000 for recruiting managers, and

\$150,000 for managers of professional development. The median was \$155,000 for managers of alumni relations, based on a small sample size. The median for managers of recruiting was \$130,000. Again, salary medians are generally higher for firms of more than 500 lawyers in the Northeast and West. This year’s report provides figures for managers whose title includes the word ‘senior’. The median for this group was \$160,000.

- The median salary for coordinators was \$77,000, but is higher for those whose jobs involve professional development, at \$80,000. For coordinators whose title includes the word ‘senior’, the overall median stood at \$84,000, again based on a small sample size. [See Tables 1-3.]
- The percent raise in salary over 2021 was typically 4-5%.
- A new inquiry concerning the availability of remote work revealed that, for the vast majority of respondents, 83% at the time the survey was conducted, remote/hybrid work was an option and that is expected to continue. Descriptions provided suggest that 3 days in office and 2 days remote is a common arrangement. [See Table 15.]
- A JD degree continues to be the most common among chiefs and directors of professional development, 58% overall, and 69% among those who have been in the field for less than 13 years. A JD degree is less common among chiefs and directors of recruiting, at 30%. About 60% of these chiefs and directors reported a BA/BS as their highest degree. Again, however, among chiefs and directors of recruiting who have been in the field for less than 13 years, about 58% hold a JD degree. 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 5 years for chiefs, directors, and managers.
- Chiefs and directors responsible for both recruiting and professional development were most likely to report having 13 years or more in the field — 84% — compared with about 46% of chiefs and directors of professional development and 74% for chiefs and directors of recruiting. About 35% of managers overall reported 8 years or less of experience in the field, and an equal share reported 15 or more years. Managers of recruiting are more likely to have 8 years or less in the field — about 38%. [See Tables 16 and 17.]

Continued on page 5

Continued from page 4

- Many individuals take on ‘other’ duties. Organizing social events for the summer program was reported by one-third of respondents overall, by far the most frequently ‘other’ duty reported. Among chiefs and directors for both recruiting and professional development, over 40% reported having this responsibility. Other duties mentioned most often overall were non-lawyer personnel hiring/supervision/evaluation, and marketing/public relations. Work on wellness initiatives was mentioned a number of times as a write-in description. [See Tables 18–20.]
- Membership dues in NALP and a local city group are paid for most chiefs and directors, and managers — at over 90% and about 60%, respectively. Most chiefs and directors of professional development — 94% — have their dues paid for PDC membership. The figure for managers of professional development is 72%. Dues for NALP are paid for nearly all recruiting coordinators and dues for a local city group are typically paid as well. Professional development coordinators are likely to have paid memberships in NALP and the PDC, at 87% and 72%, respectively. [See Tables 21-23.]
- Professional development coordinators are less likely to have paid memberships of any kind. For example, fewer than half reported paid NALP dues.

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.



Table 1. Salaries and Percent Raises for Chiefs and Directors — as of April 1, 2022

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
All Chiefs and Directors	\$205,000	\$230,920	\$175,000-265,000	129	5.0%
All Chiefs	340,000	316,393	200,000-400,000	28	6.5
All Directors	200,000	207,224	160,000-240,000	101	5.0
By General Job Function:					
Recruiting	199,000	216,326	162,500-260,000	48	6.7
Professional Development*	207,809	228,104	182,500-257,500	48	5.0
Alumni Relations	226,500	226,236	—	6	3.0
Diversity, Equity, and Inclusion	205,000	249,925	165,000-324,250	10	4.0
Recruiting and Professional Development	215,000	254,172	175,000-320,000	29	4.8
Chiefs/Directors of Recruiting					
By Scope of Responsibility:					
Global	255,000	273,154	230,000-330,000	13	5.0
National	190,000	215,202	180,000-265,000	23	8.0
Regional	150,000	157,545	125,000-200,000	11	6.3
By Size of Firm (Lawyers in US):					
500 or fewer	185,000	184,636	135,000-200,000	22	7.5
More than 500	225,000	243,141	187,506-300,000	26	6.4
By Region/Firm Size (Lawyers in US):					
Northeast	275,000	288,667	242,000-330,000	9	3.0
Northeast/More than 500	275,000	289,200	—	5	—
Mid-Atlantic	190,000	208,237	—	7	7.8
Mid-Atlantic/More than 500	200,000	227,131	—	5	—
Southeast	160,000	170,909	140,000-198,000	11	7.0
Southeast/500 or fewer	140,000	152,000	—	5	—
Southeast/More than 500	178,500	186,667	—	6	—
Midwest	187,506	193,228	150,000-200,000	11	5.0
Midwest/500 or fewer	190,000	169,667	—	6	—
Midwest/More than 500	187,506	221,501	—	5	—
West/Rocky Mountain	210,000	232,250	185,000-300,000	10	9.0
West/Rocky Mountain/500 or fewer	185,000	162,000	—	5	11.0
West/Rocky Mountain/More than 500	300,000	302,500	—	5	6.0
By City:					
New York	270,000	283,500	236,000-328,000	8	3.0
By Years in Field:					
Less than 13 years	167,500	202,126	137,500-264,000	12	6.9
13-19.5 years	200,000	228,791	182,828-272,500	16	6.0
20 years or more	200,000	216,250	180,000-240,000	18	5.0

Continued on page 8



Table 1. Salaries and Percent Raises for Chiefs and Directors — as of April 1, 2022
(Continued from page 7)

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
By Education:					
BA/BS	\$200,000	\$214,617	\$165,000-255,000	27	5.0%
MA/MS/MBA	198,000	209,700	—	5	3.0
JD	196,000	221,282	165,000-285,500	16	7.0
Chief/Directors of Professional Development*					
By Scope of Responsibility:					
Global	220,000	238,673	200,000-260,000	27	5.0
National	200,000	216,100	150,000-237,500	16	5.0
By Size of Firm (Lawyers in US):					
500 or fewer	204,225	226,013	185,000-260,000	17	5.0
More than 500	208,000	229,251	180,000-255,000	31	5.0
By Region/Firm Size (Lawyers in US):					
Northeast	250,000	264,545	200,000-325,000	11	4.0
Northeast/More than 500	260,000	282,857	—	7	4.0
Mid-Atlantic	209,000	219,367	200,000-242,500	16	5.0
Mid-Atlantic/More than 500	203,809	218,489	190,000-242,500	12	4.4
Midwest	167,500	193,908	148,800-225,900	12	7.0
Midwest/500 or fewer	192,500	215,000	—	6	—
Midwest/More than 500	150,000	172,817	—	6	—
West/Rocky Mountain	214,000	236,204	—	6	4.0
By City:					
New York	302,500	326,667	—	6	3.5
Washington DC/Northern VA	215,000	234,687	207,618-260,000	10	5.0
By Years in Field:					
Less than 13 years	204,613	232,241	185,000-265,000	26	7.0
13-19.5 years	214,000	222,560	157,500-255,000	12	5.0
20 years or more	208,000	225,556	200,000-252,000	9	3.4
By Education:					
BA/BS	203,809	205,302	197,500-226,500	12	4.5
MA/MS/MBA	246,800	244,200	—	7	4.0
JD	208,000	233,654	165,000-280,000	29	5.0
Chief/Directors of Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	400,000	376,500	—	6	—
National	215,000	232,353	175,000-265,000	17	4.4

Continued on page 9

Table 1. Salaries and Percent Raises for Chiefs and Directors — as of April 1, 2022
(Continued from page 8)

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
By Size of Firm (Lawyers in US):					
500 or fewer	\$190,000	\$224,652	\$160,000-300,000	23	4.4%
More than 500	332,500	367,333	—	6	—
By Region/Firm Size (Lawyers in US):					
Northeast	335,000	282,500	—	6	3.0
Northeast/500 or fewer	335,000	282,500	—	6	3.0
Mid-Atlantic	234,000	291,625	195,000-400,000	8	10.0
Mid-Atlantic/500 or fewer	215,000	239,800	—	5	—
Midwest	200,000	195,000	160,000-235,000	9	3.0
Midwest/500 or fewer	160,000	179,286	—	7	3.0
By City:					
Washington DC/Northern VA	400,000	349,800	—	5	—
By Years in Field:					
13-19.5 years	190,000	258,111	175,000-350,000	9	8.6
20 years or more	234,500	265,750	167,500-345,000	12	7.0
By Education:					
BA/BS	175,000	207,857	—	7	7.0
JD	234,000	279,000	185,000-350,000	17	3.0

Note: The reporting for “All Chiefs” includes all individuals with “Chief” in their title, regardless of job duties, though most have responsibility for both recruiting and professional development. The reporting for “All Directors” includes all individuals with “Director” in their title, regardless of job duties. All other reporting in this table includes individuals with either “chief” or “director” in their title.

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 eight salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. The median is based on individuals who were eligible for a raise, and reported a valid figure, which could be zero. About 11% of respondents reported they did not receive a raise from their current employer because of a job change and/or departing their previous employer before salary adjustments. About 17% of respondents did not provide any information as to a raise. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

The total number of salaries reported does not equal the sum of salaries reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration. Additionally, individuals whose jobs involve primarily or wholly alumni relations or DE&I initiatives are also reported separately in the “By General Job Function” portion of the table.



Table 2. Salaries and Percent Raises for Managers — as of April 1, 2022

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
All Managers	\$135,000	\$138,906	\$114,000-160,000	169	5.0%
By General Job Function					
Recruiting	130,000	134,545	110,000-153,873	101	6.0
Professional Development*	150,000	148,868	120,000-179,750	56	5.0
Alumni Relations	155,000	158,500	—	6	4.8
Diversity, Equity, and Inclusion	130,000	143,571	—	7	5.0
Recruiting and Professional Development	144,000	138,000	—	7	12.0
Other Functions with Some Recruiting or Professional Development**	115,000	116,709	—	5	—
Senior Managers***					
Senior Managers Overall	160,000	160,976	144,000-180,000	46	7.0
Professional Development*	179,500	170,057	160,000-182,500	15	6.4
Recruiting	157,325	157,001	135,000-175,000	30	8.8
Recruiting					
By Scope of Responsibility:					
Global	135,000	144,930	127,000-176,500	14	6.5
National	129,000	134,594	110,000-157,500	40	7.0
Regional	130,000	136,043	110,000-160,000	23	4.0
Single Office	130,000	125,250	106,500-145,000	21	3.8
By Size of Firm (Lawyers in US):					
500 or fewer	120,000	124,149	102,500-142,500	40	5.0
More than 500	139,050	141,361	120,000-160,000	61	6.0
By Region/Firm Size (Lawyers in US):					
Northeast	135,000	143,447	115,500-160,000	19	5.0
Northeast/500 or fewer	131,000	137,563	115,250-150,000	8	3.0
Northeast/More than 500	135,000	147,727	130,000-185,000	11	6.5
Mid-Atlantic	131,000	133,121	115,432-150,000	28	6.0
Mid-Atlantic/500 or fewer	120,000	117,111	90,000-135,000	9	7.5
Mid-Atlantic/More than 500	140,000	140,704	116,865-160,000	19	5.0
Southeast	108,250	117,222	97,550-130,000	16	9.5
Southeast/500 or fewer	97,550	103,517	—	6	—
Southeast/More than 500	130,000	125,445	105,000-130,000	10	9.5
Midwest	121,500	121,727	97,500-142,025	12	6.0
Midwest/500 or fewer	130,000	133,600	—	5	—
Midwest/More than 500	110,000	113,246	—	7	3.0
West/Rocky Mountain	147,000	146,149	120,000-172,500	26	4.8
West/Rocky Mountain/500 or fewer	117,500	126,864	105,000-151,936	12	3.8
West/Rocky Mountain/More than 500	162,500	162,679	140,000-181,000	14	7.5

Continued on page 11



Table 2. Salaries and Percent Raises for Managers — as of April 1, 2022
(Continued from page 10)

