



# 2024 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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# Introduction

**N**ALP's 2024 *Survey of Legal Career Professionals in Law Firms and Employer Organizations* was administered in the spring of 2024 and collected information on compensation, job functions and responsibilities, and selected demographics from individuals working in recruiting, professional development, and other related roles at U.S. legal employer organizations. Job information was reported as of April 1, 2024.

A total of 465 individuals completed the survey, and the vast majority (98.7%) of them were working in a law firm. However, some respondents did not complete every survey item; thus, each analysis within this report excludes any respondents for whom the relevant information was not reported. Additionally, part-time salary information was omitted from any salary and bonus analyses.

Respondents were categorized as to the 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," or "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 also 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 consideration 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 a different firm. Department heads largely overlap with individuals who are also categorized as director or chief;

however, a small number of department heads are managers. First-level professionals are usually managers (59%), but 28% are directors and 12% are coordinators. Second-level professionals are split almost evenly between managers (47%) and coordinators (46%), with a few directors and assistants reported. Third-level professionals are largely coordinators and assistants (84%), with a small number of managers.

Respondents were also assigned to a job function/responsibility area (e.g., recruiting, professional development) 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 of time devoted to recruiting responsibilities for these individuals was 90%.
- Professional development is broadly defined to include individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives (DEI); career coaching; and/or attorney engagement and integration. Respondents were assigned to the professional development classification if they spent at least 55% of their time across these responsibility areas. The median percent of time devoted to professional development was also 90% for this group. About 13% of these professional development staff spent at least half of their time specifically devoted to DEI initiatives at their firm, and about 8% were predominantly focused on alumni relations. For DEI professionals, the median amount of the time spent on DEI was again 90%; for alumni relations professionals the median amount of time spent on alumni initiatives was 100%.
- Some professionals split their time almost equally between recruiting and professional development responsibilities. These individuals are categorized as "both recruiting and professional development"

within the report. The median percent of time spent on recruiting for these professionals was 40%, and the median percent of time spent on professional development (broadly defined) was also 40%. These individuals usually have other job responsibilities as well, such as in lawyer personnel management.

- A small number of respondents spent most of their time on other responsibilities, including lawyer personnel management. In most cases, these professionals also spent a small amount of their time on recruiting and/or professional development job functions.

Survey responses based on job functions are shown below.

Job Responsibility/ Function	Number of Responses	Percentage of Responses
Recruiting	287	61.7%
Professional Development*	122	26.2
Alumni Relations	10	2.2
Diversity, Equity, and Inclusion	16	3.4
Recruiting and Professional Development	19	4.1
Other Functions with Some Recruiting and/or Professional Development	37	8.0
<b>Total</b>	<b>465</b>	<b>100.0</b>

\* Includes counts for alumni and DE&I initiatives.

# Survey Highlights

## Salaries

- Overall, across all job functions, the median salary for a chief was \$350,000 and the average salary was \$379,283. For directors, the median salary was \$223,000 and the average was \$224,194. All remaining figures cited here combine chiefs and directors, as the total number of chiefs reported (23) was too small to support further disaggregation. By job function, median salaries for chiefs/directors ranged from \$223,000 in recruiting to \$275,000 in alumni relations positions. (See Table 1.)

Regardless of job responsibilities, median salaries for chiefs/directors were generally higher for positions:

- ◆ with global responsibility at the firm,
- ◆ in larger firms of more than 500 lawyers,
- ◆ located in the Northeast region, and/or
- ◆ in which individuals have 20+ years of experience in the legal industry.
- The median annual raise (since April 2023) was 5% for chiefs and 4% for directors. By job function, raises were highest for chiefs/directors in recruiting (5%).
- The median salary for all managers was \$150,000 and the average salary was \$148,521. Salaries were higher for senior managers, with a median of \$180,000 and an average of \$176,961. By job function, median salaries for managers ranged from \$140,000 for other job functions/responsibilities outside of recruiting and professional development to \$177,000 in diversity, equity, and inclusion. (See Table 2.)

Regardless of job responsibilities, median salaries for managers were generally higher for positions:

- ◆ with global responsibility at the firm,
- ◆ in larger firms of 1,000 or more lawyers,

- ◆ located in the Northeast region, and/or
- ◆ in which individuals have 15+ years of experience in the legal industry.
- The median annual raise was 4% for managers overall and 4.5% for senior managers.
- For coordinators, the overall median salary was \$80,000 and the average was \$82,636. Salaries were higher for senior coordinators, with a median of \$94,000 and an average of \$97,398. Median salaries by job function ranged from \$79,350 in recruiting to \$85,000 in professional development. (See Table 3.)

Regardless of job responsibilities, median salaries for coordinators were generally higher for positions:

- ◆ with global responsibility at the firm,
- ◆ located in the West/Rocky Mountain region, and/or
- ◆ in which individuals have 6+ years of experience in the legal industry.
- The median annual raise was 4% for both coordinators overall and senior coordinators.

## Bonuses

- The median annual bonus for a chief was \$50,000 and the average bonus was \$63,789. For directors, the corresponding figures were less than half of that of chiefs — with a median bonus of \$22,588 and an average of \$27,816. For chiefs/directors combined, median bonuses ranged from \$17,500 for those with both recruiting and professional development job functions to \$27,500 for those working primarily in DEI. (See Table 8.)

Regardless of job responsibilities, median bonuses for chiefs/directors were generally higher for positions:

- ◆ with global responsibility at the firm,

- ◆ in larger firms of more than 500 lawyers, and/or
- ◆ in which individuals have 20+ years of experience in the legal industry.
- The median annual bonus for all managers was \$10,000 and the average was \$11,546. Bonuses were higher for senior managers, with a median of \$14,500 and an average of \$15,752. The overall median bonus was \$10,000 for those working in either recruiting or professional development. (See Table 9.)

Regardless of job responsibilities, median bonuses for managers were generally higher for positions:

- ◆ with global responsibility at the firm,
- ◆ in larger firms of more than 500 lawyers, and/or
- ◆ in which individuals have more than 8 years of experience in the legal industry.
- For coordinators, the overall median bonus was \$3,000 and the average was \$3,841. Bonuses were somewhat higher for senior coordinators, with a median of \$3,863 and an average of \$5,308. By job function, the median salary (\$3,959) was also slightly higher for those with job functions that were primarily outside of recruiting and professional development. (See Table 10.)

Regardless of job responsibilities and in contrast to chiefs/directors and managers, median bonuses for coordinators were generally higher for positions in smaller firms of 500 or fewer lawyers.

## Demographic Information

- Close to half (45%) of all directors/chiefs reported that they have 20 or more years of experience within the legal industry. Managers most commonly reported having 8.5-14.5 years of industry experience. Coordinators were about evenly split between having less than three years of experience (35%) and six or more years of experience (36%). (See Table 15.)
- Slightly less than half (45%) of all directors/chiefs reported that their highest level of education was a bachelor's degree, while 39% reported having a JD degree. Two-thirds of those with both recruiting and professional development responsibilities had a JD. (See Table 16.)
- The majority (55%) of managers reported a bachelor's degree as their highest level of education and nearly a quarter (24%) have a JD degree. Almost half (49%) of all professional development managers hold a JD degree.
- More than two-thirds of coordinators reported that their highest level of education was a bachelor's degree and just 7% have a JD degree.



# SALARIES

Salaries are presented separately 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, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2023
<b>All Chiefs and Directors</b>	<b>\$231,700</b>	<b>\$249,314</b>	<b>\$195,000-281,000</b>	<b>142</b>	<b>4.0%</b>
All Chiefs	350,000	379,283	300,000-475,000	23	5.0
All Directors	223,000	224,194	182,000-260,000	119	4.0
<b>By General Job Function</b>					
Recruiting	223,000	235,983	182,000-275,000	67	5.0
Professional Development*	241,500	257,821	209,000-280,000	48	4.0
Alumni Relations	275,000	260,286	—	7	4.0
Diversity, Equity, and Inclusion	250,000	303,500	—	7	3.5
Recruiting and Professional Development	238,750	273,958	205,000-345,000	12	4.5
Other Job Functions/Responsibilities	235,000	261,920	175,000-282,000	15	4.0
<b>Chiefs/Directors of Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	275,000	282,829	250,000-311,000	18	4.0
National	208,080	233,366	182,000-260,000	33	5.0
Regional	165,000	184,255	148,000-218,500	15	5.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	190,000	189,688	141,800-230,000	22	4.5
501-999	252,000	247,320	200,000-296,925	27	4.0
1,000+	252,500	275,560	200,000-350,000	18	6.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Northeast	285,000	297,000	—	8	5.0
Mid-Atlantic	203,000	220,799	192,000-252,000	15	4.0
Mid-Atlantic/501-999	218,000	241,101	—	9	4.0
Mid-Atlantic/1,000+	195,000	190,016	—	5	—
Southeast	180,000	190,158	148,000-245,000	13	5.0
Southeast/500 or fewer	138,828	149,066	—	5	4.0
Southeast/501-999	190,000	212,788	—	6	5.0
Midwest	233,400	247,188	182,000-280,000	17	5.0
Midwest/500 or fewer	190,000	185,743	—	7	4.0
Midwest/501-999	280,000	263,667	—	6	8.0
West/Rocky Mountain	240,000	246,329	190,000-281,000	14	5.0
West/Rocky Mountain/500 or fewer	193,800	209,450	—	8	6.5
<b>By City:</b>					
Chicago	275,000	310,567	—	6	5.0
Los Angeles/Orange County	312,500	303,667	—	6	6.5
New York City	285,000	297,000	—	8	5.0
Philadelphia	192,000	194,428	—	5	4.0
Washington DC/Northern VA	210,500	233,985	195,000-260,000	10	4.0

Table 1. Salaries and Percent Raises for Chiefs and Directors – as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2023
<b>By Years in Field:</b>					
Less than 13 years	170,900	174,999	140,314-209,000	12	4.0
13.5-19.5 years	229,200	238,874	190,000-260,000	20	5.0
20 years or more	252,000	259,951	200,850-296,925	33	5.0
<b>By Education:</b>					
BA/BS	218,250	237,067	190,000-265,000	40	5.0
MA/MS/MBA	255,000	250,973	–	8	4.0
JD	236,700	232,966	152,000-300,000	14	4.0
<b>Chief/Directors of Professional Development*</b>					
<b>By Scope of Responsibility:</b>					
Global	260,000	283,165	216,000-290,000	25	4.0
National	225,000	220,220	176,000-254,000	15	4.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	207,560	230,412	176,000-260,000	10	5.0
501-999	235,900	236,559	205,000-265,000	22	4.0
1,000+	267,500	304,188	230,000-288,000	16	4.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Northeast	285,000	320,273	215,000-430,000	11	4.0
Northeast/1,000+	290,000	380,286	–	7	4.0
Mid-Atlantic	238,000	246,675	216,000-300,000	15	5.0
Mid-Atlantic/500 or fewer	215,000	221,624	–	5	5.0
Mid-Atlantic/1,000+	230,000	232,500	–	6	4.0
Southeast	236,500	237,417	–	6	4.0
Southeast/501-999	236,500	237,417	–	6	4.0
Midwest	216,900	216,067	170,500-257,500	12	4.5
Midwest/501-999	205,000	203,257	–	7	4.0
<b>By City:</b>					
Chicago	235,900	232,100	–	8	5.0
New York City	273,000	342,250	–	8	4.0
Washington DC/Northern VA	244,000	255,612	216,000-306,000	10	5.0
<b>By Years in Field:</b>					
Less than 13 years	235,000	233,113	211,500-262,500	16	4.0
13.5-19.5 years	215,000	218,538	176,000-260,000	13	4.0
20 years or more	260,000	305,506	216,000-335,000	19	4.0
<b>By Education:</b>					
BA/BS	238,000	260,007	210,000-260,000	17	4.0
MA/MS/MBA	267,500	310,000	–	6	5.0
JD	228,800	235,187	171,500-270,000	23	4.0

