



**2020**

# **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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NALP's 2020 Survey of Legal Career Professionals in Law Firms and Employer Organizations collected information on compensation, job functions and responsibilities, and selected demographic information from individuals in NALP law firm/employer organizations in the U.S. involved in recruiting, professional development, diversity, and other lawyer personnel management duties.

A total of 412 individuals completed the survey, reporting as of April 1, 2020. However, not all respondents completed all items, and each analysis excludes surveys that did not include the information being analyzed. Part-time salary information was excluded from salary analyses. Although nearly all surveys were from individuals at private law firms, a few were returned from other organizations.

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

As an alternative to analyses based on type of job/job title, respondents were grouped according to their reporting of where their position fits into the structure/hierarchy of the administrative unit in which they work. Grouping responses in this way takes into account variations in how firms structure their departments. For example, a first-level professional may be a director in one firm, a manager in another, and a coordinator in another. Department heads largely overlap with individuals who are also categorized as director/chief. However, a handful are managers. First-level professionals are usually managers (75%), but about 16% are directors and 8% are coordinators. About 56% of second-level professionals are coordinators/administrators; most of the rest are managers; a handful are assistants. Third-level professionals are a mix of coordinators/administrators and assistants.

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

- Recruiting includes individuals who typically spend 60% or more of their time on law student and/or lateral recruiting. The median percentage was 80%. Among these individuals, about one-third spend small amounts of time, typically 5-10%, on professional development activities and half spend time on "other" duties, typically 5-10%. About 70% reported spending some time, typically 5-15% of time, on diversity initiatives and 60% spend time, usually 5-20%, on lawyer personnel management tasks. This category also includes a few individuals whose title includes, in addition to 'recruiting,' references to other areas such as office services or special events.
- Professional development includes individuals who typically spend half or more of their time on professional development, with the median of 80%. For purposes of this categorization, time spent on diversity, equity, and inclusion (DE&I) matters was also counted toward professional development. However, because enough individuals who spend most or all of their time on DE&I matters responded to the survey, it was possible to also report on them separately at the director/chief level. About two-thirds of professional development professionals spend some time, typically 5-10%, on lawyer personnel management tasks. About 70% spend time on DE&I matters. Aside from those few individuals devoted mostly or entirely to DE&I, DE&I matters typically account for 5-10% of time. Over half of professional development professionals spend time on "other" tasks, again generally 5-10% of their time. A few respondents spend most or all of their time on alumni matters; for purposes of these analyses, they are included in the professional development category, as there were not enough responses to report on this group separately.
- As might be expected, professionals in the "both recruiting and professional development" category work in both areas on a relatively equal basis, with the median time on recruiting at 45% and the median time on professional development and/or diversity

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at about 30%. These individuals usually have other duties as well, with about 85% spending some time on lawyer personnel management, and three-quarters spending some time on “other” duties.

Survey responses based on job function are shown below.

	Number of Responses	Percentage of Responses
Recruiting	233	56.6%
Professional Development	103	25.0
Recruiting and Professional Development	65	15.8
Other Functions with Some Recruiting or Professional Development	11	2.7
<b>TOTAL</b>	<b>412</b>	<b>100.0%</b>

Some summary findings are highlighted below.

- The median salary for directors overall was \$190,000; this figure ranged from \$180,000 for directors of recruiting to \$210,000 for directors of professional development; for directors in a hybrid role it was \$187,000. Medians for jobs with global responsibility or at firms of more than 500 lawyers in the Northeast are considerably higher. The median for directors of diversity, equity, and inclusion was higher than for the professional development category as a whole, at \$225,000. The median for managers as a whole was \$124,000, and ranged from \$115,000 for managers in a hybrid role to \$132,000 for managers of professional development. The median for managers of recruiting was \$120,000. Not surprisingly, salary medians are generally higher for firms of more than 500 lawyers in the Northeast. This year’s report provides figures for managers whose title includes the word ‘senior.’ The median for this group was \$150,000. The median salary for coordinators was \$72,000, but is higher for those whose jobs involve a mixture of professional development and recruiting, at almost \$81,000. This

may reflect in part that this group of respondents are more likely to have been in the field longer. For coordinators whose title includes the word ‘senior,’ the overall median stood at \$90,000.