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
By City:					
Chicago	\$139,050	\$136,740	—	5	—
Dallas	130,000	128,000	—	5	—
Houston	105,750	106,574	—	6	11.4%
Los Angeles/Orange County	167,500	158,929	—	7	4.0
New York	140,000	150,233	\$130,000-185,000	15	6.0
Philadelphia	133,433	140,978	—	6	3.6
San Francisco Bay area	173,750	168,917	—	6	—
Washington DC/Northern VA	133,500	137,345	120,000-148,000	16	9.0
By Years in Field:					
8 years or less	116,865	119,631	105,000-135,000	37	5.0
8.5 to 14.5 years	130,000	129,268	110,000-145,500	28	10.0
15 or more years	159,650	156,563	139,050-176,500	33	4.0
By Education:					
High School or 2-year degree	139,050	133,667	—	7	3.0
BA/BS	130,000	132,175	108,250-152,500	60	6.0
MA/MS/MBA	135,000	137,327	110,000-153,873	21	10.0
JD	130,000	141,462	125,000-145,000	13	6.0
Professional Development*					
By Scope of Responsibility:					
Global	160,000	164,266	140,000-182,500	25	5.0
National	122,000	127,229	100,000-150,000	25	4.0
By Size of Firm (Lawyers in US):					
500 or fewer	133,000	139,899	109,000-175,000	18	3.5
More than 500	153,125	153,117	121,852-180,000	38	5.0
By Region/Firm Size (Lawyers in US):					
Northeast	180,000	178,868	164,750-197,500	16	5.4
Northeast/500 or fewer	180,000	175,340	—	7	5.7
Northeast/More than 500	180,000	181,611	164,500-190,000	9	5.0
Mid-Atlantic	130,000	137,750	112,000-155,000	12	5.5
Mid-Atlantic/More than 500	147,000	145,000	120,000-160,000	9	5.5
Southeast	127,400	132,967	—	6	3.0
Southeast/More than 500	130,000	134,600	—	5	—
Midwest	134,000	130,818	109,000-151,000	14	3.5
Midwest/500 or fewer	126,500	122,500	—	6	2.3
Midwest/More than 500	150,500	137,056	110,926-157,625	8	5.0
West/Rocky Mountain	153,500	149,063	105,000-191,250	8	5.0
West/Rocky Mountain/More than 500	162,000	158,500	—	7	5.0

Continued on page 12

Table 2. Salaries and Percent Raises for Managers — as of April 1, 2022
(Continued from page 11)

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
By City:					
Chicago	\$150,000	\$143,139	\$128,000-155,250	9	4.0%
Dallas	127,400	132,967	—	6	3.0
New York	181,500	184,821	165,000-200,000	14	5.7
Washington DC/Northern VA	130,000	142,250	120,000-153,500	8	—
By Years in Field:					
8 years or less	137,500	132,474	120,000-150,000	14	2.9
8.5 to 14.5 years	150,000	154,665	122,000-190,000	17	6.0
15 or more years	160,000	157,326	138,000-179,500	21	5.0
By Education:					
BA/BS	140,000	140,373	109,000-165,000	17	5.0
MA/MS/MBA	138,000	150,249	120,000-195,000	15	5.0
JD	153,125	158,980	145,000-180,000	22	4.3

Note: 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 8 salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. The median is based on individuals who were eligible for a raise, and reported a valid figure, which could be zero. About 9% of respondents reported they did not receive a raise from their current employer because of a job change and/or departing their previous employer before salary adjustments. About 16% of respondents did not provide any information as to a raise. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

*The professional development category overall includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration. Additionally, individuals whose jobs involve primarily or wholly alumni relations or DE&I initiatives are also reported separately in the "By General Job Functions" portion of the table.

**This category includes jobs that involve general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

***Managers whose title includes "Senior" are reported separately in this section of the table. A total of 46 respondents reported such a title. These 46 respondents are also included in the appropriate categories in the rest of the table.



Table 3. Salaries and Percent Raises for Coordinators and Assistants — as of April 1, 2022

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
All Coordinators/ Administrators	\$77,000	\$76,490	\$65,909-83,730	112	4.0%
By General Job Function:					
Recruiting	77,000	77,336	66,818-83,000	75	5.0
Professional Development*	80,000	74,498	61,000-85,000	26	4.0
Diversity, Equity, and Inclusion	80,000	75,800	—	5	—
Recruiting and Professional Development	72,000	77,014	—	7	3.5
Senior Coordinators**	84,000	89,000	82,000-85,000	9	10.0
Recruiting Coordinators					
By Scope of Responsibility:					
Global	78,250	78,211	65,000-83,460	14	4.0
National	79,000	82,796	74,500-88,000	24	4.3
Regional	70,000	70,197	60,000-78,000	23	4.5
Single office	76,500	78,826	72,100-85,000	14	6.5
By Size of Firm (Lawyers in US):					
500 or fewer	80,000	80,877	70,000-84,000	25	6.0
More than 500	75,754	75,565	65,000-80,000	50	4.7
By Region/Firm Size (Lawyers in US):					
Northeast	76,000	77,802	69,109-82,500	16	4.0
Northeast/500 or fewer	75,000	77,364	—	5	6.0
Northeast/More than 500	77,000	78,001	65,000-85,000	11	3.0
Mid-Atlantic	75,000	74,440	65,000-80,000	15	3.0
Mid-Atlantic/500 or fewer	80,000	78,420	—	5	—
Mid-Atlantic/More than 500	74,500	72,450	65,000-78,000	10	3.0
Southeast	77,500	76,518	65,000-83,000	17	9.1
Southeast/More than 500	77,000	74,331	65,000-82,000	13	8.9
Midwest	79,000	78,494	65,000-84,000	10	4.5
Midwest/500 or fewer	83,000	84,000	—	5	.
Midwest/More than 500	75,000	72,987	—	5	5.0
West/Rocky Mountain	77,000	79,589	70,000-80,000	17	5.5
West/Rocky Mountain/500 or fewer	78,000	81,417	—	6	6.3
West/Rocky Mountain/More than 500	77,000	78,592	70,000-80,000	11	5.5
By City or State:					
Chicago	83,460	87,686	—	5	—
Dallas	77,000	75,460	—	5	—
Houston	78,000	75,667	65,000-83,000	9	7.3
Los Angeles/Orange County	77,000	81,167	75,007-78,500	9	8.5

Continued on page 14

Table 3. Salaries and Percent Raises for Coordinators and Assistants — as of April 1, 2022
(Continued from page 13)

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
New York	\$77,500	\$79,001	\$75,000-82,500	12	6.0%
Philadelphia	68,000	69,500	—	7	3.0
Washington DC/Northern VA	79,000	80,017	—	6	—
By Years in Field:					
Less than 3 years	66,500	73,226	60,000-81,250	20	7.5
3 - 5.5 years	76,500	75,463	69,000-82,000	31	6.0
6 years or more	80,000	83,872	75,000-85,000	21	3.7
By Education:					
BA/BS	76,500	75,254	66,818-80,000	59	6.0
MA/MS/MBA	68,000	71,343	—	7	—
JD	97,500	102,760	—	5	—
Professional Development Coordinators*					
By Scope of Responsibility:					
National	75,000	72,259	58,000-85,000	19	6.0
By Size of Firm (Lawyers in US):					
500 or fewer	80,000	76,471	62,500-85,000	19	4.0
More than 500	68,000	69,143	—	7	6.0
By Region/Firm Size (Lawyers in US):					
Mid-Atlantic	80,000	73,225	61,000-84,000	10	2.5
Mid-Atlantic/500 or fewer	83,250	82,650	—	5	—
Mid-Atlantic/More than 500	61,000	63,800	—	5	—
Midwest/500 or fewer	71,350	72,666	57,100-86,912	8	3.5
By Years in Field:					
Less than 3 years	61,750	64,838	56,100-74,000	8	4.5
3 - 5.5 years	80,412	74,532	—	6	—
6 years or more	80,000	78,826	72,000-88,000	8	6.0
By Education:					
BA/BS	80,000	76,168	61,000-85,000	19	4.0
All Assistants	52,000	53,799	47,000-60,000	18	0.5

Note: The “coordinator” portion of this table includes individuals whose titles include “administrator”, “specialist”, “analyst”, “recruiter”, and “coordinator”.

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 8 salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. The median is based on individuals who were eligible for a raise, and reported a valid figure, which could be zero. About 8% of respondents reported they did not receive a raise from their current employer because of a job change and/or departing their previous employer before salary adjustments. About 21% of respondents did not provide any information as to a raise. A dash in that column indicates that fewer than 5 raise percentages were reported for that group. The total number of salaries reported does not equal the sum of salaries reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration. Additionally, individuals whose jobs involve primarily or wholly DE&I initiatives are also reported separately in the “By General Job Function” portion of the table.

**Coordinators whose title includes “Senior” are reported separately in this section of the table. A total of 9 respondents reported such a title. These 9 respondents are also included in the appropriate categories in the rest of the table.



Table 4. Salaries and Percent Raises for Department Heads — as of April 1, 2022

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
All Department Heads	\$215,000	\$245,254	\$185,000-306,000	90	5.0%
By General Job Function:					
Recruiting	200,000	223,829	175,000-270,000	35	6.0
Professional Development*	215,000	254,265	200,000-300,000	26	5.0
Diversity, Equity, and Inclusion	267,125	286,542	—	6	—
Recruiting and Professional Development	234,000	268,480	175,000-350,000	25	7.0
Recruiting					
By Scope of Responsibility:					
Global	255,000	273,154	230,000-330,000	13	5.0
National	200,000	232,091	180,000-270,000	11	10.0
Regional	157,500	162,000	125,000-200,000	10	7.5
By Size of Firm (Lawyers in US):					
500 or fewer	182,500	178,889	125,000-200,000	18	9.5
More than 500	265,000	271,412	200,000-345,000	17	5.5
By Region/Firm Size (Lawyers in US):					
Northeast	285,500	295,500	—	6	.
Southeast	157,500	168,500	122,500-211,500	8	7.3
Southeast/500 or fewer	135,000	146,000	—	5	—
Midwest	200,000	205,056	180,000-200,000	9	6.7
Midwest/500 or fewer	190,000	178,000	—	6	—
West/Rocky Mountain	230,000	236,944	185,000-300,000	9	8.0
West/Rocky Mountain/More than 500	300,000	302,500	—	5	6.0
By City:					
New York	265,000	288,600	—	5	—
By Years in Field:					
Less than 13 years	185,000	196,723	135,000-198,000	9	7.0
13-19.5 years	200,000	232,000	185,000-270,000	13	3.3
20 years or more	230,000	240,227	200,000-300,000	11	5.0
By Education:					
BA/BS	200,000	220,100	170,000-262,500	20	5.0
JD	200,000	221,376	165,000-285,500	12	6.7
Professional Development*					
By Scope of Responsibility:					
Global	246,800	264,578	207,618-300,000	15	5.0
National	200,000	233,125	175,000-280,000	8	7.5
By Size of Firm (Lawyers in US):					
500 or fewer	208,000	239,017	195,000-260,000	13	5.0
More than 500	246,800	269,513	207,618-300,000	13	5.0

Continued on page 16



Table 4. Salaries and Percent Raises for Department Heads — as of April 1, 2022

(Continued from page 15)

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
By Region/Firm Size (Lawyers in US):					
Northeast	\$250,000	\$305,000	—	5	4.0%
Mid-Atlantic	210,000	235,541	\$207,618-260,000	9	5.0
Mid-Atlantic/More than 500	207,618	246,374	—	5	—
Midwest	202,500	221,133	—	6	—
West/Rocky Mountain	220,000	241,845	—	5	—
By City:					
Washington DC/Northern VA	235,000	251,645	—	6	—
By Years in Field:					
Less than 13 years	228,400	261,448	200,000-324,250	14	7.5
13-19.5 years	235,000	250,803	—	7	4.0
By Education:					
BA/BS	200,000	201,517	—	7	4.5
MA/MS/MBA	246,800	259,360	—	5	—
JD	257,500	278,820	210,000-350,000	14	5.0
Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	400,000	405,000	—	5	—
National	215,000	242,333	185,000-300,000	15	7.4
By Size of Firm (Lawyers in US):					
500 or fewer	207,500	237,100	175,000-310,000	20	5.0
More than 500	400,000	394,000	—	5	—
By Region/Firm Size (Lawyers in US):					
Northeast	350,000	317,000	—	5	—
Northeast/500 or fewer	350,000	317,000	—	5	—
Mid-Atlantic	234,000	299,857	—	7	—
Mid-Atlantic/500 or fewer	215,000	239,800	—	5	—
Midwest	215,000	205,714	—	7	—
Midwest/500 or fewer	200,000	188,000	—	5	—
By Years in Field:					
13-19.5 years	202,500	276,625	175,000-360,000	8	8.8
20 years or more	250,000	287,400	215,000-390,000	10	10.0
By Education:					
BA/BS	182,500	216,667	—	6	—
JD	282,500	302,786	200,000-400,000	14	6.7

Note: 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 8 salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller.