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Table 1. Salaries and Percent Raises for Chiefs and Directors — as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2023
<b>Chief/Directors of Both Recruiting and Professional Development</b>					
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	227,500	253,409	200,000-340,000	11	5.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Midwest	210,000	263,800	–	5	–
Midwest/500 or fewer	210,000	263,800	–	5	–
<b>By Years in Field:</b>					
Less than 13 years	200,000	177,800	–	5	–
20 years or more	340,000	342,643	–	7	4.5
<b>By Education:</b>					
JD	258,000	273,125	–	8	5.0
<b>Chiefs/Directors of Other Job Responsibilities/Functions</b>					
<b>By Scope of Responsibility:</b>					
Global	257,500	317,333	–	6	–
National	197,500	204,960	–	5	4.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
501-999	218,750	223,667	–	6	4.5
1,000+	235,000	307,800	–	5	–
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Midwest	170,000	253,060	–	5	5.0
<b>By Years in Field:</b>					
Less than 13 years	236,250	248,800	–	6	5.0
13.5-19.5 years	197,500	206,800	–	5	3.0
<b>By Education:</b>					
JD	237,500	289,833	–	9	5.0

Note: The reporting for “All Chiefs” includes all individuals with “Chief” in their title, regardless of job duties, and 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 “# Reporting Salary” column shows the number of full-time salary figures reported. Groupings with fewer than five salaries reported are not shown, and only medians and averages are shown if fewer than ten salaries were reported. The number of raises reported is slightly 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 2% of respondents who were eligible for a raise did not provide a raise figure. A dash in the raise column indicates that fewer than five raise percentages were reported for that group or subgroup. Examples of other job functions/responsibilities 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 many 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 are 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, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2023
<b>All Managers</b>	<b>\$150,000</b>	<b>\$148,521</b>	<b>\$124,500-168,500</b>	<b>175</b>	<b>4.0%</b>
<b>By General Job Function</b>					
Recruiting	145,000	145,850	124,500-165,000	113	4.0
Professional Development*	160,000	155,928	130,000-179,000	45	4.0
Diversity, Equity, and Inclusion	177,000	158,736	–	5	–
Other Job Functions/ Responsibilities	140,000	144,158	130,000-154,500	13	5.0
<b>Senior Managers**</b>					
Senior Managers Overall**	180,000	176,961	160,000-195,000	35	4.5
Recruiting	170,000	170,716	156,000-193,000	21	5.0
Professional Development*	176,000	178,628	165,375-195,000	13	5.0
<b>Managers of Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	155,000	159,629	–	8	4.0
National	140,000	140,526	120,000-165,000	47	4.5
Single Office	155,250	150,402	139,000-165,000	29	6.0
Regional	145,000	147,318	130,000-165,000	27	4.0
<b>By Size of Firm (Number of Lawyers in the the United States):</b>					
500 or fewer	140,000	137,462	120,000-159,000	33	4.5
501-999	135,000	138,140	118,000-160,000	29	8.0
1,000+	155,250	155,661	138,375-172,000	51	4.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Northeast	160,000	158,154	145,000-170,000	17	4.0
Northeast/500 or fewer	160,500	155,500	–	6	3.0
Northeast/1,000+	155,125	153,578	–	8	4.5
Mid-Atlantic	150,000	151,634	135,000-172,400	22	4.0
Mid-Atlantic/500 or fewer	145,800	144,655	–	8	5.0
Mid-Atlantic/1,000+	160,000	160,960	144,000-182,000	10	4.0
Southeast	132,500	133,731	115,000-156,000	26	7.0
Southeast/501-999	132,500	130,643	115,000-150,000	14	10.0
Southeast/1,000+	145,500	144,750	–	8	4.0
Midwest	135,508	131,105	120,000-151,000	22	5.0
Midwest/500 or fewer	120,000	119,429	–	7	4.0
Midwest/501-999	131,016	127,403	–	5	–
Midwest/1,000+	142,000	141,130	124,300-159,000	10	6.0
West/Rocky Mountain	150,000	154,547	130,000-173,500	24	4.0
West/Rocky Mountain/500 or fewer	138,500	140,000	–	8	5.0
West/Rocky Mountain/1,000+	165,000	165,015	150,000-180,200	13	4.0

Table 2. Salaries and Percent Raises for Managers — as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2023
<b>By City:</b>					
Boston	159,000	156,875	–	5	3.0
Chicago	142,500	148,110	135,508-160,000	12	5.0
Dallas	148,500	136,800	115,000-157,000	10	7.5
Los Angeles/Orange County	133,500	138,250	–	8	3.0
New York City	162,500	160,225	145,000-170,000	10	6.0
San Francisco Bay area	176,100	180,266	–	8	4.0
Washington DC/Northern VA	150,000	153,986	140,000-172,400	19	4.0
<b>By Years in Field:</b>					
8 years or less	140,000	133,304	116,500-150,000	32	5.0
8.5 to 14.5 years	145,000	145,484	121,000-165,000	43	5.0
15 years or more	159,000	156,975	139,000-185,000	29	4.0
<b>By Education:</b>					
BA/BS	146,000	144,118	120,000-165,000	68	5.0
MA/MS/MBA	143,000	147,029	122,352-169,000	16	4.5
JD	144,500	151,144	124,650-173,500	16	4.0
<b>Managers of Professional Development*</b>					
<b>By Scope of Responsibility:</b>					
Global	169,250	169,568	160,000-191,000	16	4.0
National	147,400	147,807	115,000-179,000	19	4.5
Regional	134,000	146,484	–	5	–
<b>By Size of Firm (Number of Lawyers in the United States)</b>					
500 or fewer	134,000	140,050	108,500-160,000	15	4.0
501-999	160,680	161,154	144,000-187,000	15	4.5
1,000+	170,000	166,580	145,000-192,000	15	5.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Northeast	187,500	175,559	146,600-205,000	10	4.0
Northeast/500 or fewer	146,600	161,918	–	5	4.0
Mid-Atlantic	166,938	160,610	–	6	5.0
Southeast	119,000	124,580	–	5	.
Midwest	153,700	145,380	116,750-161,840	16	5.0
Midwest/500 or fewer	118,500	127,771	–	7	5.0
Midwest/501-999	160,000	156,240	–	7	5.0
West/Rocky Mountain	170,500	168,568	–	8	4.0
<b>By City:</b>					
Chicago	160,000	158,958	145,000-175,000	10	5.0
<b>By Years in Field:</b>					
8 years or less	134,000	139,905	111,500-165,375	13	3.0
8.5 to 14.5 years	160,000	157,230	144,000-175,000	17	5.0
15 years or more	170,000	168,340	145,000-200,000	15	4.0

Table 2. Salaries and Percent Raises for Managers — as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2023
<b>By Education:</b>					
BA/BS	141,393	141,202	115,000-170,000	14	5.0
MA/MS/MBA	140,700	144,411	–	8	4.0
JD	166,938	171,643	160,000-192,000	22	4.0
<b>Managers of Other Job Responsibilities/Functions</b>					
<b>By Scope of Responsibility:</b>					
Global	137,500	138,185	–	6	7.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
501-999	135,000	147,350	–	7	–
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Southeast	130,000	146,290	–	5	–
Southeast/501-999	130,000	146,290	–	5	–
<b>By Years in Field:</b>					
8 years or less	130,000	143,779	–	7	8.0
<b>By Education:</b>					
BA/BS	140,000	136,972	–	7	–

Note: The “# Reporting Salary” column shows the number of full-time salary figures reported. Groupings with fewer than five salaries reported are not shown, and only medians and averages are shown if fewer than ten salaries were reported. The number of raises reported is slightly smaller. The median is based on individuals who were eligible for a raise, and reported a valid figure, which could be zero. About 12% 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 3% of respondents who were eligible for a raise did not provide a raise figure. A dash in the raise column indicates that fewer than five raise percentages were reported for that group or subgroup. Examples of other job functions/responsibilities 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 many 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 are primarily or wholly DE&I initiatives are also reported separately in the “By General Job Function” portion of the table. There were not enough responses in order to report out alumni relations managers separately.

\*\*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.

Table 3. Salaries and Percent Raises for Coordinators and Assistants — as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2023
<b>All Coordinators/ Administrators</b>	<b>\$80,000</b>	<b>\$82,636</b>	<b>\$71,209-91,500</b>	<b>116</b>	<b>4.0%</b>
<b>By General Job Function:</b>					
Recruiting	79,350	82,108	71,209-92,250	84	4.0
Professional Development*	85,000	83,553	64,028-92,500	24	4.0
Other Job Functions/ Responsibilities	84,000	86,658	—	6	3.5
<b>Senior Coordinators**</b>	<b>94,000</b>	<b>97,398</b>	<b>80,000-110,000</b>	<b>14</b>	<b>4.0</b>
<b>Recruiting Coordinators</b>					
<b>By Scope of Responsibility:</b>					
Global	88,000	84,560	—	5	—
National	77,000	80,516	70,500-90,500	32	4.0
Regional	80,000	80,511	70,000-90,000	29	4.0
Single Office	81,000	86,643	72,500-95,000	17	5.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	80,000	83,405	72,250-96,900	20	3.5
501-999	85,017	83,064	70,877-92,750	28	3.0
1,000+	78,250	80,643	70,500-85,375	36	5.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Northeast	87,250	91,070	78,500-100,000	14	4.5
Northeast/500 or fewer	97,500	94,583	—	6	3.0
Mid-Atlantic	71,959	74,281	70,000-80,000	14	3.0
Mid-Atlantic/1,000+	74,000	75,671	—	9	4.0
Southeast	74,580	77,107	69,000-86,375	24	3.0
Southeast/501-999	82,500	82,004	71,250-91,250	12	3.0
Southeast/1,000+	73,500	74,152	70,000-78,700	10	4.5
Midwest	72,563	79,518	67,412-93,000	10	5.0
West/Rocky Mountain	90,000	88,018	76,000-98,800	21	4.0
West/Rocky Mountain/ 500 or fewer	85,000	86,600	—	8	4.0
West/Rocky Mountain/ 1,000+	83,000	86,665	—	9	4.0

Continued on page 15

Table 3. Salaries and Percent Raises for Coordinators and Assistants — as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2023
<b>By City:</b>					
Chicago	93,000	90,865	–	5	–
Dallas	86,375	83,106	–	6	3.5
Houston	72,250	76,917	–	6	–
Los Angeles/ Orange County	90,000	88,636	–	7	4.0
New York City	87,250	90,790	79,750-100,000	12	4.5
Philadelphia	71,417	72,865	–	7	4.0
Washington DC/ Northern VA	74,168	76,229	–	6	3.0
<b>By Years in Field:</b>					
Less than 3 years	72,000	73,208	66,000-76,000	29	4.0
3-5.5 years	81,000	84,762	74,160-87,500	23	5.0
6 years or more	90,320	90,069	80,000-101,000	24	4.5
<b>By Education:</b>					
BA/BS	78,500	81,801	71,000-90,000	61	4.5
MA/MS/MBA	74,000	80,524	73,125-87,500	10	4.0
<b>Professional Development* Coordinators</b>					
<b>By Scope of Responsibility:</b>					
Global	80,000	85,800	–	8	3.0
National	75,040	76,534	62,418-90,000	11	4.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	87,000	89,996	75,040-97,000	10	4.0
501-999	68,500	73,665	–	8	4.0
1,000+	80,000	86,000	–	6	3.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Mid-Atlantic	85,000	78,060	–	7	4.0
Southeast	74,000	74,300	–	5	4.0
Midwest	75,000	81,453	–	5	3.0
West/Rocky Mountain	87,000	100,019	–	5	–
<b>By Years in Field:</b>					
Less than 3 years	63,000	75,500	–	7	3.0
3-5.5 years	80,020	84,143	–	6	–
6 years or more	86,000	88,356	74,000-90,000	11	4.0

Continued on page 16

Table 3. **Salaries and Percent Raises for Coordinators and Assistants — as of April 1, 2024**

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting Salary	Median % Raise from April 2023
<b>By Education:</b>					
BA/BS	74,000	81,856	63,000-95,000	11	4.0
MA/MS/MBA	85,000	84,974	–	7	3.5
<b>All Assistants</b>	55,000	56,679	53,000-60,000	23	4.0

Note: The “coordinator” section of this table includes individuals whose titles include “administrator,” “specialist,” “analyst,” “recruiter,” and “coordinator.” The “# Reporting Salary” column shows the number of full-time salary figures reported. Groupings with fewer than five salaries reported are not shown, and only medians and averages are shown if fewer than ten salaries were reported. The number of raises reported is slightly smaller. The median is based on individuals who were eligible for a raise, and reported a valid figure, which could be zero. About 10% 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 5% of respondents who were eligible for a raise did not provide a raise figure. A dash in the raise column indicates that fewer than five raise percentages were reported for that group or subgroup. Examples of other job functions/responsibilities 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 many cases.