- The percent raise in salary over 2019 was typically 3–3.5%.
- A JD degree continues to be the most common among directors of professional development, 70% overall, and 86% among those who have been in the field for less than 13 years. A JD degree is less common among directors of recruiting, at 37%. About 50% of these directors reported a BA/BS as their highest degree. It is also evident that most legal career professionals with a JD have spent at least some time as a practicing attorney—typically six years for directors and managers.
- Directors in a hybrid role were most likely to report having 13 years or more in the field — 78% — compared with about 53% of directors of professional development and 68% for directors of recruiting. About 37% of managers overall reported eight years or less in the field, and 27% reported 15 or more years. Managers of professional development are more likely to have eight years or less in the field — about 40%.
- Many individuals take on ‘other’ duties and one found across all responsibility areas and titles is that of organizing social events other than for the summer program. For example, 33% of recruiting managers indicated duties in this area as did 65% of directors in a hybrid role. It is worth noting that an area not included in the list of ‘other’ duties, working on wellness initiatives, was mentioned a number of times as a write-in description.
- Membership dues in NALP and a local city group are paid for most directors — 88% and 60%, respectively. Most directors of professional development—73% have their dues paid for PDC membership. Figures for managers are similar. Dues for NALP and a local city group are typically paid for recruiting coordinators. Professional development coordinators are less likely to have paid memberships of any kind. For example, fewer than half reported paid NALP dues.

# Introduction



# Salaries

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



## Salaries and Percent Raises for Directors/Chiefs — as of April 1, 2020

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
<b>Overall</b>	\$190,000	\$209,584	\$150,000-250,000	3.0%	93
<b>By General Job Function:</b>					
Recruiting	180,000	202,239	150,000-235,000	4.0	37
Professional Development	210,000	218,393	160,000-250,000	3.0	29
Recruiting and Professional Development	187,000	220,657	145,000-263,000	3.0	23
Diversity, Equity, and Inclusion	225,000	232,833	—	3.9	6
<b>Directors/Chiefs of Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	240,000	272,523	200,000-315,000	5.0	11
National	179,638	187,655	157,500-210,000	3.8	20
Regional	109,000	112,000	—	3.0	5
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	172,400	166,854	120,000-185,000	3.0	18
More than 500	215,000	235,762	160,050-300,000	5.0	19
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	235,000	243,298	179,275-296,000	3.5	11
Northeast/500 or fewer	194,638	201,046	—	3.0	6
Northeast/More than 500	275,000	294,000	—	—	5
Southeast	181,375	223,094	137,500-270,000	5.0	8
Southeast/More than 500	220,000	260,458	—	5.0	6
Midwest	160,000	159,630	130,000-180,000	4.5	9
Midwest/500 or fewer	175,000	169,000	—	3.0	5
West/Rocky Mountain	150,000	173,460	—	3.0	5
<b>By City:</b>					
Chicago	180,000	181,000	—	5.0	5
New York	250,000	263,031	220,000-296,000	4.0	9
<b>By Years in Field:</b>					
Less than 13 years	150,000	156,152	115,000-200,000	4.8	11
13-19.5 years	182,500	204,588	157,500-273,000	4.6	12
20 years or more	205,000	236,438	172,000-275,000	3.0	14
<b>By Education:</b>					
BA/BS	179,275	193,378	150,000-215,000	3.3	19
MA/MS/MBA	235,000	249,200	—	5.0	5
JD	172,000	197,128	130,000-205,000	4.0	13
<b>Directors/Chiefs of Professional Development</b>					
<b>By Scope of Responsibility:</b>					
Global	224,000	247,580	195,700-285,000	3.0	15
National	160,000	191,336	138,000-237,200	3.0	11
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	162,500	172,220	130,000-220,000	3.0	10
More than 500	215,000	242,695	192,500-300,000	3.0	19