About 11% of respondents reported they did not receive a raise from their current employer because of a job change and/or departing their previous employer before salary adjustments. About 19% of respondents did not provide any information as to a raise. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

The total number of salaries reported does not equal the sum of salaries reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration. Additionally, individuals whose jobs involve primarily or wholly DE&I initiatives are also reported separately in the "By General Job Function" portion of the table.

Table 5. Salaries and Percent Raises for First-level Professionals Below Department Head — as of April 1, 2022

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
All First-level Professionals	\$145,000	\$153,805	\$120,000-180,656	157	5.0%
By General Job Function:					
Recruiting	140,000	146,170	115,250-175,750	84	5.0
Professional Development*	150,500	164,064	125,000-200,000	62	4.5
Alumni Relations	205,000	198,833	—	6	3.0
Diversity, Equity, and Inclusion	150,000	155,000	115,000-180,000	8	0.0
Recruiting and Professional Development	155,000	144,944	110,000-165,000	9	5.4
Recruiting					
By Scope of Responsibility:					
Global	130,000	144,911	105,000-180,000	11	4.0
National	145,000	156,420	125,000-185,000	43	7.5
Regional	130,000	138,600	113,000-180,000	15	3.0
Single Office	135,000	124,232	95,100-145,000	14	4.5
By Size of Firm (Lawyers in US):					
500 or fewer	125,000	132,666	110,000-145,000	42	4.5
More than 500	160,000	159,675	135,000-185,000	42	7.0
By Region/Firm Size (Lawyers in US):					
Northeast	152,500	177,219	132,500-200,000	16	7.0
Northeast/500 or fewer	140,000	172,214	—	7	5.0
Northeast/More than 500	185,000	181,111	140,000-200,000	9	7.0
Mid-Atlantic	145,000	150,325	125,000-176,500	19	7.5
Mid-Atlantic/500 or fewer	130,000	128,600	120,000-145,000	10	7.5
Mid-Atlantic/More than 500	175,000	174,464	160,000-180,656	9	6.5
Southeast	106,500	123,170	95,100-140,000	15	10.5
Southeast/500 or fewer	95,100	103,220	—	5	—
Southeast/More than 500	130,000	133,145	105,000-160,000	10	14.0
Midwest	130,000	127,352	111,500-142,025	12	4.0
Midwest/500 or fewer	127,500	121,167	—	6	4.0
Midwest/More than 500	137,025	133,537	—	6	—
West/Rocky Mountain	145,000	145,949	115,000-180,000	22	4.3
West/Rocky Mountain/500 or fewer	122,500	131,241	110,000-153,873	14	4.0
West/Rocky Mountain/More than 500	176,750	171,688	150,000-190,000	8	4.5

Continued on page 18

Table 5. Salaries and Percent Raises for First-level Professionals — as of April 1, 2022 *(Continued from page 17)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
By City:					
Chicago	\$139,050	\$141,740	—	5	—
Los Angeles/Orange County	173,750	163,750	—	6	3.5%
New York	185,000	189,500	140,000-200,000	13	7.0
Philadelphia	180,656	172,531	—	5	10.0
San Francisco Bay area	161,250	160,583	—	6	—
Washington DC/Northern VA	142,500	152,952	125,000-175,000	10	4.0
By Years in Field:					
8 years or less	120,250	118,481	105,000-135,000	28	5.0
8.5-14.5 years	140,000	151,417	120,000-172,500	18	15.0
15 or more years	170,260	165,007	137,025-186,000	36	4.0
By Education:					
High School or 2-year degree	139,525	142,362	—	6	3.5
BA/BS	135,000	141,225	110,000-172,500	50	6.0
MA/MS/MBA	145,000	147,458	115,000-175,000	15	9.0
JD	145,000	165,462	125,000-192,000	13	6.3
Professional Development*					
By Scope of Responsibility:					
Global	180,000	179,521	140,000-210,000	31	5.0
National	150,000	149,833	100,000-168,000	25	3.0
By Size of Firm (Lawyers in US):					
500 or fewer	138,000	145,138	109,000-180,000	23	3.0
More than 500	164,500	175,226	140,000-208,000	39	5.0
By Region/Firm Size (Lawyers in US):					
Northeast	195,000	197,731	168,000-215,000	19	5.0
Northeast/500 or fewer	180,000	171,931	168,000-200,000	9	4.4
Northeast/More than 500	205,000	220,950	183,000-260,000	10	5.0
Mid-Atlantic	160,000	165,273	120,000-220,000	11	5.0
Mid-Atlantic/More than 500	200,000	197,857	—	7	6.0
Southeast	135,000	144,133	—	6	4.0
Southeast/More than 500	140,000	148,000	—	5	—
Midwest	147,600	140,858	121,852-150,000	19	4.8
Midwest/500 or fewer	134,000	143,750	117,000-150,000	8	2.5
Midwest/More than 500	150,000	138,754	121,852-151,000	11	5.0
West/Rocky Mountain	145,000	150,857	—	7	—
West/Rocky Mountain/More than 500	172,500	162,167	—	6	—

Continued on page 19

Table 5. Salaries and Percent Raises for First-level Professionals — as of April 1, 2022 *(Continued from page 18)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
By City:					
Chicago	\$145,000	\$141,625	\$126,500-155,000	8	5.8%
Dallas	130,000	142,960	—	5	—
New York	197,500	211,607	175,000-232,000	14	5.7
Washington DC/Northern VA	149,000	158,125	105,000-210,000	8	—
By Years in Field:					
8 years or less	150,000	152,521	120,000-180,000	18	1.8
8.5-14.5 years	162,500	162,156	124,800-200,000	18	7.0
15 or more years	162,250	176,227	139,000-212,500	24	4.0
By Education:					
BA/BS	160,000	162,844	130,000-200,000	17	5.0
MA/MS/MBA	147,600	159,089	120,000-210,000	15	5.0
JD	163,000	172,761	142,500-200,000	28	3.5

Note: 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 8 salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller.

About 9% of respondents reported they did not receive a raise from their current employer because of a job change and/or departing their previous employer before salary adjustments. About 16% of respondents did not provide any information as to a raise.

A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

The total number of salaries reported does not equal the sum of salaries reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration. Additionally, individuals whose jobs involve primarily or wholly alumni relations or DE&I initiatives are also reported separately in the "By General Job Function" portion of the table.



Table 6. Salaries and Percent Raises for Second-level Professionals Below Department Head — as of April 1, 2022

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
All Second-level Professionals	\$90,000	\$103,359	\$76,500-\$133,500	116	5.0%
By General Job Function:					
Recruiting	90,000	99,992	77,000-130,000	69	6.0
Professional Development*	100,500	112,366	80,000-155,250	34	4.0
Diversity, Equity, and Inclusion	112,000	128,500	—	6	2.0
Recruiting and Professional Development	85,000	98,700	70,000-132,000	8	4.0
Other**	90,000	96,038	—	5	—
Recruiting					
By Scope of Responsibility:					
Global	81,000	100,900	76,000-135,000	10	15.0
National	90,000	97,703	80,750-113,432	24	5.5
Regional	90,000	97,927	66,818-130,000	19	6.1
Single Office	85,000	96,767	74,970-120,000	13	5.0
By Size of Firm (Lawyers in US):					
500 or fewer	82,000	85,753	70,000-90,000	21	6.8
More than 500	105,000	107,258	79,000-135,000	47	6.0
By Region/Firm Size (Lawyers in US):					
Northeast	107,500	105,102	79,500-132,500	8	—
Mid-Atlantic	110,000	109,782	85,000-130,000	19	4.5
Mid-Atlantic/More than 500	115,433	113,804	95,000-131,000	16	4.5
Southeast	83,000	91,341	65,000-105,000	17	7.3
Southeast/500 or fewer	83,000	93,900	—	5	—
Southeast/More than 500	86,000	93,255	65,000-130,000	11	7.0
Midwest	83,000	88,052	74,970-90,000	9	7.1
Midwest/More than 500	85,000	96,294	—	5	—
West/Rocky Mountain	80,000	101,719	73,000-142,000	16	6.3
West/Rocky Mountain/500 or fewer	76,000	72,700	—	5	6.3
West/Rocky Mountain/More than 500	130,000	114,909	77,000-160,000	11	6.3
By City:					
Dallas	82,000	85,460	—	5	—
Houston	82,000	81,722	65,000-86,000	9	7.3
Los Angeles/Orange County	77,000	91,000	—	7	13.0
New York	120,000	111,500	—	6	—
Philadelphia	109,500	106,644	—	6	3.6
Washington DC/Northern VA	115,000	114,100	90,000-132,000	10	9.0

Continued on page 21

Table 6. Salaries and Percent Raises for Second-level Professionals Below Department Head — as of April 1, 2022 *(Continued from page 20)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
By Years in Field:					
5 years or less	\$80,000	\$79,752	\$58,000-90,000	25	7.3%
5.5-9.5 years	91,250	100,173	77,500-130,000	24	5.5
10 years or more	145,000	133,235	110,000-150,000	17	7.9
By Education:					
BA/BS	83,000	97,581	76,000-130,000	45	6.0
MA/MS/MBA	105,000	102,182	85,000-110,000	11	12.0
JD	122,000	119,475	101,250-131,000	8	5.2
Professional Development*					
By Scope of Responsibility:					
Global	162,500	147,728	117,000-179,750	8	3.8
National	91,000	92,675	61,000-108,500	21	4.0
By Size of Firm (Lawyers in US):					
500 or fewer	80,000	73,693	58,367-85,000	14	3.5
More than 500	150,000	139,438	106,250-163,500	20	5.0
By Region/Firm Size (Lawyers in US):					
Mid-Atlantic	112,000	119,357	80,000-150,000	14	5.0
Mid-Atlantic/More than 500	121,000	125,917	92,500-155,000	12	5.0
Midwest	80,200	80,398	56,200-93,000	9	3.0
Midwest/500 or fewer	71,350	71,041	53,403-86,912	8	3.0
By City:					
Philadelphia	104,000	115,200	—	5	9.0
Washington DC/Northern VA	121,000	126,875	82,000-156,000	8	5.0
By Years in Field:					
5 years or less	61,750	76,989	56,200-80,824	10	2.7
5.5-9.5 years	147,000	119,551	—	7	4.0
10 years or more	141,000	140,500	96,000-179,750	12	5.0
By Education:					
BA/BS	82,412	89,260	65,000-100,500	20	3.0
JD	158,625	159,525	150,000-180,000	10	4.8

Note: 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 8 salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller.

About 8% of second-level respondents reported they did not receive a raise from their current employer because of a job change and/or departing their previous employer before salary adjustments. About 15% of respondents did not provide any information as to a raise. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

** This category includes individuals whose jobs include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration. Additionally, individuals whose jobs involve primarily or wholly DE&I initiatives are also reported separately in the "By General Job Function" portion of the table.



Table 7. Salaries and Percent Raises for Third-level Professionals Below Department Head and Administrative Support Positions — as of April 1, 2022

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2021
All Third-level Professionals	\$75,000	\$74,327	\$65,000-80,000	50	3.3%
By General Job Function:					
Recruiting	75,000	74,199	65,000-78,500	38	3.0
Professional Development*	80,000	73,806	68,000-83,250	9	8.0
Recruiting					
By Scope of Responsibility:					
Global	80,480	78,493	—	6	2.5
National	71,500	70,051	61,304-76,000	12	1.8
Regional	75,007	71,037	65,000-78,000	11	4.0
Single Office	75,000	80,733	72,100-80,000	9	3.0
By Size of Firm (Lawyers in US):					
500 or fewer	75,000	68,943	—	7	3.0
More than 500	75,000	75,386	65,000-78,500	31	3.0
By Region/Firm Size (Lawyers in US):					
Northeast	76,000	79,072	71,400-90,000	14	2.3
Northeast/More than 500	77,500	81,901	71,400-100,000	10	2.0
Mid-Atlantic	68,000	67,400	63,000-75,000	9	3.0
Mid-Atlantic/More than 500	65,000	64,929	—	7	—
Southeast	69,000	65,571	—	7	6.0
Southeast/More than 500	73,000	69,417	—	6	—
West/Rocky Mountain	76,754	81,418	—	6	—
West/Rocky Mountain/More than 500	76,754	81,418	—	6	—
By City:					
New York	76,000	78,501	73,200-87,500	12	2.0
Philadelphia	64,000	63,250	—	6	—
By Years in Field:					
3 years or less	70,000	69,395	60,000-78,000	19	2.5
More than 3 years	76,750	78,948	75,000-80,000	18	3.7
By Education:					
BA/BS	75,000	73,070	65,000-78,500	31	3.0
MA/MS/MBA	66,500	70,733	—	6	—
All Administrative Support Positions	60,000	58,192	50,000-70,000	15	3.0

Note: 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 8 salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. About 10% of third-level/administrative support respondents reported they did not receive a raise from their current employer because of a job change and/or departing their previous employer before salary adjustments. About 23% of respondents did not provide any information as to a raise. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

The total number of salaries reported does not equal the sum of salaries reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration.