\*The professional development category includes individuals whose jobs encompass alumni relations; diversity, equity, and inclusion initiatives; career coaching and attorney engagement and integration. There were not enough responses in order to report out coordinators with DE&I or alumni relations responsibilities separately.

\*\*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.

Table 4. Salaries and Percent Raises for Department Heads — as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting	Median % Raise from April 2023
<b>All Department Heads</b>	<b>\$255,000</b>	<b>\$265,308</b>	<b>\$210,000-306,000</b>	<b>91</b>	<b>5.0%</b>
<b>By General Job Function:</b>					
Recruiting	242,500	242,456	172,500-293,463	44	5.0
Professional Development*	260,000	283,564	229,400-303,000	28	4.0
Alumni Relations	275,000	265,200	–	5	5.0
Diversity, Equity, and Inclusion	260,000	342,000	–	5	–
Recruiting and Professional Development	238,750	267,656	172,500-345,000	12	5.0
Other Job Functions/Responsibilities	282,000	331,900	–	7	4.0
<b>Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	282,500	294,638	260,000-325,000	14	4.5
National	233,400	244,841	180,000-281,000	17	5.0
Regional	190,000	192,803	148,000-230,000	11	5.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	165,000	183,007	138,828-230,000	19	4.0
501-999	275,000	263,290	240,000-300,000	17	5.0
1,000+	312,500	339,375	–	8	6.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Mid-Atlantic	218,000	236,920	–	5	4.0
Southeast	152,000	185,932	138,828-250,000	11	5.0
Southeast/500 or fewer	144,414	149,221	–	6	4.5
Midwest	236,700	253,729	182,000-290,000	14	5.0
Midwest/500 or fewer	190,500	185,033	–	6	3.5
Midwest/501-999	280,000	263,667	–	6	8.0
West/Rocky Mountain	262,500	258,300	190,000-350,000	10	5.0
West/Rocky Mountain/500 or fewer	190,000	214,000	–	5	5.0
<b>By City:</b>					
Los Angeles/Orange County	350,000	312,400	–	5	8.0
<b>By Years in Field:</b>					
Less than 13 years	141,800	150,570	–	9	5.0
13.5-19.5 years	250,000	260,723	215,000-310,000	13	5.0
20 years or more	267,500	269,251	218,000-300,000	22	5.0
<b>By Education:</b>					
BA/BS	218,250	239,023	180,000-275,000	26	5.0
JD	240,000	233,579	150,000-300,000	13	4.5

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Table 4. Salaries and Percent Raises for Department Heads — as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting	Median % Raise from April 2023
<b>Professional Development*</b>					
<b>By Scope of Responsibility:</b>					
Global	275,000	314,533	250,000-312,000	15	4.0
National	240,000	234,829	–	7	3.5
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	238,000	246,857	–	7	3.5
501-999	260,000	258,709	228,800-300,000	11	4.0
1,000+	275,000	336,600	240,000-430,000	10	5.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Northeast	430,000	426,000	–	5	–
Mid-Atlantic	239,000	245,600	216,000-300,000	10	5.0
Midwest	255,000	231,971	–	7	4.5
<b>By City:</b>					
Chicago	260,000	241,760	–	5	5.0
Washington DC/Northern VA	244,000	256,167	–	6	4.5
<b>By Years in Field:</b>					
Less than 13 years	245,000	236,280	215,000-275,000	10	5.0
13.5-19.5 years	238,000	237,571	–	7	4.0
20 years or more	312,000	355,818	260,000-430,000	11	4.0
<b>By Education:</b>					
BA/BS	260,000	314,143	–	7	4.0
MA/MS/MBA	267,500	310,000	–	6	5.0
JD	240,000	248,629	215,000-290,000	14	4.0
<b>Recruiting and Professional Development</b>					
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	227,500	246,534	135,000-340,000	11	5.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Midwest/500 or fewer	210,000	240,563	–	6	–
<b>By Years in Field:</b>					
Less than 13 years	135,000	162,675	–	5	–
20 years or more	340,000	342,643	–	7	4.5
<b>By Education:</b>					
JD	210,000	256,597	–	9	5.0

Note: The “# Reporting Salary” column shows the number of full-time salary figures reported. Groupings with fewer than five salaries reported are not shown, and only medians and averages are shown if fewer than ten salaries were reported. The number of raises reported is slightly smaller. The median is based on individuals who were eligible for a raise, and reported a valid figure, which could be zero. About 10% 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 1% of respondents who were eligible for a raise did not provide a raise figure. A dash in the raise column indicates that fewer than five raise percentages were reported for that group or subgroup. Examples of other job functions/responsibilities 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 many 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 are primarily or wholly alumni relations or 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 Professional Below Department Head  
— as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting	Median % Raise from April 2023
<b>All First-level Professionals</b>	<b>\$160,000</b>	<b>\$161,822</b>	<b>\$125,000-195,000</b>	<b>181</b>	<b>4.0%</b>
<b>By General Job Function:</b>					
Recruiting	157,000	157,089	125,000-185,000	113	4.0
Professional Development*	171,000	171,944	118,500-210,000	51	4.0
Diversity, Equity, and Inclusion	166,090	158,197	–	6	3.5
Other Job Functions/Responsibilities	158,307	168,124	135,000-197,500	13	5.0
<b>Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	191,105	180,233	145,000-197,925	13	4.0
National	165,000	164,031	120,000-195,000	49	4.0
Regional	145,000	140,611	123,000-156,000	27	4.0
Single office	160,000	149,218	110,000-170,000	23	5.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	138,000	134,379	100,000-160,000	41	4.0
501-999	158,500	164,745	122,500-198,963	28	4.0
1,000+	167,500	173,379	150,500-193,000	44	4.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Northeast	160,500	166,375	103,500-202,000	20	4.0
Northeast/500 or fewer	107,000	129,318	95,000-162,000	11	3.0
Northeast/1,000+	170,000	212,857	–	7	6.0
Mid-Atlantic	166,200	167,701	147,000-193,500	28	4.0
Mid-Atlantic/500 or fewer	153,819	145,267	–	8	4.5
Mid-Atlantic/501-999	193,053	198,752	–	8	4.0
Mid-Atlantic/1,000+	163,700	161,957	147,000-188,500	12	4.0
Southeast	147,000	142,253	115,000-159,000	19	5.0
Southeast/501-999	135,000	139,164	115,000-157,000	11	6.5
Southeast/1,000+	157,500	157,000	–	6	4.5
Midwest	151,000	148,789	120,000-165,000	17	5.0
Midwest/500 or fewer	130,000	132,382	–	6	4.0
Midwest/1,000+	160,000	176,571	–	7	6.0
West/Rocky Mountain	150,000	152,212	123,000-180,200	27	4.0
West/Rocky Mountain/500 or fewer	137,500	135,757	90,000-168,000	14	4.0
West/Rocky Mountain/1,000+	168,500	163,120	150,000-180,200	10	4.0

Table 5. Salaries and Percent Raises for First Professional Below Department Head  
— as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting	Median % Raise from April 2023
<b>By City:</b>					
Chicago	160,000	162,011	141,000-190,000	11	5.5
Dallas	135,000	124,222	–	9	8.0
Denver	142,000	141,800	–	5	3.5
Los Angeles/Orange County	137,000	164,000	–	5	–
New York City	167,500	174,464	100,000-223,000	14	5.0
Philadelphia	180,058	167,428	–	5	4.0
San Francisco Bay area	172,000	179,304	–	7	4.0
Seattle	125,000	131,267	–	6	4.5
Washington DC/ Northern VA	160,000	174,800	150,000-195,000	20	4.0
<b>By Years in Field:</b>					
8 years or less	100,000	117,704	84,000-144,000	29	4.0
8.5-14.5 years	160,000	155,893	130,000-176,800	35	5.0
15 years or more	190,000	189,924	157,637-200,850	37	4.0
<b>By Education:</b>					
BA/BS	159,000	158,676	123,000-192,000	67	5.0
MA/MS/MBA	158,819	154,886	113,500-181,029	20	4.0
JD	160,000	161,636	125,000-193,000	11	4.0
<b>Professional Development*</b>					
<b>By Scope of Responsibility:</b>					
Global	200,120	202,489	168,500-221,000	19	4.0
National	163,000	160,472	115,000-200,000	20	5.0
Regional	133,000	132,488	–	7	4.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	133,000	137,775	101,763-161,000	21	4.5
501-999	185,000	191,233	160,680-210,000	17	5.0
1,000+	216,428	201,918	176,000-230,000	13	4.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Northeast	212,500	212,099	195,000-221,000	10	4.0
Mid-Atlantic	168,500	173,582	97,000-230,000	11	4.0
Mid-Atlantic/ 1,000+	196,750	175,583	–	6	4.0
Midwest	150,000	150,828	115,000-171,000	17	5.0
Midwest/500 or fewer	118,500	131,600	–	9	5.0
Midwest/501-999	165,840	172,460	–	8	5.0
West/Rocky Mountain	165,000	157,688	–	9	4.0

Continued on page 21

Table 5. Salaries and Percent Raises for First Professional Below Department Head  
— as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting	Median % Raise from April 2023
<b>By City:</b>					
Chicago	160,340	173,958	147,400-200,000	10	5.0
New York City	218,000	220,667	–	6	4.0
Washington DC/ Northern VA	168,500	174,378	–	9	4.0
<b>By Years in Field:</b>					
8 years or less	133,000	141,699	97,000-187,000	15	3.5
8.5-14.5 years	160,340	160,198	137,786-185,000	18	5.0
15 years or more	205,000	209,889	176,000-225,000	17	5.0
<b>By Education:</b>					
BA/BS	176,000	171,575	115,000-215,000	18	6.0
MA/MS/MBA	140,700	140,565	–	6	4.0
JD	185,000	185,171	160,000-216,428	23	4.0
<b>Other Job Responsibilities/Functions</b>					
<b>By Scope of Responsibility:</b>					
Global	150,800	160,515	–	7	4.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
501-999	170,000	169,500	–	5	7.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Mid-Atlantic	175,000	183,121	–	5	3.0
<b>By Years in Field:</b>					
8 years or less	130,000	148,700	–	5	5.0
15 years or more	166,654	175,635	–	6	3.5
<b>By Education:</b>					
MA/MS/MBA	135,000	142,960	–	5	5.0
JD	183,750	179,750	–	6	5.0