Bonuses

These findings are based on reported non-zero bonuses. Additionally, for each grouping the percentage of respondents eligible for a bonus but not receiving a bonus is indicated. Overall, about 7% of respondents indicated that they were not eligible for a bonus because of a job change or missing the bonus period with their current employer. Bonuses were most frequently awarded based on merit — 80% of respondents receiving a bonus, followed by a year-end or holiday bonus at 40%, and then firm profitability bonus at 36%. 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.

**Table 8. Bonuses for Chiefs and Directors
Bonuses Paid Between April 1, 2021 and April 1, 2022**

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
All Chiefs and Directors	\$25,000	\$42,035	\$14,750-50,000	108	2.7%
All Chiefs	65,000	80,640	25,000-140,000	25	3.8
All Directors	22,000	30,407	14,000-37,500	83	2.4
By General Job Function:					
Recruiting	22,500	31,577	12,000-40,000	42	2.3
Professional Development*	25,000	42,016	15,750-45,000	38	2.6
Alumni Relations	23,506	35,852	—	6	0
Diversity, Equity, and Inclusion	25,000	43,333	—	6	14.3
Recruiting and Professional Development	37,500	56,332	15,000-72,500	24	4.0
Chiefs and Directors – Recruiting					
By Scope of Responsibility:					
Global	37,500	38,964	22,250-52,500	12	0
National	27,500	37,362	12,375-40,000	19	5.0
Regional	10,500	12,880	10,000-12,000	10	0
By Size of Firm (Lawyers in US):					
500 or fewer	12,000	19,068	10,000-25,000	19	0
More than 500	30,000	41,910	17,000-50,000	23	4.2
By Region/Firm Size (Lawyers in US):					
Northeast	38,750	54,375	26,250-50,000	8	0
Northeast/More than 500	40,000	73,500	—	5	0
Mid-Atlantic	17,250	29,583	—	6	14.3
Southeast	17,000	18,367	10,000-27,000	9	0
Southeast/More than 500	20,000	20,300	—	5	0
Midwest	16,066	22,938	12,000-35,000	9	0
Midwest/500 or fewer	12,000	18,600	—	5	0
West/Rocky Mountain	29,500	34,200	12,000-50,000	10	0
West/Rocky Mountain/500 or fewer	12,000	21,600	—	5	0
West/Rocky Mountain/More than 500	40,000	46,800	—	5	0
By City:					
New York	38,750	54,375	26,250-50,000	8	0
By Years in Field:					
Less than 13 years	14,000	20,318	5,000-17,000	9	0
13-19.5 years	29,500	44,036	14,500-50,000	14	6.7
20 years or more	27,000	27,757	12,000-40,000	17	0

Continued on page 25

Table 8. Bonuses for Chiefs and Directors
Bonuses Paid Between April 1, 2021 and April 1, 2022 *(Continued from page 24)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By Education:					
BA/BS	\$27,000	\$36,652	\$12,000-40,000	23	4.2%
MA/MS/MBA	27,500	28,300	—	5	0
JD	18,033	24,410	10,000-37,500	14	0
Chiefs and Directors – Professional Development					
By Scope of Responsibility:					
Global	32,500	50,153	22,000-50,000	22	0
National	22,500	26,229	15,000-25,000	12	7.7
By Size of Firm (Lawyers in US):					
500 or fewer	20,000	28,096	15,000-25,000	13	0
More than 500	30,000	49,254	22,000-50,000	25	3.8
By Region/Firm Size (Lawyers in US):					
Northeast	40,000	49,550	25,000-80,000	10	0
Northeast/More than 500	50,000	64,286	—	7	0
Mid-Atlantic	25,000	24,894	20,000-30,000	14	0
Mid-Atlantic/More than 500	25,000	26,351	22,000-30,000	10	0
Midwest	20,000	52,407	—	7	0
West/Rocky Mountain	20,000	44,150	—	5	0
By City:					
New York	65,000	67,500	—	6	0
Washington DC/Northern VA	25,000	25,189	18,506-28,750	8	0
By Years in Field:					
Less than 13 years	25,000	36,131	21,000-35,000	16	5.9
13-19.5 years	22,012	49,424	14,000-50,000	13	0
20 years or more	26,250	45,125	12,500-70,000	8	0
By Education:					
BA/BS	22,000	23,978	15,750-25,000	11	0
MA/MS/MBA	44,550	71,517	—	6	0
JD	25,000	43,036	15,000-40,000	21	4.5
Chiefs and Directors – Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	60,000	100,833	—	6	0
National	20,000	46,228	7,000-60,500	13	7.1
By Size of Firm (Lawyers in US):					
500 or fewer	20,000	41,393	7,000-70,000	19	5.0
More than 500	60,500	113,100	—	5	0

Continued on page 26

Table 8. Bonuses for Chiefs and Directors
Bonuses Paid Between April 1, 2021 and April 1, 2022 *(Continued from page 25)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By Region/Firm Size (Lawyers in US):					
Northeast	\$72,500	\$79,333	—	6	0%
Northeast/500 or fewer	72,500	79,333	—	6	0
Mid-Atlantic	45,000	64,643	—	7	12.5
Midwest	15,000	19,066	—	7	0
Midwest/500 or fewer	11,000	12,160	—	6	0
By City:					
Washington DC/Northern VA	45,000	87,000	—	5	0
By Years in Field:					
13-19.5 years	20,000	65,500	—	7	12.5
20 years or more	45,000	62,951	\$15,000-75,000	11	0
By Education:					
BA/BS	35,000	54,992	—	5	16.7
JD	42,500	59,250	6,000-75,000	14	0

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 8 bonuses were reported. The last column shows the percentage of respondents who were eligible but reported receiving no bonus.

About 9% of respondents reported that they were not eligible for a bonus from their current employer because of a job change and/or departing their previous employer before bonuses were issued. About 6% of respondents did not provide any information as to a bonus.

The total number of bonuses reported does not equal the sum of bonuses reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration. Additionally, individuals whose jobs primarily involve DE&I or alumni initiatives are also reported separately in the "By General Job Function" portion of the table.

Among chiefs and directors, most who received a bonus — 80% — reported that the bonus was based on merit. The second most frequent basis, reported by 42%, was firm profitability, followed by 29% reporting year-end/holiday as a basis. Percentages add to more than 100 because more than one basis could be checked.



**Table 9. Bonuses for Managers
Bonuses Paid Between April 1, 2019 and April 1, 2022**

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
All managers	\$9,100	\$11,994	\$5,000-15,000	139	3.5%
By General Job Function:					
Recruiting	9,405	10,219	5,000-13,700	81	2.4
Professional Development*	8,792	12,019	5,000-15,000	50	5.7
Alumni Relations	13,600	14,720	—	5	16.7
Diversity, Equity, and Inclusion	7,500	7,250	—	6	14.3
All Senior Managers**					
Overall	11,250	13,408	7,500-20,000	42	0
Professional Development*	18,300	16,069	7,500-24,000	13	0
Recruiting	10,000	12,215	7,000-18,600	29	0
Managers of Recruiting					
By Scope of Responsibility:					
Global	14,450	14,303	7,500-20,000	10	16.7
National	7,000	8,808	5,000-11,500	36	0
Regional	10,500	11,075	7,750-13,850	16	0
Single office	8,738	9,899	4,500-11,750	16	0
By Size of Firm (Lawyers in US):					
500 or fewer	9,000	10,694	4,950-15,000	31	0
More than 500	9,703	9,924	5,000-13,700	50	3.8
By Region/Firm Size (Lawyers in US):					
Northeast	10,500	10,508	5,500-13,500	16	0
Northeast/500 or fewer	11,000	11,489	—	7	0
Northeast/More than 500	10,000	9,744	6,000-12,500	9	0
Mid-Atlantic	7,250	9,270	4,500-11,000	20	4.8
Mid-Atlantic/500 or fewer	7,000	12,900	—	5	0
Mid-Atlantic/More than 500	7,500	8,060	4,000-10,000	15	6.3
Southeast	10,500	11,127	7,063-15,000	12	0
Southeast/More than 500	10,500	10,828	7,063-13,250	8	0
Midwest	6,000	10,081	4,950-17,500	10	9.1
Midwest/500 or fewer	6,000	12,190	—	5	0
Midwest/More than 500	6,000	7,971	—	5	16.7
West/Rocky Mountain	10,000	10,428	5,000-14,000	23	0
West/Rocky Mountain/500 or fewer	6,125	7,875	5,000-12,000	10	0
West/Rocky Mountain/More than 500	13,000	12,393	9,405-16,000	13	0

Continued on page 28

Table 9. Bonuses for Managers
Bonuses Paid Between April 1, 2019 and April 1, 2022 *(Continued from page 27)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By City:					
Houston	\$10,500	\$10,417	—	6	0%
Los Angeles/Orange County	11,500	11,833	—	6	0
New York	11,500	11,080	\$6,000-14,000	14	0
San Francisco Bay area	9,405	10,681	—	5	0
Washington DC/Northern VA	9,250	11,367	6,000-12,950	12	0
By Years in Field:					
8 years or less	7,000	8,047	5,000-12,000	30	3.2
8.5 to 14.5 years	9,000	10,315	7,000-11,000	21	0
15 or more years	12,500	12,679	6,000-17,500	29	0
By Education:					
High School or 2-year degree	6,238	9,413	—	6	0
BA/BS	9,203	10,704	5,250-14,000	50	2.0
MA/MS/MBA	10,500	10,329	5,000-13,900	14	6.7
JD	7,500	8,314	4,950-12,000	11	0
Managers of Professional Development					
By Scope of Responsibility:					
Global	12,000	13,467	7,500-20,000	22	0
National	6,750	8,730	4,500-10,000	22	12.0
By Size of Firm (Lawyers in US):					
500 or fewer	5,000	8,668	3,000-10,000	17	0
More than 500	10,000	13,745	7,500-18,300	33	8.3
By Region/Firm Size (Lawyers in US):					
Northeast	13,500	16,396	9,100-25,000	14	0
Northeast/500 or fewer	12,500	14,408	—	6	0
Northeast/More than 500	16,000	17,888	9,550-24,500	8	0
Mid-Atlantic	6,750	10,300	5,000-9,000	10	16.7
Mid-Atlantic/More than 500	7,500	13,571	—	7	22.2
Southeast	8,583	8,417	—	5	0
Midwest	7,500	9,680	3,500-15,000	15	0
Midwest/500 or fewer	4,250	7,567	—	6	0
Midwest/More than 500	7,500	11,089	7,500-15,000	9	0
West/Rocky Mountain	14,300	13,517	—	6	14.3
West/Rocky Mountain/ More than 500	15,000	15,320	—	5	16.7

Continued on page 29

Table 9. Bonuses for Managers
Bonuses Paid Between April 1, 2019 and April 1, 2022 *(Continued from page 28)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By City:					
Chicago	\$7,750	\$11,480	\$5,000-18,300	10	0%
Dallas	8,583	8,417	—	5	0
New York	13,500	16,600	9,550-24,500	12	0
Washington DC/Northern VA	5,000	11,357	—	7	12.5
By Years in Field:					
8 years or less	5,350	10,558	3,000-8,500	13	7.1
8.5 to 14.5 years	9,000	13,746	5,000-25,000	15	6.3
15 or more years	10,000	11,444	6,000-15,000	18	5.3
By Education:					
BA/BS	10,000	10,850	7,500-12,800	16	5.9
MA/MS/MBA	7,750	12,074	5,000-20,000	14	6.7
JD	12,050	13,739	3,500-20,500	18	5.3

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 8 bonuses were reported. The last column shows the percentage of respondents who were eligible but reported receiving no bonus.

About 7% of respondents reported that they were not eligible for a bonus from their current employer because of a job change and/or departing their previous employer before bonuses were issued. About 10% of respondents did not provide any information as to a bonus.

The total number of bonuses reported does not equal the sum of bonuses reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration. Additionally, individuals whose jobs primarily involve DE&I or alumni initiatives are also reported separately in the "By General Job Function" portion of the table. **Managers whose title includes "Senior" are reported separately in this section of the table. These respondents are also included in the appropriate categories in the rest of the table.