Note: The “# Reporting Salary” column shows the number of full-time salary figures reported. Groupings with fewer than five salaries reported are not shown, and only medians and averages are shown if fewer than ten salaries were reported. The number of raises reported is slightly smaller. The median is based on individuals who were eligible for a raise, and reported a valid figure, which could be zero. About 7% 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 4% of respondents who were eligible for a raise did not provide a raise figure. A dash in the raise column indicates that fewer than five raise percentages were reported for that group or subgroup. Examples of other job functions/responsibilities 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 many 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 are primarily or wholly related to 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 Professional Below Department Head – as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting	Median % Raise from April 2023
<b>All Second-level Professionals</b>	<b>\$110,000</b>	<b>\$114,956</b>	<b>\$80,000-143,000</b>	<b>115</b>	<b>4.0%</b>
<b>By General Job Function:</b>					
Recruiting	96,000	105,338	78,000-125,000	75	4.0
Professional Development*	144,000	136,044	95,000-175,000	27	4.0
Other Job Functions/ Responsibilities	135,000	130,295	91,000-154,500	10	4.0
<b>Recruiting</b>					
<b>By Scope of Responsibility:</b>					
National	105,000	112,702	80,000-130,000	29	5.0
Regional	87,750	94,191	73,450-110,000	23	3.0
Single office	112,500	111,379	78,700-135,000	18	7.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	88,400	89,330	74,000-110,000	10	3.5
501-999	93,000	106,309	80,000-126,000	31	4.0
1,000+	109,000	109,161	78,500-135,000	34	4.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Northeast	97,517	108,624	76,500-147,500	12	4.0
Northeast/501-999	115,000	121,497	–	5	4.0
Northeast/1,000+	110,000	108,600	–	5	10.0
Mid-Atlantic	107,000	115,383	70,877-145,102	12	3.0
Mid-Atlantic/501-999	90,640	110,679	–	5	3.0
Mid-Atlantic/1,000+	108,102	118,867	–	6	5.5
Southeast	92,500	100,043	80,000-116,000	25	3.0
Southeast/501-999	92,750	103,468	85,000-125,000	14	3.5
Southeast/1,000+	83,912	94,252	75,000-116,000	10	3.5
Midwest	98,000	97,855	71,000-124,500	14	5.0
Midwest/500 or fewer	74,000	82,700	–	5	–
Midwest/1,000+	124,300	117,260	–	5	–
West/Rocky Mountain	105,000	113,932	90,000-130,000	11	6.0
West/Rocky Mountain/ 1,000+	112,500	115,806	–	8	5.0

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Table 6. Salaries and Percent Raises for Second Professional Below Department Head – as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting	Median % Raise from April 2023
<b>By City:</b>					
Chicago	127,658	117,553	–	6	5.0
Dallas	88,875	99,773	–	6	3.5
Houston	120,000	119,200	–	5	–
Los Angeles/ Orange County	96,000	100,575	–	6	7.0
New York City	97,517	105,498	75,000-135,000	10	4.0
Washington DC/ Northern VA	118,000	129,042	–	8	3.0
<b>By Years in Field:</b>					
5 years or less	81,000	94,976	75,000-115,000	30	4.0
5.5-9.5 years	93,000	101,337	85,000-124,300	23	5.0
10 years or more	132,500	141,625	113,000-170,000	16	4.0
<b>By Education:</b>					
BA/BS	91,820	101,389	75,000-118,000	50	4.5
MA/MS/MBA	110,000	102,601	–	7	4.0
JD	129,650	132,676	–	8	4.0
<b>Professional Development*</b>					
<b>By Scope of Responsibility:</b>					
Global	142,500	139,192	103,250-173,500	12	3.0
National	144,000	134,299	87,000-179,000	11	4.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	106,864	107,104	–	5	4.0
501-999	152,000	140,690	85,000-179,000	10	3.0
1,000+	154,000	144,231	116,200-172,500	12	4.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Northeast	146,600	145,371	–	7	4.0
Southeast	113,400	122,557	–	7	4.5
Midwest	160,000	141,466	–	7	4.0
<b>By Years in Field:</b>					
5 years or less	87,000	95,182	–	7	4.0
5.5-9.5 years	113,400	124,903	–	7	4.0
10 years or more	163,000	164,046	145,000-179,000	13	4.0
<b>By Education:</b>					
BA/BS	130,000	133,194	95,000-170,000	13	4.0
MA/MS/MBA	111,500	107,043	–	7	3.0
JD	165,375	170,339	–	7	4.5

Continued on page 24

Table 6. **Salaries and Percent Raises for Second Professional Below Department Head — as of April 1, 2024**

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting	Median % Raise from April 2023
<b>Other Jobs Responsibilities/Functions</b>					
<b>By Scope of Responsibility:</b>					
Global	91,000	101,690	–	5	–
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
501-999	135,000	136,242	–	6	–
<b>By Education:</b>					
BA/BS	130,000	123,136	–	7	3.0

Note: The “# Reporting Salary” column shows the number of full-time salary figures reported. Groupings with fewer than five salaries reported are not shown, and only medians and averages are shown if fewer than ten salaries were reported. The number of raises reported is slightly smaller. The median is based on individuals who were eligible for a raise, and reported a valid figure, which could be zero. About 15% 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 2% of respondents who were eligible for a raise did not provide a raise figure. A dash in the raise column indicates that fewer than five raise percentages were reported for that group or subgroup. Examples of other job functions/responsibilities 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 many 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 7. Salaries and Percent Raises for Third Professional Below Department Head and Administrative Support Positions – as of April 1, 2024

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting	Median % Raise from April 2023
<b>All Third-level Professionals</b>	<b>\$72,500</b>	<b>\$86,469</b>	<b>\$63,000-101,000</b>	<b>53</b>	<b>4.0%</b>
<b>By General Job Function:</b>					
Recruiting	72,000	81,622	65,000-93,600	38	4.5
Professional Development*	73,000	88,206	60,000-95,000	11	4.0
<b>Recruiting</b>					
<b>By Scope of Responsibility:</b>					
National	74,000	83,739	67,412-105,500	13	5.0
Regional	75,250	86,179	65,035-110,000	14	4.0
Single office	72,250	80,190	–	8	4.5
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
500 or fewer	72,000	81,857	–	7	–
501-999	68,000	69,897	52,000-87,000	11	4.0
1,000+	76,250	87,989	68,706-107,100	20	5.0
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>					
Northeast	81,000	92,589	–	7	4.0
Northeast/1,000+	81,000	101,225	–	5	4.0
Mid-Atlantic	70,000	69,007	–	5	4.0
Southeast	67,508	63,327	52,000-72,000	10	4.0
Southeast/501-999	59,508	59,044	–	6	4.0
Midwest	72,000	83,087	–	7	6.0
Midwest/1,000+	105,500	90,922	–	5	6.0
West/Rocky Mountain	93,600	99,289	–	9	4.0
<b>By City:</b>					
Houston	67,016	61,303	–	5	4.0
New York City	81,000	91,350	–	5	–
<b>By Years in Field:</b>					
3 years or less	70,000	69,400	65,000-76,000	21	4.0
More than 3 years	109,350	108,103	79,500-139,188	12	5.0
<b>By Education:</b>					
BA/BS	72,500	84,552	67,016-105,500	29	4.0

Continued on page 26

Table 7. **Salaries and Percent Raises for Third Professional Below Department Head and Administrative Support Positions — as of April 1, 2024**

	Median Salary	Average Salary	Half of Salaries Fell in Range	# Reporting	Median % Raise from April 2023
<b>Professional Development*</b>					
<b>By Scope of Responsibility:</b>					
National	62,709	86,320	–	6	4.0
<b>By Size of Firm (Number of Lawyers in the United States):</b>					
501-999	76,500	95,909	–	8	5.0
<b>By Years in Field:</b>					
3 years or less	61,209	65,486	–	6	4.0
More than 3 years	90,000	115,470	–	5	–
<b>By Education:</b>					
BA/BS	60,000	61,700	–	5	–
<b>All Administrative Support Positions</b>	61,000	65,464	56,375-74,289	16	3.0

Note: The “# Reporting Salary” column shows the number of full-time salary figures reported. Groupings with fewer than five salaries reported are not shown, and only medians and averages are shown if fewer than ten salaries were reported. The number of raises reported is slightly smaller. The median is based on individuals who were eligible for a raise, and reported a valid figure, which could be zero. About 17% 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 7% of respondents who were eligible for a raise did not provide a raise figure. A dash in the raise column indicates that fewer than five raise percentages were reported for that group or subgroup.

\*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 all non-zero bonuses that were reported. 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 (33%), and firm profitability (26%). However, at the department head and chief/director level, a firm profitability bonus was slightly more common than a year-end/holiday bonus.



Table 8. **Bonuses for Chiefs and Directors Paid Between April 1, 2023 and March 31, 2024**

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>All Chiefs and Directors</b>	<b>\$25,000</b>	<b>\$32,955</b>	<b>\$17,000-40,000</b>	<b>133</b>
All Chiefs	50,000	63,789	35,000-90,000	19
All Directors	22,588	27,816	16,500-35,000	114
<b>By General Job Function:</b>				
Recruiting	25,000	31,382	16,500-40,000	65
Professional Development*	25,000	33,060	19,000-37,500	45
Alumni Relations	25,000	31,086	–	7
Diversity, Equity, and Inclusion	27,500	39,667	–	6
Recruiting and Professional Development	17,500	26,875	–	8
Other Job Functions/ Responsibilities	25,000	42,700	19,500-35,000	15
<b>Chiefs/Directors of Recruiting</b>				
<b>By Scope of Responsibility:</b>				
Global	41,250	42,900	25,000-65,000	18
National	20,000	28,105	16,500-35,000	31
Regional	15,000	20,756	10,000-30,000	15
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
500 or fewer	10,000	20,061	8,350-20,000	21
501-999	29,500	34,306	20,000-42,500	26
1,000+	32,500	40,365	19,000-50,000	18
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Northeast	71,000	58,447	–	8
Mid-Atlantic	22,500	24,268	16,500-29,000	14
Mid-Atlantic/501-999	25,000	28,694	–	9
Mid-Atlantic/1,000+	16,500	16,300	–	5
Southeast	18,000	19,357	10,000-30,000	13
Southeast/500 or fewer	5,340	11,428	–	5
Southeast/501-999	19,000	24,250	–	6
Midwest	26,750	29,415	9,175-45,000	16
Midwest/500 or fewer	10,000	13,521	–	7
Midwest/501-999	40,000	44,900	–	5
West/Rocky Mountain	30,000	36,443	20,000-50,000	14
West/Rocky Mountain/ 500 or fewer	20,000	32,438	–	8
<b>By City:</b>				
Chicago	35,000	39,750	–	6
Los Angeles/Orange County	45,000	49,167	–	6
New York City	71,000	58,447	–	8
Washington DC/Northern VA	25,000	27,900	20,000-35,000	10

Continued on page 29

Table 8. **Bonuses for Chiefs and Directors Paid Between April 1, 2023 and March 31, 2024**

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>By Years in Field:</b>				
Less than 13 years	8,800	13,128	5,170-21,500	12
13.5-19.5 years	20,000	31,489	17,250-40,350	20
20 years or more	35,000	38,629	18,500-50,000	31
<b>By Education:</b>				
BA/BS	20,000	30,579	15,000-35,700	39
MA/MS/MBA	24,000	33,844	–	8
JD	25,000	30,191	8,350-40,000	13
<b>Chiefs/Directors of Professional Development*</b>				
<b>By Scope of Responsibility:</b>				
Global	27,500	37,279	19,500-55,000	24
National	23,000	22,846	12,500-30,000	13
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
500 or fewer	22,500	27,500	15,000-37,500	10
501-999	25,000	27,600	15,000-30,000	21
1,000+	27,500	45,221	20,000-60,000	14
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Northeast	22,500	44,550	15,000-70,000	10
Northeast/1,000+	65,000	65,000	–	6
Mid-Atlantic	22,600	26,407	19,000-30,000	15
Mid-Atlantic/500 or fewer	20,000	23,000	–	5
Mid-Atlantic/1,000+	21,300	22,183	–	6
Southeast	22,500	30,583	–	6
Southeast/501-999	22,500	30,583	–	6
Midwest	25,000	31,145	20,000-40,000	11
Midwest/501-999	21,500	24,183	–	6
<b>By City:</b>				
Chicago	37,500	35,071	–	7
New York City	20,000	42,214	–	7
Washington DC/Northern VA	27,500	29,560	20,000-30,000	10
<b>By Years in Field:</b>				
Less than 13 years	30,000	29,406	20,000-33,750	16
13.5-19.5 years	20,000	29,777	17,100-25,000	13
20 years or more	27,500	39,381	15,750-60,000	16
<b>By Education:</b>				
BA/BS	21,300	22,686	15,000-25,000	14
MA/MS/MBA	42,500	46,667	–	6
JD	30,000	35,004	19,000-40,000	23

Continued on page 30

Table 8. **Bonuses for Chiefs and Directors Paid Between April 1, 2023 and March 31, 2024**

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>Chiefs/Directors of Other Job Responsibilities/Functions</b>				
<b>By Scope of Responsibility:</b>				
Global	22,500	56,500	–	6
National	22,000	25,000	–	5
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
501-999	26,000	30,250	–	6
1,000+	25,000	57,400	–	5
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Midwest	27,000	60,200	–	5
<b>By Years in Field:</b>				
Less than 13 years	23,500	36,333	–	6
13.5-19.5 years	20,000	28,300	–	5
<b>By Education:</b>				
MA/MS/MBA	20,000	28,700	–	5
JD	30,000	53,556	–	9

Note: The “# Reporting a Bonus” column shows the number of non-zero bonuses figures reported. Groupings with fewer than five bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. Overall, 0.7% of respondents were eligible for a bonus, but reported that they did not receive one (\$0 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 3% of respondents who were eligible for a bonus did not provide the amount of that bonus. Examples of other job functions/responsibilities 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 many cases. Among chiefs and directors, most who received a bonus — 93% reported that the bonus was based on merit. The second most frequent basis, reported by 30%, was firm profitability, followed by 29% reporting a year-end/holiday bonus. Percentages add up to more than 100% because more than one bonus criteria could be selected.