Among managers, most who received a bonus — 77% — reported that the bonus was based on merit. The second most frequent basis, reported by 35%, was a year-end/holiday basis, followed by 29% reporting firm profitability as a basis. Percentages add to more than 100 because more than one basis could be checked.



**Table 10. Bonuses for Coordinators and Assistants
Bonuses Paid Between April 1, 2021 and April 1, 2022**

	Median Bonus	Average Bonus	Half of Bonus Fell in Range	# Reporting a Bonus	% Reporting No Bonus
All Coordinators	\$3,000	\$4,457	\$2,000-5,000	84	8.7%
By General Job Function:					
Recruiting	3,000	4,472	2,000-5,000	55	9.8
Professional Development*	3,000	4,900	2,350-5,000	21	4.5
Recruiting and Professional Development	2,500	3,010	—	5	16.7
Senior coordinators**					
Overall	5,000	5,938	3,500-7,500	8	0
Recruiting Coordinators					
By Scope of Responsibility:					
Global	3,750	5,850	1,500-10,000	12	7.7
National	3,000	3,283	2,000-4,000	16	11.1
Regional	3,000	4,516	2,000-5,000	17	10.5
Single Office	5,000	5,094	1,500-9,250	9	10.0
By Size of Firm (Lawyers in US):					
500 or fewer	4,330	5,377	3,000-10,000	17	10.5
More than 500	2,625	4,067	1,500-5,000	38	9.5
By Region/Firm Size (Lawyers in US):					
Northeast	5,000	5,973	1,100-10,000	11	15.4
Northeast/More than 500	2,000	5,729	—	7	22.2
Mid-Atlantic	2,500	3,450	1,500-3,500	11	21.4
Mid-Atlantic/More than 500	1,750	1,806	1,100-2,625	8	20.0
Southeast	4,000	5,426	2,000-8,000	13	0
Southeast/More than 500	4,500	6,170	2,000-10,000	10	0
Midwest	3,000	3,313	2,000-4,500	8	0
Midwest/More than 500	2,000	2,700	—	5	0
West/Rocky Mountain	3,000	3,773	2,740-4,900	12	7.7
West/Rocky Mountain/More than 500	3,000	3,100	2,500-3,900	8	0
By City:					
Houston	4,000	4,375	1,750-6,500	8	0
Los Angeles/Orange County	3,000	3,417	—	6	0
New York	10,000	6,979	—	7	12.5
Philadelphia	2,000	2,050	—	5	16.7

Continued on page 31

Table 10. Bonuses for Coordinators and Assistants
Bonuses Paid Between April 1, 2021 and April 1, 2022 (Continued from page 30)

	Median Bonus	Average Bonus	Half of Bonus Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By Years in Field:					
Less than 3 years	\$2,000	\$2,062	\$1,100-3,000	13	7.1%
3-5.5 years	4,000	5,770	2,000-10,000	25	7.4
6 years or more	3,000	4,193	2,750-5,000	13	18.8
By Education:					
BA/BS	3,000	4,178	1,500-5,000	47	9.6
Professional Development Coordinators*					
By Scope of Responsibility:					
National	3,000	3,611	1,950-4,000	14	6.7
By Size of Firm (Lawyers in US):					
500 or fewer	3,500	3,726	2,000-5,000	15	0
More than 500	3,000	7,833	—	6	14.3
By Region/Firm Size (Lawyers in US):					
Mid-Atlantic	3,000	2,929	—	7	12.5
Midwest	2,747	3,364	—	7	0
Midwest/500 or fewer	2,747	3,364	—	7	0
By Years in Field:					
Less than 3 years	2,000	6,007	—	7	12.5
6 years or more	3,500	4,014	—	7	0
By Education:					
BA/BS	3,500	5,497	2,425-6,000	16	0
All Assistants	1,900	5,713	300-3,888	12	7.7

Note: The “coordinator” portion of this table includes individuals whose titles include “administrator,” “specialist,” “analyst,” “recruiter,” and “coordinator.” 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 8 bonuses were reported. The last column shows the percentage of respondents who were eligible but reported receiving no bonus.

About 4% of respondents reported that they were not eligible for a bonus from their current employer because of a job change and/or departing their previous employer before bonuses were issued. About 20% of respondents did not provide any information as to a bonus. The total number of bonuses reported does not equal the sum of bonuses reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration.

**Coordinators whose title includes “Senior” are reported separately in this section of the table. These respondents are also included in the appropriate categories in the rest of the table. Among coordinators and assistants, the majority who received a bonus — 59% — reported that the bonus was based on merit. The second most frequent basis, reported by 48%, was year-end/holiday as a basis, followed by 28% reporting firm profitability as a basis. Percentages add to more than 100 because more than one basis could be checked.

Table 11. Bonuses for Department Heads
Bonuses Paid Between April 1, 2021 and April 1, 2022

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
All Department Heads	\$30,000	\$46,639	\$15,000-55,000	77	2.5%
By General Job Function:					
Recruiting	29,500	35,713	11,500-47,500	32	3.0
Professional Development*	25,000	44,232	20,000-50,000	21	0
Diversity, Equity, and Inclusion	25,000	47,000	—	5	0
Recruiting and Professional Development	45,000	64,050	15,000-75,000	20	4.8
Department Heads – Recruiting					
By Scope of Responsibility:					
Global	37,500	38,964	22,250-52,500	12	0
National	33,750	54,845	29,000-50,000	10	9.1
Regional	10,000	12,978	10,000-12,000	9	0
By Size of Firm (Lawyers in US):					
500 or fewer	13,000	20,891	10,000-32,500	16	0
More than 500	36,250	50,535	28,000-60,000	16	5.9
By Region/Firm Size (Lawyers in US):					
Northeast	45,000	71,000	—	5	0
Southeast	12,000	15,975	10,000-22,000	8	0
Southeast/500 or fewer	10,000	14,760	—	5	0
Midwest	25,000	27,002	13,033-42,500	8	0
Midwest/500 or fewer	20,000	22,990	—	5	0
West/Rocky Mountain	30,000	35,222	12,000-50,000	9	0
West/Rocky Mountain/More than 500	40,000	46,800	—	5	0
By City:					
New York	45,000	71,000	—	5	0
By Years in Field:					
Less than 13 years	15,033	23,358	10,000-33,500	8	0
13-19.5 years	30,000	47,663	14,250-52,500	12	7.7
20 years or more	32,500	32,900	12,000-45,000	10	0
By Education:					
BA/BS	29,500	40,694	12,000-50,000	18	5.3
JD	20,000	28,029	10,000-50,000	11	0
Department Heads – Professional Development					
By Scope of Responsibility:					
Global	45,000	54,374	22,012-80000	11	0
National	25,000	22,250	—	7	0

Continued on page 33

Table 11. Bonuses for Department Heads
Bonuses Paid Between April 1, 2021 and April 1, 2022 (Continued from page 32)

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By Size of Firm (Lawyers in US):					
500 or fewer	\$20,000	\$31,614	\$15,750-25,000	11	0%
More than 500	47,500	58,111	25,000-80,000	10	0
By Region/Firm Size (Lawyers in US):					
Northeast	45,000	56,400	—	5	0
Mid-Atlantic	25,000	26,502	18,506-30,000	8	0
By City:					
Washington DC/Northern VA	25,000	28,402	—	5	0
By Years in Field:					
Less than 13 years	25,000	42,110	20,000-50,000	10	0
13-19.5 years	30,000	46,109	—	7	0
By Education:					
BA/BS	19,506	23,294	—	6	0
JD	25,000	54,091	20,000-115,000	11	0
Department Heads – Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	75,000	113,000	—	5	0
National	45,000	52,364	7,000-70,000	11	8.3
By Size of Firm (Lawyers in US):					
500 or fewer	30,000	47,219	15,000-72,500	16	5.9
By Region/Firm Size (Lawyers in US):					
Northeast	75,000	94,000	—	5	0
Northeast/500 or fewer	75,000	94,000	—	5	0
Mid-Atlantic	45,000	68,750	—	6	14.3
Midwest	15,000	21,700	—	5	0
By Years in Field:					
13-19.5 years	47,500	75,417	—	6	14.3
20 years or more	50,000	74,167	35,000-75,000	9	0
By Education:					
JD	50,000	70,773	15,000-75,000	11	0

Note: 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 8 bonuses were reported. The last column shows the percentage of respondents who were eligible but reported receiving no bonus. About 9% of respondents reported that they were not eligible for a bonus from their current employer because of a job change and/or departing their previous employer before bonuses were issued. About 4% of respondents did not provide any information as to a bonus.

The total number of bonuses reported does not equal the sum of bonuses reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration. Additionally, individuals whose jobs primarily involve DE&I initiatives are also reported separately in the "By General Job Function" portion of the table. Among department heads, most who received a bonus — 82% — reported that the bonus was based on merit. The second most frequent basis, reported by 44%, was firm profitability, followed by 29% reporting year-end/holiday as a basis. Percentages add to more than 100 because more than one basis could be checked.



**Table 12. Bonuses for First-level Professionals Below Department Head
Bonuses Paid Between April 1, 2021 and April 1, 2022**

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
All First-level Professionals	\$10,000	\$13,554	\$5,000-18,300	129	3.0%
By General Job Function:					
Recruiting	10,000	11,459	5,000-14,500	65	3.0
Professional Development*	11,000	15,902	5,000-24,000	54	3.6
Alumni Initiatives	17,800	17,433	—	6	0
Diversity, Equity, and Inclusion	7,500	9,250	—	6	14.3
Recruiting and Professional Development	9,750	13,558	5,000-17,980	8	0
First-level – Recruiting					
By Scope of Responsibility:					
Global	13,900	13,290	—	7	22.2
National	9,203	11,435	5,000-15,000	38	0
Regional	12,000	11,000	10,000-13,000	9	0
Single Office	8,738	11,328	5,000-12,000	10	0
By Size of Firm (Lawyers in US):					
500 or fewer	7,000	10,196	3,500-15,000	31	0
More than 500	10,000	12,611	6,627-14,500	34	5.6
By Region/Firm Size (Lawyers in US):					
Northeast	11,000	14,430	5,000-18,600	14	0
Northeast/500 or fewer	7,000	10,237	—	6	0
Northeast/More than 500	12,250	17,575	8,750-26,800	8	0
Mid-Atlantic	8,500	11,636	6,000-14,500	14	6.7
Mid-Atlantic/500 or fewer	10,000	13,500	—	7	0
Mid-Atlantic/More than 500	7,000	9,771	—	7	12.5
Southeast	10,000	11,670	6,627-15,000	9	0
Southeast/More than 500	10,000	12,590	—	7	0
Midwest	7,475	9,303	5,000-12,375	9	10.0
Midwest/500 or fewer	6,000	7,900	—	5	0
West/Rocky Mountain	10,000	10,061	5,000-13,000	19	0
West/Rocky Mountain/500 or fewer	7,000	9,432	5,000-12,500	11	0
West/Rocky Mountain/More than 500	10,000	10,926	7,202-13,500	8	0
By City:					
Los Angeles/Orange County	13,000	12,800	—	5	0
New York	12,250	15,752	6,250-22,800	12	0
Washington DC/Northern VA	7,000	12,771	—	7	0

Continued on page 35

Table 12. Bonuses for First-level Professionals Below Department Head
Bonuses Paid Between April 1, 2021 and April 1, 2022 (Continued from page 34)

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By Years in Field:					
8 years or less	\$5,938	\$6,990	\$4,000-10,750	20	4.8%
8.5-14.5 years	9,000	10,916	5,000-11,000	13	0
More than 15 years	12,500	14,473	7,487-19,190	32	0
By Education:					
High School or 2-year degree	7,475	10,895	—	5	0
BA/BS	10,000	12,451	6,000-15,000	41	2.4
MA/MS/MBA	12,000	12,556	10,000-13,900	9	10.0
JD	6,000	6,688	3,000-12,000	10	0
First-level – Professional Development					
By Scope of Responsibility:					
Global	15,000	18,590	8,292-25,000	28	0
National	7,500	14,002	5,000-15,000	21	8.7
By Size of Firm (Lawyers in US):					
500 or fewer	5,000	8,343	2,700-12,000	20	0
More than 500	15,000	20,348	8,500-25,000	34	5.6
By Region/Firm Size (Lawyers in US):					
Northeast	24,000	24,709	10,000-26,000	17	0
Northeast/500 or fewer	10,000	12,850	—	7	0
Northeast/More than 500	25,000	33,010	12,000-40,000	10	0
Mid-Atlantic	7,000	13,773	2,000-25,000	11	0
Mid-Atlantic/More than 500	22,000	20,214	—	7	0
Southeast	8,583	9,417	—	5	16.7
Midwest	7,500	10,122	4,500-14,500	16	0
Midwest/500 or fewer	5,000	8,486	—	7	0
Midwest/More than 500	7,500	11,394	7,500-15,000	9	0
West/Rocky Mountain	13,600	15,620	—	5	16.7
By City:					
Chicago	7,750	12,350	6,250-21,150	8	0
Dallas	8,583	9,417	—	5	0
New York	24,000	27,785	10,000-35,000	13	0
Washington DC/Northern VA	5,000	9,313	1,750-16,000	8	0
By Years in Field:					
8 years or less	6,675	12,063	3,700-23,500	12	7.7
8.5-14.5 years	13,000	16,136	6,250-25,000	16	5.9
More than 15 years	12,800	18,198	6,050-22,000	24	0

Continued on page 36

Table 12. Bonuses for First-level Professionals Below Department Head
Bonuses Paid Between April 1, 2021 and April 1, 2022 *(Continued from page 35)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By Education:					
BA/BS	\$12,000	\$15,447	\$7,500-22,000	17	0%
MA/MS/MBA	6,425	11,002	5,000-12,000	14	0
JD	15,000	20,717	5,000-25,000	21	8.7

Note: 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 8 bonuses were reported. The last column shows the percentage of respondents who were eligible but reported receiving no bonus.

About 7% of respondents reported that they were not eligible for a bonus from their current employer because of a job change and/or departing their previous employer before bonuses were issued. About 9% of respondents did not provide any information as to a bonus.

The total number of bonuses reported does not equal the sum of bonuses reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration. Additionally, individuals whose jobs primarily involve DE&I or alumni initiatives are also reported separately in the "By General Job Function" portion of the table.

Among department heads, most who received a bonus — 80% — reported that the bonus was based on merit. The second most frequent basis, reported by 34%, was firm profitability, followed closely by year-end/holiday basis, at 31%. Percentages add to more than 100 because more than one basis could be checked.



**Table 13. Bonuses for Second-level Professionals Below Department Head
Bonuses Paid Between April 1, 2021 and April 1, 2022**

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
All Second-level Professionals	\$6,000	\$11,946	\$3,000-10,000	91	6.2%
By General Job Function					
Recruiting	6,000	7,507	3,000-10,000	56	5.1
Professional Development*	6,000	17,024	2,747-10,000	27	6.9
Recruiting and Professional Development	2,500	33,010	—	5	16.7
Second-level – Recruiting					
By Scope of Responsibility:					
Global	10,000	9,523	5,000-13,000	9	0
National	4,000	4,460	2,750-6,000	18	10.0
Regional	9,250	9,370	4,000-13,700	14	6.7
Single Office	5,000	6,354	3,000-10,000	12	0
By Size of Firm (Lawyers in US):					
500 or fewer	5,000	7,054	2,980-10,000	15	6.3
More than 500	6,500	7,815	3,500-10,500	40	4.8
By Region/Firm Size (Lawyers in US):					
Northeast	10,000	10,464	—	7	0
Mid-Atlantic	5,000	6,097	3,000-10,000	15	6.3
Mid-Atlantic/More than 500	4,500	5,818	3,000-8,500	14	6.7
Southeast	6,500	8,610	4,000-15,000	14	0
Southeast/More than 500	10,000	9,967	5,000-15,000	9	0
Midwest	4,000	3,857	—	7	0
West/Rocky Mountain	5,000	8,322	3,000-13,700	13	13.3
West/Rocky Mountain/More than 500	7,000	9,744	3,000-16,000	9	10.0
West/Rocky Mountain	7,380	7,176	4,200-9,000	9	18.2
By City:					
Houston	4,500	5,563	3,000-9,000	8	0
Los Angeles/Orange County	4,000	4,250	—	6	0
New York City	10,500	10,667	—	6	0
Philadelphia	4,000	4,150	—	5	0
Washington DC/Northern VA	9,250	7,963	6,250-10,000	8	11.1
By Years in Field:					
5 years or less	4,000	5,984	2,500-10,000	19	5.0
5.5-9.5 years	6,000	6,920	3,000-10,000	21	8.7
More than 10 years	11,000	11,108	6,000-16,000	13	0

Continued on page 38

Table 13. Bonuses for Second-level Professionals Below Department Head
Bonuses Paid Between April 1, 2021 and April 1, 2022 *(Continued from page 37)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
By Education:					
BA/BS	\$5,000	\$6,380	\$3,000-9,250	38	5.0%
MA/MS/MBA	10,000	10,250	5,750-14,000	8	11.1
JD	12,000	11,571	—	7	0
Second-level – Professional Development					
By Scope of Responsibility:					
Global	7,500	41,214	—	7	0
National	4,000	6,086	1,950-8,500	15	11.8
By Size of Firm (Lawyers in US):					
500 or fewer	3,500	4,065	2,350-5,000	10	0
More than 500	9,000	24,647	3,000-20,000	17	10.5
By Region/Firm Size (Lawyers in US):					
Mid-Atlantic	6,750	10,050	3,000-9,000	10	16.7
Mid-Atlantic/More than 500	7,500	10,778	3,000-9,000	9	18.2
Midwest	3,500	29,811	1,950-8,500	9	0
Midwest/500 or fewer	3,124	3,716	—	6	0
By City:					
Washington DC/Northern VA	7,500	14,400	—	5	16.7
By Years in Field:					
5 years or less	1,950	2,410	—	5	16.7
5.5 - 9.5 years	3,000	11,657	—	7	0
10 years or more	8,750	31,900	6,000-20,000	10	9.1
By Education:					
BA/BS	4,000	5,180	2,500-8,500	15	6.3
JD	12,000	15,369	2,475-21,500	8	0

Note: 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 8 bonuses were reported. The last column shows the percentage of respondents who were eligible but reported receiving no bonus.

About 6% of respondents reported that they were not eligible for a bonus from their current employer because of a job change and/or departing their previous employer before bonuses were issued. About 15% of respondents did not provide any information as to a bonus.

The total number of bonuses reported does not equal the sum of bonuses reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration.

Among second-level professionals, the majority who received a bonus — 68% — reported that the bonus was based on merit. The second most frequent basis, reported by 49%, was a year-end/holiday basis, followed by firm profitability, at 26%. Percentages add to more than 100 because more than one basis could be checked.

**Table 14. Bonuses for Third-level Professionals Below Department Head
Bonuses Paid Between April 1, 2021 and April 1, 2022**

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
All Third-level Professionals	\$2,500	\$4,870	\$1,500-5,000	34	12.8%
By General Job Function					
Recruiting	2,000	3,368	1,175-3,250	24	14.3
Professional Development*	4,000	7,607	—	7	12.5
Third-level – Recruiting					
By Scope of Responsibility:					
Global	2,500	6,700	—	5	16.7
National	1,650	3,008	—	6	14.3
Regional	2,250	2,725	1,750-3,900	8	11.1
By Size of Firm (Lawyers in US):					
500 or fewer	2,650	3,514	—	6	14.3
More than 500	2,000	3,319	1,250-3,000	18	14.3
By Region/Firm Size (Lawyers in US):					
Northeast	1,800	4,261	1,100-5,000	9	18.2
Northeast/More than 500	1,250	4,190	—	5	28.6
Mid-Atlantic	1,500	1,900	—	5	28.6
Southeast	2,000	3,636	—	5	0
By City:					
New York City	1,800	4,679	—	7	12.5
By Years in Field:					
3 years or less	2,050	3,265	1,300-3,250	12	7.7
More than 3 years	2,000	3,625	1,250-3,000	10	23.1
By Education:					
BA/BS	2,000	3,551	1,250-3,500	22	12.0
All Administrative Support	2,000	4,798	675-3,888	12	0

Note: 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 8 bonuses were reported. The last column shows the percentage of respondents who were eligible but reported receiving no bonus.

About 6% of respondents reported that they were not eligible for a bonus from their current employer because of a job change and/or departing their previous employer before bonuses were issued. About 22% of respondents did not provide any information as to a bonus. The total number of bonuses reported does not equal the sum of bonuses reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration. Among third-level professionals and administrative support staff, the majority who received a bonus — 49% — reported that the bonus was based on merit. The second most frequent basis, reported by 41%, was a year-end/holiday basis, followed by firm profitability, at 27%. Percentages add to more than 100 because more than one basis could be checked.

Table 15. Remote Work Policies

	Is remote work an option for you now?				# of Responses
	Yes, and it will continue to be available	Yes, but it will not be once my office re-opens	Yes, but policies going forward have not been determined	No	
Overall	82.6%	0.7%	14.2%	2.5%	438
By Size of Firm (Lawyers in US):					
500 or fewer	78.8	1.5	16.6	3.1	193
More than 500	85.7	0	12.3	2.0	244
By Region/Firm Size (Lawyers in US):					
Northeast	85.4	0	10.1	4.5	89
Mid-Atlantic	82.4	0	15.7	1.9	108
Midwest	91.8	0	4.7	3.5	85
Southeast	76.5	1.5	20.6	1.5	68
West/Rocky Mountain	76.1	2.3	20.5	1.1	88

Comments About Remote Work Options

Comments that are illustrative of all the comments received are provided below. Comments are verbatim, except that a few misspellings have been corrected and references to a specific firm have been removed.

- Employees are permitted to work remotely 2 days per week.
- Hybrid working of 3 days in the office with remainder at individual discretion.
- Remote is an option 2x per week, in-person is required 3x per week.
- Three days in. Two days at home during academic year. Remote work for June-August.
- Three days in, two days out.
- Remote work is an option, however staff is required to be in the office 2-3 days per week.
- We are in-person 3 days a week and remote 2 days a week. We must be in the office on Wednesdays.
- Still being determined probably 3 days in office 2 days remote.
- I work a hybrid schedule and did so prior to COVID-19.
- I've always been 100% remote and was hired on as such.
- Mostly up to the OMP of each office. I do 3 days in 2 remote now. When summer associates are in the office I will be in 5 days a week. Hopefully I can go back to 3/2 hybrid when the program ends.

Continued on page 41

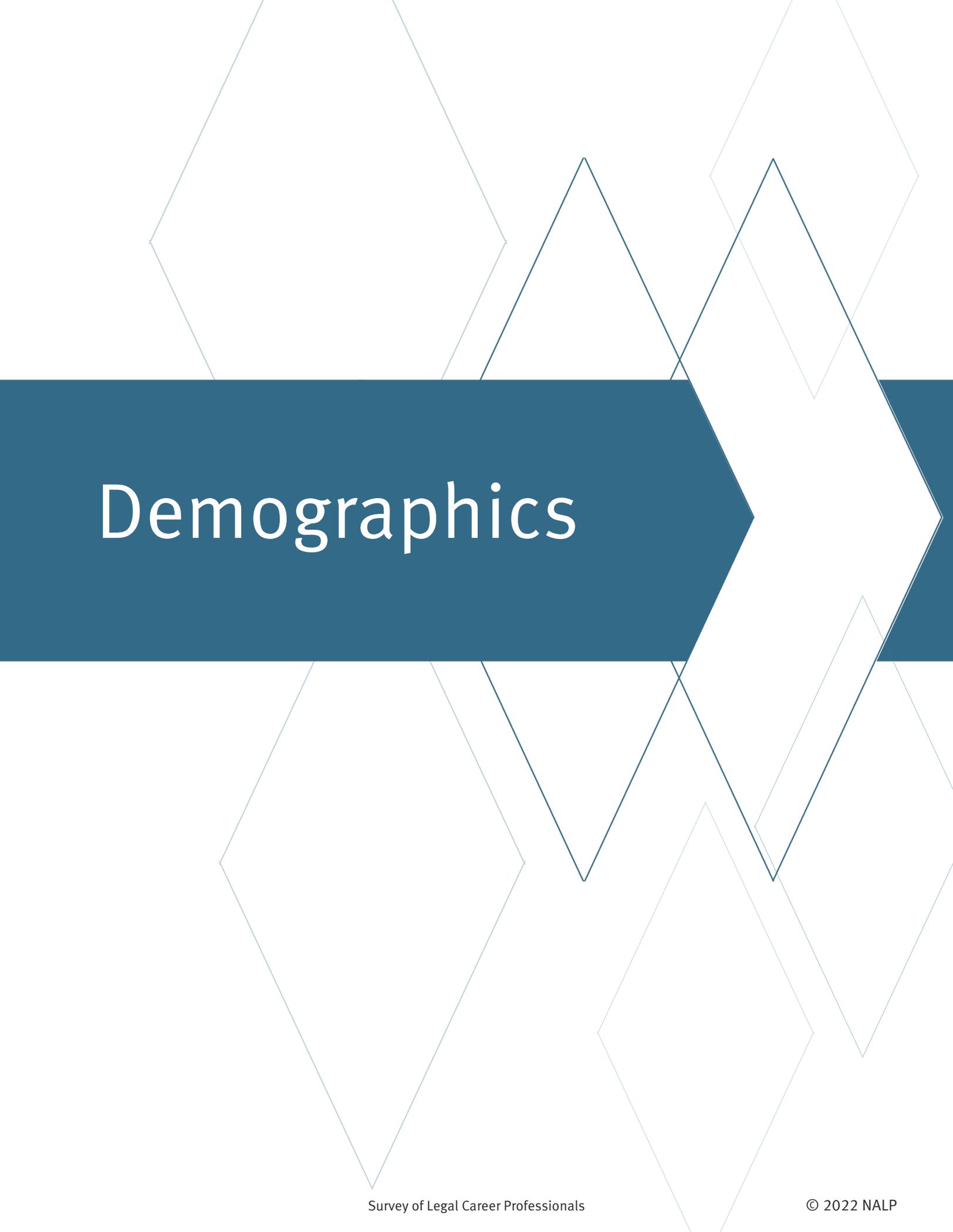
Table 15. Remote Work Policies *(Continued from page 40)*