\*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.

Table 9. Bonuses for Managers Paid Between April 1, 2023 and March 31, 2024

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>All Managers</b>	<b>\$10,000</b>	<b>\$11,546</b>	<b>\$7,200-15,000</b>	<b>154</b>
<b>By General Job Function:</b>				
Recruiting	10,000	11,362	7,000-15,000	101
Professional Development*	10,000	11,694	7,295-15,000	38
Diversity, Equity, and Inclusion	7,000	11,800	–	5
Other Job Functions/Responsibilities	9,185	10,593	7,708-11,414	12
<b>Senior Managers**</b>				
Overall	14,500	15,752	9,000-22,500	36
Professional Development*	15,500	13,722	8,000-20,500	12
Recruiting	12,500	15,163	8,000-20,000	21
<b>Managers of Recruiting</b>				
<b>By Scope of Responsibility:</b>				
Global	11,292	12,895	–	8
National	8,500	10,400	5,250-12,500	41
Regional	10,000	11,353	8,000-16,000	26
Single Office	10,469	12,799	7,000-16,500	24
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
500 or fewer	9,000	8,753	5,000-11,400	30
501-999	10,250	12,638	8,077-14,500	24
1,000+	10,000	12,376	7,500-16,000	47
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Northeast	13,000	13,016	9,250-15,500	16
Northeast/1,000+	14,000	12,333	–	9
Mid-Atlantic	9,000	11,779	6,000-15,925	21
Mid-Atlantic/500 or fewer	6,500	7,073	–	6
Mid-Atlantic/1,000+	10,000	13,045	8,000-18,500	11
Southeast	10,000	10,655	8,000-15,000	22
Southeast/501-999	9,583	10,612	8,000-14,000	11
Southeast/1,000+	10,000	10,954	–	7
Midwest	9,000	10,187	4,000-12,150	19
Midwest/500 or fewer	5,250	7,771	–	7
Midwest/1,000+	8,500	12,000	–	9
West/Rocky Mountain	10,000	9,952	7,500-12,500	21
West/Rocky Mountain/500 or fewer	10,000	9,944	–	9
West/Rocky Mountain/1,000+	8,500	9,722	–	9

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Table 9. Bonuses for Managers Paid Between April 1, 2023 and March 31, 2024

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>By City:</b>				
Boston	12,000	12,500	–	5
Chicago	10,000	12,641	8,000-16,000	11
Dallas	13,000	13,009	–	9
Los Angeles/Orange County	10,000	9,667	–	6
New York City	14,500	13,575	8,500-16,000	10
San Francisco Bay area	10,750	11,083	–	6
Washington DC/Northern VA	9,000	12,437	5,000-16,000	17
<b>By Years in Field:</b>				
8 years or less	9,000	9,625	7,000-12,150	27
8.5 to 14.5 years	10,000	11,007	5,750-13,250	40
15 years or more	10,000	12,457	8,000-16,000	25
<b>By Education:</b>				
BA/BS	9,792	10,842	7,000-14,000	58
MA/MS/MBA	10,000	11,082	8,000-12,500	15
JD	10,000	13,433	8,000-20,000	15
<b>Managers of Professional Development*</b>				
<b>By Scope of Responsibility:</b>				
Global	13,000	12,669	7,000-16,000	14
National	10,000	10,620	7,295-13,000	15
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
500 or fewer	9,000	9,100	7,500-10,000	13
501-999	12,000	12,615	6,000-20,000	13
1,000+	13,355	13,506	10,000-16,582	12
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Northeast	10,000	11,611	–	9
Northeast/500 or fewer	9,000	8,500	–	5
Southeast	10,000	8,340	–	5
Midwest	10,500	11,571	7,500-16,000	14
Midwest/500 or fewer	9,000	9,100	–	5
Midwest/501-999	12,000	11,071	–	7
West/Rocky Mountain	14,710	15,595	–	7
<b>By City:</b>				
Chicago	10,500	12,000	7,500-20,000	10
<b>By Years in Field:</b>				
8 years or less	7,350	10,620	6,000-10,000	10
8.5 to 14.5 years	12,000	12,619	10,000-15,000	14
15 years or more	11,500	11,536	8,000-15,000	14

Continued on page 33

Table 9. Bonuses for Managers Paid Between April 1, 2023 and March 31, 2024

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>By Education:</b>				
BA/BS	10,000	10,288	6,648-13,000	12
MA/MS/MBA	7,100	7,150	–	8
JD	15,000	15,042	12,000-20,000	17
<b>Managers of Other Job Responsibilities/Functions</b>				
<b>By Scope of Responsibility:</b>				
Global	9,185	10,185	–	6
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
501-999	9,935	13,395	–	6
<b>By Years in Field:</b>				
8 years or less	9,250	11,667	–	6
<b>By Education:</b>				
BA/BS	9,250	9,236	–	6

Note: The “# Reporting a Bonus” column shows the number of non-zero bonuses figures reported. Groupings with fewer than five bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. Overall, about 4% of respondents were eligible for a bonus, but reported that they did not receive one (\$0 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 3% of respondents who were eligible for a bonus did not provide the amount of that bonus. Examples of other job functions/responsibilities 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 many cases. Among managers, most who received a bonus — 90% reported that the bonus was based on merit. The second most frequent basis, reported by 31%, was a year-end/holiday bonus, followed by 30% reporting a bonus based on firm profitability. Percentages add up to more than 100% because more than one bonus criteria could be selected.

\*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.

Table 10. Bonuses for Coordinators and Assistants Paid Between April 1, 2023 and March 31, 2024

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>All Coordinators</b>	<b>\$3,000</b>	<b>\$3,841</b>	<b>\$1,760-5,000</b>	<b>97</b>
<b>By General Job Function:</b>				
Recruiting	2,909	3,664	1,738-4,700	66
Professional Development*	3,000	4,383	2,500-5,000	21
Other Job Functions/ Responsibilities	3,959	3,953	–	8
<b>Senior Coordinators**</b>				
Overall	3,863	5,308	2,136-8,000	14
<b>Recruiting Coordinators</b>				
<b>By Scope of Responsibility:</b>				
National	3,000	3,331	1,200-4,226	25
Regional	2,333	2,543	800-3,000	21
Single Office	3,000	5,119	2,500-8,000	15
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
500 or fewer	3,850	4,679	2,000-7,000	14
501-999	2,990	4,390	2,268-5,500	20
1,000+	2,450	2,766	1,000-3,350	32
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Northeast	3,000	6,377	2,900-9,000	13
Northeast/500 or fewer	8,000	7,000	–	5
Mid-Atlantic	2,000	2,342	1,000-3,000	13
Mid-Atlantic/1,000+	1,380	2,214	–	8
Southeast	2,979	3,602	1,500-5,000	15
Southeast/501-999	2,979	4,690	–	7
Southeast/1,000+	2,775	2,650	–	8
Midwest	2,000	2,347	–	9
West/Rocky Mountain	3,000	3,331	1,885-4,850	16
West/Rocky Mountain/ 500 or fewer	4,700	4,040	–	5
West/Rocky Mountain/1,000+	2,200	2,721	–	8
<b>By City:</b>				
Dallas	2,990	4,547	–	6
Los Angeles/Orange County	2,000	2,660	–	5
New York City	7,084	7,173	2,900-12,000	11
Philadelphia	2,750	3,148	–	6
Washington DC/Northern VA	1,380	1,593	–	6

Continued on page 35

Table 10. Bonuses for Coordinators and Assistants Paid Between April 1, 2023 and March 31, 2024

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>By Years in Field:</b>				
Less than 3 years	2,500	2,932	1,200-3,000	18
3-5.5 years	3,000	5,197	2,202-8,000	19
6 years or more	2,690	3,363	1,738-5,000	22
<b>By Education:</b>				
BA/BS	2,917	3,736	1,738-4,226	47
MA/MS/MBA	1,500	3,204	–	8
<b>Professional Development Coordinators*</b>				
<b>By Scope of Responsibility:</b>				
Global	3,500	5,966	–	7
National	2,995	3,013	–	9
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
500 or fewer	4,146	4,837	–	9
501-999	3,000	2,250	–	7
1,000+	3,000	6,553	–	5
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Mid-Atlantic	3,500	2,874	–	7
West/Rocky Mountain	3,000	7,588	–	5
<b>By City:</b>				
Washington DC/Northern VA	4,146	3,473	–	5
<b>By Years in Field:</b>				
Less than 3 years	4,010	3,620	–	6
3-5.5 years	3,000	4,049	–	5
6 years or more	3,000	5,009	2,500-5,000	10
<b>By Education:</b>				
BA/BS	2,500	3,619	–	9
MA/MS/MBA	3,500	6,763	–	5
<b>Assistants</b>				
All Assistants	1,581	1,972	1,000-2,500	17

Note: The “coordinator” section of this table includes individuals whose titles include “administrator”, “specialist”, “analyst”, “recruiter”, and “coordinator.” The “# Reporting a Bonus” column shows the number of non-zero bonuses figures reported. Groupings with fewer than five bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. Overall, about 7% of respondents were eligible for a bonus, but reported that they did not receive one (\$0 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 5% of respondents who were eligible for a bonus did not provide the amount of that bonus. Examples of other job functions/responsibilities 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 many cases. Among coordinators and assistants, most who received a bonus — 66% reported that the bonus was based on merit. The second most frequent basis, reported by 46%, was a year-end/holiday bonus, followed by 21% reporting a bonus based on firm profitability. Percentages add up to more than 100% because more than one bonus criteria could be selected.

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

Table 11. Bonuses for Department Heads Paid Between April 1, 2023 and March 31, 2024

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>All Department Heads</b>	<b>\$27,500</b>	<b>\$36,334</b>	<b>\$16,000-50,000</b>	<b>84</b>
<b>By General Job Function:</b>				
Recruiting	25,000	31,895	10,000-50,000	43
Professional Development*	30,000	39,715	20,000-55,000	26
Alumni Relations	25,000	34,520	–	5
Recruiting and Professional Development	15,000	24,375	–	8
Other Job Functions/ Responsibilities	31,000	64,714	–	7
<b>Recruiting</b>				
<b>By Scope of Responsibility:</b>				
Global	43,750	46,729	30,000-65,000	14
National	22,500	28,684	8,073-45,000	16
Regional	10,000	21,031	5,340-30,000	11
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
500 or fewer	10,000	18,673	5,340-20,000	19
501-999	35,350	40,044	22,500-55,000	16
1,000+	50,000	47,000	–	8
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Mid-Atlantic	20,000	23,000	–	5
Southeast	19,000	18,785	5,340-30,000	11
Southeast/500 or fewer	7,670	12,857	–	6
Midwest	18,500	29,550	8,350-50,000	13
Midwest/500 or fewer	9,175	9,941	–	6
Midwest/501-999	40,000	44,900	–	5
West/Rocky Mountain	37,850	42,870	30,000-66,000	10
West/Rocky Mountain/ 500 or fewer	30,000	40,600	–	5
<b>By City:</b>				
Los Angeles/Orange County	50,000	54,000	–	5
<b>By Years in Field:</b>				
Less than 13 years	7,000	10,032	–	9
13.5-19.5 years	25,000	38,938	20,000-65,000	13
20 years or more	40,000	36,905	18,000-50,000	21
<b>By Education:</b>				
BA/BS	20,000	28,808	10,000-50,000	26
JD	30,000	30,915	8,073-42,500	12

Continued on page 37

Table 11. Bonuses for Department Heads Paid Between April 1, 2023 and March 31, 2024

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>Professional Development*</b>				
<b>By Scope of Responsibility:</b>				
Global	30,000	44,757	25,000-55,000	14
National	27,500	26,667	–	6
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
500 or fewer	25,000	30,714	–	7
501-999	30,000	32,818	25,000-35,000	11
1,000+	55,000	57,075	–	8
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Mid-Atlantic	21,300	25,160	20,000-30,000	10
Midwest	35,000	35,000	–	7
<b>By City:</b>				
Chicago	40,000	37,000	–	5
Washington DC/Northern VA	26,300	27,933	–	6
<b>By Years in Field:</b>				
Less than 13 years	30,000	31,500	20,000-40,000	10
13.5-19.5 years	25,000	40,000	–	7
20 years or more	35,000	48,622	–	9
<b>By Education:</b>				
BA/BS	25,000	25,520	–	5
MA/MS/MBA	42,500	46,667	–	6
JD	30,000	40,357	20,000-50,000	14

Note: The “# Reporting a Bonus” column shows the number of non-zero bonuses figures reported. Groupings with fewer than five bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. Overall, 1.2% of respondents were eligible for a bonus, but reported that they did not receive one (\$0 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 2% of respondents who were eligible for a bonus did not provide the amount of that bonus. Examples of other job functions/responsibilities 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 many cases. Among department heads, most who received a bonus — 92% reported that the bonus was based on merit. The second most frequent basis, reported by 29%, was firm profitability. Percentages add up to more than 100% because more than one bonus criteria could be selected.

\*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 alumni initiatives are also reported separately in the “By General Job Function” portion of the table.

Table 12. Bonuses for First Professionals below Department Head Paid Between April 1, 2023 and March 31, 2024

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>All First-level Professionals</b>	<b>\$12,150</b>	<b>\$15,478</b>	<b>\$8,000-20,000</b>	<b>165</b>
<b>By General Job Function</b>				
Recruiting	11,400	15,366	8,000-18,500	103
Professional Development*	12,500	16,270	8,000-20,000	45
Diversity, Equity, and Inclusion	12,500	14,753	–	6
Other Job Functions/ Responsibilities	11,349	13,329	7,500-19,500	14
<b>Recruiting</b>				
<b>By Scope of Responsibility:</b>				
Global	15,000	18,166	9,583-25,000	13
National	11,200	15,971	7,750-20,000	44
Regional	10,000	12,154	7,500-16,000	26
Single office	10,937	16,615	6,000-20,000	19
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
500 or fewer	9,500	9,461	3,500-12,250	36
501-999	14,000	17,773	9,792-24,000	24
1,000+	16,000	18,967	8,000-22,575	43
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Northeast	15,000	21,149	8,000-22,575	19
Northeast/500 or fewer	8,000	7,806	–	9
Northeast/1,000+	15,500	34,822	–	8
Mid-Atlantic	12,969	16,197	8,000-25,000	26
Mid-Atlantic/500 or fewer	7,000	7,187	–	5
Mid-Atlantic/501-999	22,500	24,647	–	8
Mid-Atlantic/1,000+	15,000	14,462	8,000-18,500	13
Southeast	10,500	12,485	8,154-17,000	17
Southeast/501-999	10,500	11,693	–	9
Southeast/1,000+	16,500	16,000	–	6
Midwest	12,150	16,403	9,500-20,000	15
Midwest/500 or fewer	11,200	13,983	–	6
Midwest/1,000+	16,500	20,000	–	7
West/Rocky Mountain	9,250	10,271	5,500-14,500	24
West/Rocky Mountain/ 500 or fewer	10,000	9,964	5,000-15,000	14
West/Rocky Mountain/ 1,000+	7,500	8,286	–	7

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Table 12. Bonuses for First Professionals below Department Head Paid Between April 1, 2023 and March 31, 2024

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>By City:</b>				
Chicago	14,075	19,205	10,000-35,000	10
Dallas	10,042	10,135	–	8
Denver	6,750	8,000	–	6
New York City	15,000	24,845	8,000-23,000	14
San Francisco Bay area	8,500	10,700	–	5
Seattle	10,000	9,800	–	5
Washington DC/Northern VA	17,250	19,024	8,000-25,000	18
<b>By Years in Field:</b>				
8 years or less	8,000	8,428	3,000-10,000	26
8.5-14.5 years	10,250	13,237	8,077-16,000	32
15 years or more	16,500	22,591	10,000-27,500	33
<b>By Education:</b>				
BA/BS	10,937	16,008	7,500-18,000	59
MA/MS/MBA	10,700	13,901	8,000-16,000	18
JD	18,250	16,350	10,000-25,000	10
<b>Professional Development*</b>				
<b>By Scope of Responsibility:</b>				
Global	17,132	21,109	11,000-25,000	18
National	11,250	14,300	8,000-19,250	16
Regional	10,500	10,618	–	6
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
500 or fewer	9,000	9,998	5,000-11,000	19
501-999	20,000	20,440	10,000-23,000	15
1,000+	17,163	21,416	14,710-25,000	11
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Northeast	15,000	18,400	8,000-20,000	10
Mid-Atlantic	10,000	18,152	–	9
Midwest	13,000	15,293	8,000-20,000	14
Midwest/500 or fewer	9,000	13,000	–	7
Midwest/501-999	20,000	17,586	–	7
West/Rocky Mountain	12,500	13,521	–	8
<b>By City:</b>				
Chicago	15,000	17,222	–	9
New York City	13,750	14,000	–	6
Washington DC/Northern VA	10,000	18,358	–	8

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Table 12. Bonuses for First Professionals below Department Head Paid Between April 1, 2023 and March 31, 2024

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>By Years in Field:</b>				
8 years or less	10,000	14,209	5,000-20,000	13
8.5-14.5 years	12,750	14,051	9,500-18,582	16
15 years or more	15,000	20,707	10,000-25,000	15
<b>By Education:</b>				
BA/BS	12,500	16,111	8,000-20,000	15
MA/MS/MBA	9,000	7,917	–	6
JD	16,050	20,123	12,250-26,000	20
<b>Other Job Responsibilities/Functions</b>				
<b>By Scope of Responsibility:</b>				
Global	9,870	10,587	–	7
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
501-999	19,000	15,674	–	5
1,000+	7,915	8,448	–	5
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Mid-Atlantic	15,000	15,048	–	5
Midwest	7,500	14,200	–	5
<b>By Years in Field:</b>				
8 years or less	8,000	14,000	–	5
15 years or more	12,435	13,298	–	6
<b>By Education:</b>				
MA/MS/MBA	9,870	10,739	–	5
JD	19,000	15,714	–	7

Note: The “# Reporting a Bonus” column shows the number of non-zero bonuses figures reported. Groupings with fewer than five bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. Overall, 3.5% of respondents were eligible for a bonus, but reported that they did not receive one (\$0 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 4% of respondents who were eligible for a bonus did not provide the amount of that bonus. Examples of other job functions/responsibilities 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 many cases. Among first-level professionals, most who received a bonus — 89% reported that the bonus was based on merit. The second most frequent basis, reported by 37%, was a year-end/holiday bonus. Percentages add up to more than 100% because more than one bonus criteria could be selected.

\*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.

Table 13. Bonuses for Second Professionals below Department Head Paid Between April 1, 2023 and March 31, 2024

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>All Second-level Professionals</b>	<b>\$6,000</b>	<b>\$7,623</b>	<b>\$2,500-10,000</b>	<b>99</b>
<b>By General Job Function</b>				
Recruiting	4,500	6,185	2,202-8,500	62
Professional Development*	8,500	9,318	3,250-13,500	24
Other Job Functions/ Responsibilities	8,250	11,237	5,000-14,000	10
<b>Recruiting</b>				
<b>By Scope of Responsibility:</b>				
National	5,500	7,032	2,917-8,500	25
Regional	2,375	4,831	1,000-8,000	18
Single office	7,000	7,420	3,000-12,000	14
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
500 or fewer	5,250	4,857	–	7
501-999	6,000	8,103	2,979-11,550	25
1,000+	2,775	4,897	1,760-8,000	30
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Northeast	10,250	9,558	3,000-14,000	10
Northeast/501-999	12,000	11,300	–	5
Northeast/1,000+	8,500	7,816	–	5
Mid-Atlantic	3,250	6,125	2,130-6,500	12
Mid-Atlantic/501-999	3,000	7,948	–	5
Mid-Atlantic/1,000+	3,750	5,043	–	6
Southeast	4,000	5,895	2,202-8,600	19
Southeast/501-999	6,750	7,783	2,979-11,550	10
Southeast/1,000+	2,400	3,022	–	8
Midwest	3,500	4,127	2,000-6,000	11
West/Rocky Mountain	6,500	5,700	2,000-8,000	10
West/Rocky Mountain/1,000+	2,400	5,143	–	7
<b>By City:</b>				
Chicago	5,500	5,200	–	5
Dallas	3,990	7,214	–	6
Los Angeles/Orange County	2,000	3,320	–	5
New York	10,250	10,073	–	8
Washington DC/Northern VA	3,500	7,283	–	8
<b>By Years in Field:</b>				
5 years or less	4,750	6,498	2,500-10,000	22
5.5-9.5 years	3,500	4,406	2,000-6,000	19
10 years or more	8,500	9,712	5,000-12,000	15

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Table 13. Bonuses for Second Professionals below Department Head Paid Between April 1, 2023 and March 31, 2024

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>By Education:</b>				
BA/BS	3,500	5,702	2,400-8,500	39
MA/MS/MBA	7,084	5,705	–	7
JD	10,000	10,150	–	7
<b>Professional Development</b>				
<b>By Scope of Responsibility:</b>				
Global	7,600	9,577	6,000-15,000	10
National	7,500	8,537	1,875-12,000	10
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
500 or fewer	5,000	5,774	–	5
501-999	3,500	7,167	–	9
1,000+	10,500	13,027	8,000-19,065	10
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Northeast	9,500	12,333	–	6
Southeast	7,200	7,171	–	7
Midwest	5,000	8,786	–	7
<b>By Years in Field:</b>				
5 years or less	3,500	5,499	–	5
5.5-9.5 years	7,000	6,654	–	7
10 years or more	11,500	12,464	7,500-19,533	12
<b>By Education:</b>				
BA/BS	8,000	7,798	2,995-10,000	13
MA/MS/MBA	7,000	7,953	–	5
JD	14,000	13,750	–	6
<b>Other Job Responsibilities/Functions</b>				
<b>By Scope of Responsibility:</b>				
Global	8,000	7,983	–	5
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
501-999	10,000	13,083	–	5
<b>By Years in Field:</b>				
10 years or more	14,000	15,291	–	5
<b>By Education:</b>				
BA/BS	6,500	6,767	–	7

Note: The "# Reporting a Bonus" column shows the number of non-zero bonuses figures reported. Groupings with fewer than five bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. Overall, about 5% of respondents were eligible for a bonus, but reported that they did not receive one (\$0 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 2% of respondents who were eligible for a bonus did not provide the amount of that bonus. Examples of other job functions/responsibilities 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 many cases. Among second-level professionals, most who received a bonus — 80% reported that the bonus was based on merit. The second most frequent basis, reported by 35%, was a year-end/holiday bonus. Percentages add up to more than 100% because more than one bonus criteria could be selected.