- Remote work was available to me before COVID-19.
- My firm has a hybrid approach. Some employees can be fully remote, but directors are expected to be hybrid with 2-3 days in office on average.
- Currently 3 in office/2 remote, but must reside in my office’s market, generally. We also need to keep a regular schedule, i.e., you cannot come in different days every week. More flexibility is permitted on occasion. Changes or more specifics on parameters maybe coming (such as you must come in M, T, W as opposed to choosing our own days.)
- Hybrid, work from home or office as needed.
- I currently work in the office 1-2 days per week and work from home the rest of the time. My firm has not yet established any formal work-from-home policies for either attorneys or staff.
- Remote work is permitted one scheduled day per week.
- The guidelines are Tues-Thurs in the office, Mon and Fri WFH.
- Our team works remotely for all but two days per month.
- We are encouraged to be in the office 3 days a week with remaining days working remote. Firm is flexible to adjust, as needed.
- Must go into the office at least one day per week right now; may increase to 3 days per week (not yet determined).
- We are working with a hybrid model, with the expectation to sometimes be in-office. Specifics differ for each person/group.
- Office has re-opened but expectation currently is for all to come in-person to the office 3 days per week (days of your own choice) and work 2 remotely. There has been flexibility shown to allow for additional remote work when there is a compelling reason and some co-workers are still fully remote because of health exemptions.
- The office has created a new policy that allows for hybrid work.
- We are expected to be in the office 60% of our workweek and can work remotely 40%.
- Firm policy is remote M/F, in-office T-Th.
- Hybrid work policy that is permanent to both staff and attorneys — due to tax implication, each employee must be in the office majority of your hours worked per week (basically 3 days in-office, 2 days remote).
- I work in the office 1 day a week but if I don't come in 1 day a week; that's ok. Once we have in person interviews, I plan on coming in more often.
- In my new position (hired in 2022) I am full-time remote.
- We will move to a hybrid model in May 2022 which will require two days spent in the office.
- Required to be in the office the majority of the week.
- Remote work is available to the firm, but the c-suite is expected to be in the office.
- Three days in the office are required each week. The policy is likely to change.

Continued on page 42

Table 15. Remote Work Policies *(Continued from page 41)*

- The employer policy is 3 day in office, 2 days remote.
- I have flexibility to be remote when needed, but the expectation is that I am in the office the majority of the time. I am sure my firm would consider a structured remote schedule if I asked to be remote on a consistent basis, but I have no plans to do so.
- Our return to work and current hybrid work environment remain fluid to accommodate the changing work landscape.
- 2 days in office, remote 3 days.
- Currently able to work remotely 1 day per week.
- Hybrid, three days a week in office but can choose the days.
- We are able to work remotely 50% of the time over the course of a month. Each person works with their supervisor to determine their schedule.
- Hybrid work model — expected to be in office 50% of the time
- We are currently hybrid with most of us spending anywhere between 2-4 days in office by choice.
- The firm's policy is that employees are in the office “more often than not.”
- All employees required to be in office 3-days; can work remote 2-days. Unsure how long this will remain firm policy.
- Most business services personnel will continue to work remotely full time.
- We have a hybrid work schedule and professional staff are required to come into the office twice a week.
- We have a flexible policy for attorneys and senior staff but we are encouraged to be in the office more than we aren't (i.e., we try to all be there at least 3 days a week).
- Hybrid is being encouraged but as a manager I do not have any obligation to come into the office. All non-exempt staff positions at the firm have to be back in 5 days a week.
- The firm policy is specifically vague so that different teams can determine what their in-person work needs are and what makes the most sense to the team as a whole. “Primary workspace” should be the office, but it varies greatly between teams and individuals.
- I have a fully remote position at [my firm].
- It is strongly encouraged that I go into the office once per week.



Demographics

Table 16. Characteristics of Legal Career Professionals — Years in Field, Prior Practice

	All	Area of Responsibility		
		Recruiting	Professional Development	Both Recruiting and Professional Development
Directors and Chiefs				
Years in Field:				
Less than 13 years	34.7%	25.5%	54.2%	16.0%
13-19.5 years	32.3%	34.0%	27.1%	36.0%
20 years or more	33.1%	40.4%	18.7%	48.0%
# Reporting Years of Experience	124	47	48	25
<i>% of respondents with a JD reporting previous practice</i>	87.1%	81.3%	89.7%	88.2%
Managers				
Years in Field:				
8 years or less	34.5%	38.4%	29.1%	28.6%
8.5-14.5 years	30.3%	27.3%	32.7%	42.9%
15 years or more	35.2%	34.3%	38.2%	28.6%
# Reporting Years of Experience	165	99	55	7
<i>% of respondents with a JD reporting previous practice</i>	84.2%	84.6%	87.0%	*
Coordinators				
Years in Field:				
Less than 3 years	28.2%	26.7%	34.8%	0.0%
3-3.5 years	37.3%	42.7%	30.4%	25.0%
6 years or more	34.6%	30.7%	34.8%	75.0%
<i># Reporting Years of Experience</i>	110	75	23	8

*Fewer than 5 respondents in this category.

Note: Among directors/chiefs and managers reporting prior law practice, the median number of years reported was 5, with half of responses in the 3-7 year range. Fewer than five coordinators with a JD reported prior law practice. Overall, about 42% of respondents reported having worked in a related job, such as headhunter, with 3-5 years typical.

Among the 19 assistants responding to the survey and providing experience figures, not surprisingly most have less than 3 years experience, and prior practice is rare.

The total number reported for each title does not equal the sum of figures reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration.

Table 17. Characteristics of Legal Career Professionals — Education and Years in Field

Title/Education and Years in Field	All	Area of Responsibility		
		Recruiting	Professional Development	Both Recruiting and Professional Development
Chiefs/Directors—All				
Education:				
BA/BS	36.6%	57.1%	24.5%	24.1%
MA/MS/MBA	13.7%	10.2%	16.3%	10.3%
JD	47.3%	32.7%	59.2%	58.6%
Number reporting	131	49	49	29
<i>By Years of Experience</i>				
Less than 13 years:				
BA/BS	16.3%	33.3%	11.5%	*
MA/MS/MBA	18.6%	8.3%	19.2%	*
JD	65.1%	58.3%	69.2%	*
Number reporting	43	12	26	*
13-19.5 years:				
BA/BS	50.0%	68.8%	46.2%	22.2%
MA/MS/MBA	12.5%	0%	23.1%	22.2%
JD	35.0%	31.2%	30.8%	55.6%
Number reporting	40	16	13	9
20 years or more:				
BA/BS	48.8%	68.4%	33.3%	33.3%
MA/MS/MBA	12.2%	21.1%	0%	0%
JD	34.2%	10.5%	66.7%	50.0%
Number reporting	41	19	9	12
Managers—All				
High School or 2-year	6.4%	7.8%	3.4%	0%
BA/BS	50.3%	58.8	32.2%	71.4%
MA/MS/MBA	21.4%	20.6	25.4%	0%
JD	22.0%	12.8	39.0%	28.6%
Number reporting	173	102	59	7
<i>By years of experience</i>				
8 years or less:				
BA/BS	45.6%	55.3%	12.5%	*
MA/MS/MBA	24.6%	23.7%	31.3%	*
JD	26.3%	18.9%	50.0%	*
Number reporting	57	38	16	*
8.5-14.5 years:				
BA/BS	52.0%	66.7%	27.8%	*
MA/MS/MBA	24.0%	25.9%	22.2%	*
JD	22.0%	7.4%	50.0%	*
Number reporting	50	27	18	*

Continued on page 46

Table 17. Characteristics of Legal Career Professionals — Education and Years in Field
(continued from page 45)

Title/Education and Years in Field	All	Area of Responsibility		
		Recruiting	Professional Development	Both Recruiting and Professional Development
15 years or more:				
BA/BS	55.2%	61.8%	47.6%	*
MA/MS/MBA	17.2%	11.8%	28.6%	*
JD	17.2%	11.8%	19.1%	*
Number reporting	58	34	21	*
Coordinators—All				
High School or 2-year degree	6.8%	3.8%	3.7%	50.0%
BA/BS	73.7%	78.5%	74.1%	37.5%
MA/MS/MBA	11.0%	8.9%	11.1%	12.5%
JD	5.9%	6.3%	28.6%	0.0%
Number reporting	118	79	27	8
<i>By years of experience</i>				
Less than 3 years:				
BA/BS	61.3%	70.0%	37.5	*
MA/MS/MBA	22.6%	15.0%	37.5	*
JD	9.7%	10.0%	12.5	*
Number reporting	31	20	8	*
3-3.5 years:				
BA/BS	87.8%	90.6%	85.7%	*
MA/MS/MBA	4.9%	6.3%	0%	*
JD	4.9%	3.1%	14.3%	*
Number reporting	41	32	7	*
6 years or more:				
BA/BS	71.1%	73.9%	100.0%	*
MA/MS/MBA	10.5%	8.7%	0%	*
JD	5.3%	8.7%	0%	*
Number reporting	38	23	8	*
Assistants				
High School or 2-year degree	15.8%	14.3%	*	*
BA/BS	68.4%	64.3%	*	*
MA/MS/MBA	10.5%	14.3%	*	*
Number reporting	19	14	*	*

Note: A few respondents reported either a PhD or 'other' educational attainment. Not all percentages add to 100 as not all educational attainment categories are shown. The total number reported for each title does not equal the sum of figures reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personal management, in addition to small amounts of time on recruiting or professional development in most cases. Overall figures for educational attainment for each title include respondents who did not report years of experience.

*Figures for groupings with fewer than 5 respondents are not shown.

Overall, not quite 6% 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 one-third 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 that an advanced degree was preferred (52%), along with respondents with responsibilities for both recruiting and professional development (50%).

About 3% of respondents have a paralegal certificate, with over half of them working in recruiting.



Other Duties & Paid Memberships

Table 18. Additional Duties Indicated by Chiefs and Directors — by Area of Responsibility

Other Duties	% of Respondents
Overall (N = 131)	
Organize social events other than for summer program	27.5%
Other non-lawyer personnel hiring/supervision/evaluation	26.0
Other tasks	18.3
Marketing/business development/public relations	12.2
Paralegal hiring/supervision/evaluation	12.2
Benefits or payroll administration for non-lawyer personnel	9.9
Practice management	6.9
Office/facilities management	6.1
Pro bono coordination	6.1
Knowledge management	6.1
Recruiting (N = 49)	
Other non-lawyer personnel hiring/supervision/evaluation	30.6
Organize social events other than for summer program	16.3
Paralegal hiring/supervision/evaluation	14.3
Other tasks	12.2
Marketing/business development/public relations	10.2
Benefits or payroll administration for non-lawyer personnel	6.1
Knowledge management	6.1
Practice management	6.1
Office/facilities management	2.0
Professional Development* (N = 49)	
Organize social events other than for summer program	24.5
Other tasks	24.5
Marketing/business development/public relations	16.3
Other non-lawyer personnel hiring/supervision/evaluation	16.3
Pro bono coordination	8.2
Knowledge management	6.1
Benefits or payroll administration for non-lawyer personnel	4.1
Paralegal hiring/supervision/evaluation	2.0
Practice management	2.0

Continued on page 49

Table 18. Additional Duties Indicated by Chiefs and Directors — by Area of Responsibility
(Continued from page 48)

Other Duties	% of Respondents
Recruiting and Professional Development (N = 29)	
Organize social events other than for summer program	41.4%
Other non-lawyer personnel hiring/supervision/evaluation	24.1
Benefits or payroll administration for non-lawyer personnel	24.1
Paralegal hiring/supervision/evaluation	13.8
Practice management	13.8
Office/facilities management	10.3
Other tasks	10.3
Pro bono coordination	6.9
Knowledge management	6.9
Marketing/business development/public relations	3.4

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

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration.