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

Table 14. **Bonuses for Third-level Professionals below Department Head Paid Between April 1, 2023 and March 31, 2024**

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus
<b>All Third-level Professionals</b>	<b>\$3,000</b>	<b>\$4,386</b>	<b>\$1,500-5,000</b>	<b>41</b>
<b>By General Job Function:</b>				
Recruiting	2,500	3,433	1,200-4,226	29
Professional Development*	3,000	4,129	–	8
<b>Recruiting</b>				
<b>By Scope of Responsibility:</b>				
National	3,000	4,008	–	9
Regional	2,000	2,976	800-3,500	11
Single office	3,000	4,106	–	7
<b>By Size of Firm (Number of Lawyers in the United States):</b>				
501-999	2,333	2,397	–	9
1,000+	2,500	3,393	1,200-4,226	17
<b>By Region/Firm Size (Number of Lawyers in the United States):</b>				
Northeast	2,950	4,572	–	6
Northeast/1,000+	3,000	4,906	–	5
Southeast/501-999	1,500	1,968	–	5
Midwest	2,000	2,389	–	7
Midwest/1,000+	2,000	2,285	–	5
West/Rocky Mountain	3,000	6,421	–	5
<b>By City:</b>				
Houston	1,500	2,817	–	5
<b>By Years in Field:</b>				
3 years or less	2,000	2,483	779-4,250	12
More than 3 years	3,000	4,689	1,200-7,500	13
<b>By Education:</b>				
BA/BS	2,950	3,946	1,200-5,000	22
<b>All Administrative Support</b>	<b>2,500</b>	<b>2,233</b>	<b>1,100-3,000</b>	<b>12</b>

Note: The “# Reporting a Bonus” column shows the number of non-zero bonuses figures reported. Groupings with fewer than five bonuses reported are not shown, and only medians and averages are shown if fewer than ten bonuses were reported. Overall, about 7% of third-level professionals and 0% of administrative support professionals were eligible for a bonus, but reported that they did not receive one (\$0 bonus). About 14% of third-level and administrative support professionals 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 7% of third-level and administrative support professionals who were eligible for a bonus did not provide the amount of that bonus. Examples of other job functions/responsibilities 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 many cases. Among third-level and administrative support professionals, most who received a bonus — 66% reported that the bonus was based on merit. The second most frequent basis, reported by 43%, was a year-end/holiday bonus. Percentages add up to more than 100% because more than one bonus criteria could be selected.

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



# DEMOGRAPHICS



Table 15. Characteristics of Legal Career Professionals: Years in Field, Prior Practice

	All	Area of Responsibility			
		Recruiting	Professional Development	Both Recruiting and Professional Development	Other
<b>Directors and Chiefs</b>					
<b>Years in Field:</b>					
Less than 13 years	27.9%	18.5%	33.3%	41.7%	40.0%
13-19.5 years	27.1%	30.8%	27.1%	0.0%	33.3%
20 years or more	45.0%	50.8%	39.6%	58.3%	26.7%
# Reporting Years of Experience	140	65	48	12	15
<i>% of respondents with a JD reporting previous practice</i>	83.3%	64.3%	95.7%	87.5%	77.8%
<b>Managers</b>					
<b>Years in Field:</b>					
8 years or less	32.5%	30.8%	28.9%	*	53.8%
8.5 – 14.5 years	37.9%	42.1%	37.8%	*	15.4%
15 years or more	29.6%	27.1%	33.3%	*	30.8%
# Reporting Years of Experience	169	107	45	*	13
<i>% of respondents with a JD reporting previous practice</i>	75.6%	62.5%	81.8%	*	*
<b>Coordinators</b>					
<b>Years in Field:</b>					
Less than 3 years	34.8%	37.7%	32.0%	*	25.0%
3 – 3.5 years	29.5%	31.2%	24.0%	*	25.0%
6 years or more	35.7%	31.2%	44.0%	*	50.0%
# Reporting Years of Experience	112	77	25	*	8

Note: Among directors/chiefs reporting prior law practice, the median number of years reported was 5 and the median for managers was 3. Fewer than five coordinators with a JD reported prior law practice. Overall, about 26% of respondents reported having worked in a related job, such as headhunter. Among the 18 assistants responding to the survey and providing experience figures, 89% have less than three years experience, and prior practice is rare.

\*Fewer than five respondents in this category.

Table 16. Characteristics of Legal Career Professionals: Education and Years in Field

	All	Area of Responsibility			
		Recruiting	Professional Development	Both Recruiting and Professional Development	Other
<b>Chiefs/Directors — All</b>					
<b>Education:</b>					
BA/BS	44.6%	62.5%	35.4%	33.3%	6.7%
MA/MS/MBA	13.7%	12.5%	12.5%	0%	33.3%
JD	38.8%	21.9%	47.9%	66.7%	60.0%
Number reporting	139	64	48	12	15
<b>By Years of Experience</b>					
<b>Less than 13 years:</b>					
BA/BS	20.5%	25.0%	18.9%	20.0%	0.0%
MA/MS/MBA	20.5%	41.7%	25.0%	0.0%	16.7%
JD	59.0%	58.3%	56.3%	80.0%	83.3%
Number reporting	39	12	16	5	6
<b>13–19.5 years:</b>					
BA/BS	44.7%	65.0%	23.1%	*	20.0%
MA/MS/MBA	18.4%	15.0%	7.7%	*	60.0%
JD	34.2%	20.0%	61.5%	*	20.0%
Number reporting	38	20	13	*	5
<b>20 years or more:</b>					
BA/BS	59.7%	71.9%	57.9%	42.9%	*
MA/MS/MBA	6.5%	6.3%	5.3%	0.0%	*
JD	29.0%	15.6%	31.6%	57.1%	*
Number reporting	62	32	19	7	*
<b>Managers—All</b>					
<b>Education:</b>					
High School or 2-year degree	3.0%	3.8%	2.2%	*	0.0%
BA/BS	54.8%	64.2%	31.1%	*	53.8%
MA/MS/MBA	17.3%	16.0%	17.8%	*	30.8%
JD	24.4%	15.1%	48.9%	*	15.4%
Number reporting	168	106	45	*	13
<b>By Years of Experience</b>					
<b>8 years or less:</b>					
BA/BS	50.0%	62.5%	15.4%	*	57.1%
MA/MS/MBA	25.9%	21.9%	38.5%	*	14.3%
JD	22.2%	12.5%	46.2%	*	28.6%
Number reporting	54	32	13	*	7

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Table 16. Characteristics of Legal Career Professionals: Education and Years in Field

	All	Area of Responsibility			
		Recruiting	Professional Development	Both Recruiting and Professional Development	Other
<b>8.5-14.5 years:</b>					
BA/BS	59.4%	71.1%	29.4%	*	*
MA/MS/MBA	14.1%	13.3%	11.8%	*	*
JD	25.0%	13.3%	58.8%	*	*
Number reporting	64	45	17	*	*
<b>15 years or more:</b>					
BA/BS	55.1%	55.2%	50.0%	*	*
MA/MS/MBA	12.2%	13.8%	7.1%	*	*
JD	24.5%	20.7%	35.7%	*	*
Number reporting	49	29	14	*	*
<b>Coordinators — All</b>					
<b>Education:</b>					
High School or 2-year degree	5.4%	2.6%	12.0%	*	12.5%
BA/BS	68.8%	79.2%	44.0%	*	50.0%
MA/MS/MBA	17.0%	13.0%	28.0%	*	12.5%
JD	7.1%	5.2%	8.0%	*	25.0%
Number reporting	112	77	25	*	8
<b>By Years of Experience</b>					
<b>Less than 3 years:</b>					
BA/BS	66.7%	75.9%	50.0%	*	*
MA/MS/MBA	20.5%	17.2%	25.0%	*	*
JD	7.7%	6.9%	12.5%	*	*
Number reporting	39	29	8	*	*
<b>3-5.5 years:</b>					
BA/BS	72.7%	79.2%	33.3%	*	*
MA/MS/MBA	18.2%	12.5%	50.0%	*	*
JD	6.1%	8.3%	0.0%	*	*
Number reporting	33	24	6	*	*
<b>6 years or more:</b>					
BA/BS	67.5%	83.3%	45.5%	*	*
MA/MS/MBA	12.5%	8.3%	18.2%	*	*
JD	7.5%	0.0%	9.1%	*	*
Number reporting	40	24	11	*	*

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Table 16. Characteristics of Legal Career Professionals: Education and Years in Field

	All	Area of Responsibility			
		Recruiting	Professional Development	Both Recruiting and Professional Development	Other
<b>Assistants—All</b>					
High School or 2-year degree	5.6%	0.0%	*	*	*
BA/BS	94.4%	100.0%	*	*	*
Number reporting	18	12	*	*	*

Note: A few respondents reported either a PhD or “other” educational attainment. Not all percentages add up to 100% as not all educational attainment categories are shown. Overall, approximately 7% of respondents indicated that an advanced degree (e.g., MA/MS/MBA, JD) 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 both recruiting and professional development were more likely to report that an advanced degree was preferred (58%), along with respondents in professional development alone (48%).

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



# OTHER JOB DUTIES & PAID MEMBERSHIP DUES



Table 17. **Additional Duties Indicated by Chiefs and Directors – by Area of Responsibility**

Other Duties	% of Respondents
<b>Overall (N = 143)</b>	
Coaching	31.5%
Organize social events other than those for summer program	29.4
Well-being/wellness initiatives	24.5
Paralegal hiring/supervision/evaluation	20.3
Marketing/business development/public relations	16.1
Practice management	14.0
Other professional and/or administrative staff hiring/supervision	11.2
Knowledge management	9.8
Other tasks	9.8
Pro bono coordination	4.9
Benefits or payroll for non-lawyer personnel	2.1
Office/facilities management	0.7
<b>Recruiting (N = 68)</b>	
Organize social events other than those for summer program	22.1
Paralegal hiring/supervision/evaluation	16.2
Coaching	11.8
Marketing/business development/public relations	11.8
Other professional and/or administrative staff hiring/supervision	11.8
Other tasks	8.8
Knowledge management	5.9
Practice management	4.4
Well-being/wellness initiatives	2.9
Office/facilities management	1.5
<b>Professional Development* (N = 48)</b>	
Organize social events other than those for summer program	41.7
Coaching	37.5
Well-being/wellness initiatives	37.5
Paralegal hiring/supervision/evaluation	25.0
Marketing/business development/public relations	20.8
Practice management	16.7
Knowledge management	14.6
Other tasks	12.5
Other professional and/or administrative staff hiring/supervision	8.3
Pro bono coordination	4.2

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Table 17. **Additional Duties Indicated by Chiefs and Directors – by Area of Responsibility**

Other Duties	% of Respondents
<b>Recruiting and Professional Development (N = 12)</b>	
Coaching	58.3
Well-being/wellness initiatives	58.3
Organize social events other than those for summer program	41.7
Practice management	33.3
Pro bono coordination	33.3
Knowledge management	16.7
Marketing/business development/public relations	16.7
Paralegal hiring/supervision/evaluation	16.7
Other professional and/or administrative staff hiring/supervision	8.3
<b>Other Job Functions/Responsibilities (N = 15)</b>	
Coaching	80.0
Well-being/wellness initiatives	53.3
Practice management	33.3
Paralegal hiring/supervision/evaluation	26.7
Benefits or payroll for non-lawyer personnel	20.0
Marketing/business development/public relations	20.0
Other professional and/or administrative staff hiring/supervision	20.0
Organize social events other than those for summer program	13.3
Other tasks	13.3
Knowledge management	6.7
Pro bono coordination	6.7

Note: Percentages are based on all respondents in each group, as indicated by “N =” for each group. Examples of other job functions/responsibilities 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 many cases. Examples of other duties described include immigration processes for attorneys, strategic planning, new office design, and retreat planning.

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

Table 18. **Additional Duties Indicated by Managers —  
by Area of Responsibility**

Other Duties	% of Respondents
<b>Overall (N = 179)</b>	
Organize social events other than those for summer program	30.2%
Paralegal hiring/supervision/evaluation	22.9
Coaching	17.3
Well-being/wellness initiatives	16.2
Knowledge management	12.3
Other professional and/or administrative staff hiring/supervision	8.9
Other tasks	6.7
Marketing/business development/public relations	6.1
Practice management	5.6
Office/facilities management	4.5
Pro bono coordination	4.5
Benefits or payroll for non-lawyer personnel	2.2
<b>Recruiting (N = 117)</b>	
Organize social events other than those for summer program	29.9
Paralegal hiring/supervision/evaluation	26.5
Knowledge management	12.0
Coaching	9.4
Other professional and/or administrative staff hiring/supervision	8.5
Well-being/wellness initiatives	7.7
Marketing/business development/public relations	5.1
Office/facilities management	5.1
Practice management	3.4
Pro bono coordination	3.4
Other tasks	3.4
Benefits or payroll for non-lawyer personnel	0.9
<b>Professional Development* (N = 45)</b>	
Coaching	33.3
Well-being/wellness initiatives	31.1
Organize social events other than those for summer program	28.9
Paralegal hiring/supervision/evaluation	15.6
Knowledge management	13.3
Practice management	11.1
Marketing/business development/public relations	8.9
Pro bono coordination	8.9
Other tasks	8.9
Other professional and/or administrative staff hiring/supervision	4.4

*Continued on page 53*

Table 18. **Additional Duties Indicated by Managers —  
by Area of Responsibility**

Other Duties	% of Respondents
<b>Other Job Functions/Responsibilities (N = 13)</b>	
Well-being/wellness initiatives	38.5
Coaching	30.8
Organize social events other than those for summer program	30.8
Other professional and/or administrative staff hiring/ supervision	30.8
Other tasks	30.8
Benefits or payroll for non-lawyer personnel	23.1
Paralegal hiring/supervision/evaluation	23.1
Knowledge management	15.4
Office/facilities management	15.4
Practice management	7.7

Note: Percentages are based on all respondents in each group, as indicated by "N = " for each group. Examples of other job functions/responsibilities 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 many cases. Examples of other duties described include responding to surveys, corporate social responsibility, marketing, and retreat planning.

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

Table 19. **Additional Duties Indicated by Coordinators and Assistants – by Area of Responsibility**

Other Duties	% of Respondents
<b>Overall (N = 143)</b>	
Organize social events other than those for summer program	32.9%
Paralegal hiring/supervision/evaluation	19.6
Well-being/wellness initiatives	14.0
Knowledge management	11.2
Office/facilities management	8.4
Marketing/business development/public relations	7.0
Other tasks	5.6
Other professional and/or administrative staff hiring/supervision	4.9
Pro bono coordination	2.8
Coaching	2.1
Practice management	2.1
Benefits or payroll for non-lawyer personnel	1.4
<b>Recruiting (N = 102)</b>	
Organize social events other than those for summer program	32.4
Paralegal hiring/supervision/evaluation	15.7
Office/facilities management	8.8
Knowledge management	5.9
Marketing/business development/public relations	5.9
Well-being/wellness initiatives	4.9
Other tasks	4.9
Other professional and/or administrative staff hiring/supervision	3.9
Pro bono coordination	2.0
Practice management	1.0
<b>Professional Development* (N = 29)</b>	
Well-being/wellness initiatives	37.9
Organize social events other than those for summer program	31.0
Knowledge management	27.6
Paralegal hiring/supervision/evaluation	27.6
Marketing/business development/public relations	10.3
Office/facilities management	6.9
Other professional and/or administrative staff hiring/supervision	6.9
Coaching	3.4
Practice management	3.4
Pro bono coordination	3.4
Other tasks	3.4

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Table 19. **Additional Duties Indicated by Coordinators and Assistants – by Area of Responsibility**

Other Duties	% of Respondents
<b>Other Job Functions/Responsibilities (N = 9)</b>	
Organize social events other than those for summer program	33.3
Benefits or payroll for non-lawyer personnel	22.2
Coaching	22.2
Knowledge management	22.2
Paralegal hiring/supervision/evaluation	22.2
Well-being/wellness initiatives	22.2
Other tasks	22.2
Marketing/business development/public relations	11.1
Office/facilities management	11.1
Practice management	11.1
Pro bono coordination	11.1

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." Examples of other job functions/responsibilities 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 many cases. Examples of other duties described include administrative tasks, responding to surveys, and research tasks.

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

Table 20. **Membership Dues Paid for Chiefs and Directors — by Area of Responsibility**

Dues Paid for Membership in:	% of Respondents
<b>Overall (N = 143)</b>	
National Association for Law Placement (NALP)	93.7%
Local city group	41.3
Professional Development Consortium (PDC)	39.9
State Bar Association	13.3
American Bar Association (ABA)	11.9
Association of Law Firm Diversity Professionals (ALFDP)	11.9
Society for Human Resources Management (SHRM)	11.2
Association of Legal Administrators (ALA)	7.7
Local Bar Association	7.7
Other organizations	7.7
Association for Continuing Legal Education (ACLEA)	4.2
Legal Marketing Association (LMA)	1.4
National Association of Colleges and Employers (NACE)	0.7
<b>Recruiting (N = 68)</b>	
National Association for Law Placement (NALP)	95.6
Local city group	61.8
State Bar Association	8.8
Other organizations	8.8
Society for Human Resources Management (SHRM)	7.4
Professional Development Consortium (PDC)	5.9
Local Bar Association	4.4
American Bar Association (ABA)	2.9
Association of Legal Administrators (ALA)	2.9
Association of Law Firm Diversity Professionals (ALFDP)	1.5
National Association of Colleges and Employers (NACE)	1.5
<b>Professional Development* (N = 48)</b>	
National Association for Law Placement (NALP)	93.8
Professional Development Consortium (PDC)	66.7
Association of Law Firm Diversity Professionals (ALFDP)	27.1
Local city group	18.8
American Bar Association (ABA)	16.7
State Bar Association	14.6
Society for Human Resources Management (SHRM)	12.5
Association of Legal Administrators (ALA)	10.4
Association for Continuing Legal Education (ACLEA)	10.4
Local Bar Association	10.4
Other organizations	6.3
Legal Marketing Association (LMA)	2.1

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Table 20. **Membership Dues Paid for Chiefs and Directors – by Area of Responsibility**

Dues Paid for Membership in:	% of Respondents
<b>Recruiting and Professional Development (N = 12)</b>	
National Association for Law Placement (NALP)	100.0
Professional Development Consortium (PDC)	91.7
American Bar Association (ABA)	33.3
Local city group	33.3
Association of Law Firm Diversity Professionals (ALFDP)	25.0
Association of Legal Administrators (ALA)	8.3
Local Bar Association	8.3
Society for Human Resources Management (SHRM)	8.3
State Bar Association	8.3
<b>Other Job Functions/Responsibilities (N = 15)</b>	
National Association for Law Placement (NALP)	80.0
Professional Development Consortium (PDC)	66.7
State Bar Association	33.3
Local city group	26.7
Society for Human Resources Management (SHRM)	26.7
American Bar Association (ABA)	20.0
Association of Legal Administrators (ALA)	20.0
Local Bar Association	13.3
Other organizations	13.3
Association for Continuing Legal Education (ACLEA)	6.7
Legal Marketing Association (LMA)	6.7

Note: Percentages are based on all respondents in each group, as indicated by "N =" for each group. Examples of other job functions/responsibilities 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 many 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 Association for Talent Development (ATD) and National Association of Legal Search Consultants (NALSC).

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

Table 21. **Membership Dues Paid for Managers —  
by Area of Responsibility**

Dues Paid for Membership in:	% of Respondents
<b>Overall (N = 179)</b>	
National Association for Law Placement (NALP)	89.4%
Local city group	57.0
Professional Development Consortium (PDC)	18.4
State Bar Association	5.6
American Bar Association (ABA)	5.0
Association of Law Firm Diversity Professionals (ALFDP)	5.0
Society for Human Resources Management (SHRM)	4.5
Local Bar Association	3.9
Association of Legal Administrators (ALA)	3.4
Other organizations	3.4
Association for Continuing Legal Education (ACLEA)	1.7
<b>Recruiting (N = 117)</b>	
National Association for Law Placement (NALP)	89.7
Local city group	76.1
Association of Legal Administrators (ALA)	4.3
Society for Human Resources Management (SHRM)	4.3
American Bar Association (ABA)	3.4
Local Bar Association	3.4
State Bar Association	2.6
Other organizations	1.7
Association of Law Firm Diversity Professionals (ALFDP)	0.9
<b>Professional Development* (N = 47)</b>	
National Association for Law Placement (NALP)	91.1
Professional Development Consortium (PDC)	66.7
Association of Law Firm Diversity Professionals (ALFDP)	13.3
Local city group	11.1
State Bar Association	11.1
American Bar Association (ABA)	8.9
Other organizations	8.9
Association for Continuing Legal Education (ACLEA)	6.7
Society for Human Resources Management (SHRM)	2.2
Association of Legal Administrators (ALA)	2.2
Local Bar Association	2.2

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Table 21. **Membership Dues Paid for Managers —  
by Area of Responsibility**

Dues Paid for Membership in:	% of Respondents
<b>Other (N = 13)**</b>	
National Association for Law Placement (NALP)	76.9
Local city group	38.5
Professional Development Consortium (PDC)	23.1
Society for Human Resources Management (SHRM)	15.4
American Bar Association (ABA)	7.7
Local Bar Association	7.7
State Bar Association	7.7

Note: Percentages are based on all respondents in each group, as indicated by "N =" for each group. Examples of other job functions/responsibilities 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 many 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 Association for Talent Development (ATD), National Legal Mentoring Consortium, and National Association of Legal Search Consultants (NALSC).

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

Table 22. **Membership Dues Paid for Coordinators and Assistants — by Area of Responsibility**

Dues Paid for Membership in:	% of Respondents
<b>Overall (N = 143)</b>	
National Association for Law Placement (NALP)	73.4%
Local city group	45.5
Professional Development Consortium (PDC)	7.0
American Bar Association (ABA)	5.6
Association of Law Firm Diversity Professionals (ALFDP)	3.5
Association of Legal Administrators (ALA)	3.5
Association for Continuing Legal Education (ACLEA)	2.8
Society for Human Resources Management (SHRM)	2.1
State Bar Association	2.1
Legal Marketing Association (LMA)	1.4
Local Bar Association	1.4
<b>Recruiting (N = 102)</b>	
National Association for Law Placement (NALP)	72.5
Local city group	52.0
American Bar Association (ABA)	3.9
Association of Legal Administrators (ALA)	2.9
State Bar Association	2.9
Local Bar Association	2.0
Professional Development Consortium (PDC)	2.0
Association of Law Firm Diversity Professionals (ALFDP)	1.0
Association for Continuing Legal Education (ACLEA)	1.0
Legal Marketing Association (LMA)	1.0
Society for Human Resources Management (SHRM)	1.0
<b>Professional Development* (N = 29)</b>	
National Association for Law Placement (NALP)	79.3
Professional Development Consortium (PDC)	24.1
Local city group	20.7
American Bar Association (ABA)	13.8
Association of Law Firm Diversity Professionals (ALFDP)	13.8
Association for Continuing Legal Education (ACLEA)	10.3
Association of Legal Administrators (ALA)	6.9
Legal Marketing Association (LMA)	3.4
Society for Human Resources Management (SHRM)	3.4

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Table 22. **Membership Dues Paid for Coordinators and Assistants — by Area of Responsibility**

Dues Paid for Membership in:	% of Respondents
<b>Other (N = 9)**</b>	
National Association for Law Placement (NALP)	55.6
Local city group	33.3
Professional Development Consortium (PDC)	11.1
Society for Human Resources Management (SHRM)	11.1

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." Examples of other job functions/responsibilities 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 many cases. Figures for specific areas of responsibility, e.g., recruiting, do not include organizations for which no respondents indicated that dues are paid.

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



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