The total number of respondents does not equal the sum of respondents by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

Examples of other duties described include industry information, e.g., completing surveys/forms; wellness initiatives; practice group leader support; liaison for affinity groups; budgeting and finance; firm culture initiatives.

Table 19. Additional Duties Indicated by Managers — by Area of Responsibility

Other Duties	% of Respondents
Overall (N = 173)	
Organize social events other than for summer program	34.7%
Other non-lawyer personnel hiring/supervision/evaluation	19.1
Other tasks	11.0
Marketing/business development/public relations	10.4
Knowledge management	8.7
Paralegal hiring/supervision/evaluation	8.1
Office/facilities management	5.2
Practice management	5.2
Pro bono coordination	4.0
Benefits or payroll administration for non-lawyer personnel	1.7
Recruiting (N = 102)	
Organize social events other than for summer program	32.4
Other non-lawyer personnel hiring/supervision/evaluation	22.5
Paralegal hiring/supervision/evaluation	9.8
Other tasks	7.8
Office/facilities management	5.9
Marketing/business development/public relations	4.9
Pro bono coordination	2.0
Knowledge management	2.0
Benefits or payroll administration for non-lawyer personnel	1.0
Practice management	1.0
Professional Development (N = 59)	
Organize social events other than for summer program	33.9
Marketing/business development/public relations	15.3
Knowledge management	15.3
Other non-lawyer personnel hiring/supervision/evaluation	13.6
Practice management	11.9
Other tasks	11.9
Pro bono coordination	8.5
Paralegal hiring/supervision/evaluation	3.4
Office/facilities management	1.7

Continued on page 51

Table 19. Additional Duties Indicated by Managers — by Area of Responsibility

(Continued from page 50)

Other Duties	% of Respondents
Recruiting and Professional Development (N = 7)	
Organize social events other than for summer program	71.4%
Marketing/business development/public relations	28.6
Office/facilities management	14.3
Knowledge management	14.3
Other tasks	14.3
Other (N=5)**	
Knowledge management	60.0
Other tasks	60.0
Marketing/business development/public relations	40.0
Paralegal hiring/supervision/evaluation	40.0
Other non-lawyer personnel hiring/supervision/evaluation	40.0
Benefits or payroll administration for non-lawyer personnel	40.0
Organize social events other than for summer program	40.0
Office/facilities management	20.0
Practice management	20.0

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

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration.

**The “other” category includes individuals whose jobs include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

Examples of other duties described include data and technology management; international law clerk program oversight; legal compliance policies; strategic growth committee; well-being initiatives.

Table 20. Additional Duties Indicated by Coordinators and Assistants — by Area of Responsibility

Other Duties	% of Respondents
Overall (N = 137)	
Organize social events other than for summer program	37.2%
Other tasks	15.3
Marketing/business development/public relations	11.7
Other non-lawyer personnel hiring/supervision/evaluation	11.7
Knowledge management	10.2
Office/facilities management	6.6
Paralegal hiring/supervision/evaluation	5.1
Practice management	5.1
Pro bono coordination	2.9
Benefits or payroll administration for non-lawyer personnel	0.7
Recruiting (N = 93)	
Organize social events other than for summer program	32.3
Other non-lawyer personnel hiring/supervision/evaluation	10.8
Other tasks	9.7
Marketing/business development/public relations	8.6
Office/facilities management	6.5
Knowledge management	4.3
Paralegal hiring/supervision/evaluation	3.2
Practice management	2.2
Pro bono coordination	1.1
Professional Development (N = 29)	
Organize social events other than for summer program	48.3
Other tasks	27.6
Marketing/business development/public relations	24.1
Knowledge management	24.1
Paralegal hiring/supervision/evaluation	13.8
Other non-lawyer personnel hiring/supervision/evaluation	10.3
Practice management	10.3
Pro bono coordination	6.9
Office/facilities management	3.4
Recruiting and Professional Development (N = 10)	
Organize social events other than for summer program	60.0
Other tasks	30.0

Continued on page 53

Table 20. Additional Duties Indicated by Coordinators and Assistants — by Area of Responsibility *(Continued from page 52)*

Other Duties	% of Respondents
Other non-lawyer personnel hiring/supervision/evaluation	20.0%
Knowledge management	20.0
Practice management	20.0
Office/facilities management	10.0
Marketing/business development/public relations	10.0
Other (N=5)**	
Office/facilities management	20.0
Pro bono coordination	20.0
Other non-lawyer personnel hiring/supervision/evaluation	20.0
Benefits or payroll administration for non-lawyer personnel	20.0
Knowledge management	20.0
Organize social events other than for summer program	20.0
Other tasks	20.0

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

Coordinators include individuals whose titles include “administrator,” “specialist,” “analyst,” “recruiter,” and “coordinator.”

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration.

**The “other” category includes individuals whose jobs include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

Examples of other duties described include reporting and analytics/benchmarking surveys; budgeting; leadership program coordination; internal communications; social media.

Table 21. Membership Dues Paid for Chiefs and Directors — by Area of Responsibility

Dues Paid for Membership in:	% of Respondents
Overall (N = 131)	
NALP	95.4%
Local city group	60.3
Professional Development Consortium (PDC)	41.2
State bar association	18.3
Society for Human Resources Management (SHRM)	17.6
Association of Law Firm Diversity Professionals (ALFDP)	14.5
American Bar Association (ABA)	12.2
Local bar association	12.2
Association of Legal Administrators (ALA)	10.7
Other organizations	9.2
Association for Continuing Legal Education (ACLEA)	1.5
Recruiting (N = 49)	
NALP	93.9
Local city group	83.7
Society for Human Resources Management (SHRM)	16.3
Other organizations	12.2
Professional Development Consortium (PDC)	10.2
State bar association	10.2
Local bar association	10.2
Association of Law Firm Diversity Professionals (ALFDP)	6.1
Association of Legal Administrators (ALA)	6.1
American Bar Association (ABA)	4.1
Professional Development (N = 49)	
NALP	97.0
Professional Development Consortium (PDC)	93.9
Local city group	45.5
State bar association	33.3
American Bar Association (ABA)	21.2
Local bar association	21.2
Association of Law Firm Diversity Professionals (ALFDP)	12.1
Association of Legal Administrators (ALA)	9.1
Society for Human Resources Management (SHRM)	6.1
Association for Continuing Legal Education (ACLEA)	3.0
Other organizations	3.0

Continued on page 55

Table 21. Membership Dues Paid for Chiefs and Directors — by Area of Responsibility
(Continued from page 54)

Dues Paid for Membership in:	% of Respondents
Recruiting and Professional Development (N = 29)	
NALP	96.6%
Local city group	58.6
Professional Development Consortium (PDC)	58.6
Society for Human Resources Management (SHRM)	34.5
Association of Legal Administrators (ALA)	20.7
State bar association	17.2
American Bar Association (ABA)	10.3
Local bar association	10.3
Association of Law Firm Diversity Professionals (ALFDP)	6.9
Association for Continuing Legal Education (ACLEA)	3.4
Other organizations	3.4

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

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration.

The total number of respondents does not equal the sum of respondents by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

Figures for specific areas of responsibility, e.g., recruiting, do not include organizations for which no respondents indicated that dues are paid.

Examples of other dues described include National Association of Legal Search Consultants (NALSC); Legal Marketing Association (LMA); affinity bar associations.

Table 22. Membership Dues Paid for Managers — by Area of Responsibility

Dues Paid for Membership in:	% of Respondents
Overall (N = 173)	
NALP	93.1%
Local city group	62.4
Professional Development Consortium (PDC)	24.3
Society for Human Resources Management (SHRM)	8.7
Other organizations	5.8
Association of Law Firm Diversity Professionals (ALFDP)	5.2
Association of Legal Administrators (ALA)	4.0
Local bar association	3.5
State bar association	1.7
Association for Continuing Legal Education (ACLEA)	1.2
American Bar Association (ABA)	1.2
Recruiting (N = 102)	
NALP	97.1
Local city group	85.3
Society for Human Resources Management (SHRM)	7.8
Professional Development Consortium (PDC)	4.9
Local bar association	2.9
Association of Legal Administrators (ALA)	2.9
Other organizations	2.9
Association of Law Firm Diversity Professionals (ALFDP)	1.0
Professional Development (N = 59)	
NALP	87.0
Professional Development Consortium (PDC)	71.7
Local city group	21.7
Other organizations	8.7
Society for Human Resources Management (SHRM)	6.5
State bar association	6.5
Local bar association	6.5
Association of Law Firm Diversity Professionals (ALFDP)	4.3
Association for Continuing Legal Education (ACLEA)	4.3
Association of Legal Administrators (ALA)	2.2

Continued on page 57

Table 22. Membership Dues Paid for Managers — by Area of Responsibility

(Continued from page 56)

Dues Paid for Membership in:	% of Respondents
Recruiting and Professional Development (N = 7)	
NALP	100.0%
Local city group	57.1
Professional Development Consortium (PDC)	28.6
American Bar Association (ABA)	14.3
Association of Legal Administrators (ALA)	14.3
Other (N = 5)**	
NALP	80.0
Local city group	60.0
Society for Human Resources Management (SHRM)	40.0
Association of Legal Administrators (ALA)	40.0

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

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration.

**The “other” category includes individuals whose jobs include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

Figures for specific areas of responsibility, e.g., recruiting, do not include organizations for which no respondents indicated that dues are paid.

Table 23. Membership Dues Paid for Coordinators and Assistants — by Area of Responsibility

Dues Paid for Membership in:	% of Respondents
Overall (N = 137)	
NALP	93.1%
Local city group	62.4
Professional Development Consortium (PDC)	24.3
Society for Human Resources Management (SHRM)	8.7
Other organizations	5.8
Association of Law Firm Diversity Professionals (ALFDP)	5.2
Association of Legal Administrators (ALA)	4.0
Local bar association	3.5
State bar association	1.7
Association for Continuing Legal Education (ACLEA)	1.2
American Bar Association (ABA)	1.2
Recruiting (N = 102)	
NALP	97.1
Local city group	85.3
Society for Human Resources Management (SHRM)	7.8
Professional Development Consortium (PDC)	4.9
Local bar association	2.9
Association of Legal Administrators (ALA)	2.9
Other organizations	2.9
Association of Law Firm Diversity Professionals (ALFDP)	1.0
Professional Development* (N = 59)	
NALP	87.0
Professional Development Consortium (PDC)	71.7
Local city group	21.7
Other organizations	8.7
Society for Human Resources Management (SHRM)	6.5
State bar association	6.5
Local bar association	6.5
Association of Law Firm Diversity Professionals (ALFDP)	4.3
Association for Continuing Legal Education (ACLEA)	4.3
Association of Legal Administrators (ALA)	2.2

Continued on page 59

Table 23. Membership Dues Paid for Coordinators and Assistants — by Area of Responsibility
(Continued from page 58)

Dues Paid for Membership in:	% of Respondents
Recruiting and Professional Development (N = 7)	
NALP	100.0%
Local city group	57.1
Professional Development Consortium (PDC)	28.6
American Bar Association (ABA)	14.3
Association of Legal Administrators (ALA)	14.3
Other (N = 5)**	
NALP	80.0
Local city group	60.0
Society for Human Resources Management (SHRM)	40.0
Association of Legal Administrators (ALA)	40.0

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

Coordinators include individuals whose titles include “administrator”, “specialist”, “analyst”, “recruiter”, and “coordinator”.

*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration.

**The “other” category includes individuals whose jobs include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

Figures for specific areas of responsibility, e.g., recruiting, do not include organizations for which no respondents indicated that dues are paid.

Examples of other dues described include Legal Marketing Association (LMA).



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