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Salaries and Percent Raises for Directors/Chiefs — as of April 1, 2020 *(continued from page 6)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	225,000	245,286	—	3.0	7
Northeast/More than 500	300,000	276,000	—	2.0	5
Mid-Atlantic	194,100	194,700	—	5.0	6
Midwest	173,000	199,200	—	2.9	6
West/Rocky Mountain	205,000	202,500	160,000-245,000	3.0	8
West/Rocky Mountain/More than 500	215,000	237,000	—	—	5
<b>By City:</b>					
New York	262,500	266,667	—	3.5	6
<b>By Years in Field:</b>					
Less than 13 years	205,000	217,714	175,000-275,000	5.0	14
13-19.5 years	210,000	233,386	—	5.0	7
20 years or more	208,250	206,463	145,000-261,100	2.8	8
<b>By Education:</b>					
BA/BS	192,500	176,640	—	—	5
JD	212,500	233,060	180,500-280,000	3.0	20
<b>Directors/Chiefs of Both Recruiting and Professional Development</b>					
<b>By Scope of Responsibility:</b>					
National	165,100	204,510	135,000-250,000	3.2	10
Single Office	193,500	202,500	—	3.0	6
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	165,000	176,283	135,000-205,000	3.0	18
More than 500	360,000	380,400	—	3.0	5
<b>By Region/Firm Size (Lawyers in US):</b>					
Mid-Atlantic	222,000	250,680	—	3.0	5
Southeast	240,000	262,088	163,600-330,000	3.0	8
Southeast/500 or fewer	165,000	182,340	—	—	5
Midwest	135,000	144,400	—	3.0	5
Midwest/500 or fewer	135,000	144,400	—	3.0	5
<b>By Years in Field:</b>					
Less than 13 years	168,000	213,200	—	3.0	5
13-19.5 years	163,600	209,450	129,200-227,500	3.0	8
20 years or more	222,000	238,167	165,000-275,000	3.4	9
<b>By Education:</b>					
BA/BS	187,000	197,667	145,000-250,000	3.2	9
JD	190,000	230,400	150,000-263,000	3.0	11

Note: The number reporting 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 eight salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than five raise percentages were reported for that group. The total number of salaries reported does not equal the sum of salaries reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases. Also, the Diversity, Equity, and Inclusion category includes individuals who reported spending the majority, if not all of their time, on diversity, equity, and inclusion initiatives specifically. These individuals are also included in the larger Professional Development category.



## Salaries and Percent Raises for Managers — as of April 1, 2020

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
<b>Overall</b>	\$124,000	\$126,486	\$105,000-146,350	3.5%	159
<b>By General Job Function</b>					
Recruiting	120,000	125,924	105,000-145,000	4.0	88
Professional Development	132,000	131,663	106,500-150,000	3.0	45
Recruiting and Professional Development	115,100	114,425	100,500-131,000	3.8	20
<b>Senior Managers*</b>					
Overall	150,000	150,325	132,000-165,000	3.1	29
Recruiting	154,900	156,856	138,000-178,750	3.0	16
Professional Development	150,000	143,961	—	3.5	7
<b>Managers of Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	120,000	130,853	105,000-155,000	6.0	17
National	112,000	121,308	104,587-144,152	4.0	31
Regional	120,000	125,708	108,000-139,050	3.0	19
Single Office	120,000	127,988	110,000-130,000	3.3	18
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	108,000	113,286	100,000-125,000	3.6	35
More than 500	130,000	134,269	113,000-155,000	4.0	53
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	120,000	133,857	112,000-154,500	3.3	21
Northeast/500 or fewer	111,000	112,700	105,000-120,000	3.3	10
Northeast/More than 500	154,500	153,091	120,000-165,000	3.5	11
Mid-Atlantic	124,000	124,845	105,000-144,152	3.6	21
Mid-Atlantic/More than 500	120,000	125,047	105,000-144,000	4.0	17
Southeast	97,500	104,813	92,750-114,000	7.0	8
Southeast/500 or fewer	95,000	94,200	—	3.0	5
Midwest	116,000	119,800	105,000-130,000	3.5	15
Midwest/500 or fewer	116,250	115,917	—	3.0	6
Midwest/More than 500	116,000	122,389	105,000-130,000	4.0	9
West/Rocky Mountain	130,000	131,002	108,000-145,000	4.0	23
West/Rocky Mountain/500 or fewer	108,000	117,559	104,587-134,000	7.5	10
West/Rocky Mountain/More than 500	139,050	141,342	126,000-148,000	3.5	13
<b>By City:</b>					
Chicago	130,000	131,125	110,500-144,000	4.0	8
New York	125,000	138,714	115,000-155,000	7.0	14
San Francisco Bay area	146,500	150,756	132,525-170,000	3.5	8

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Salaries and Percent Raises for Managers — as of April 1, 2020 *(continued from page 8)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
Washington DC/Northern VA	125,000	130,916	116,000-158,000	3.4	15
<b>By Years in Field:</b>					
8 years or less	110,000	111,600	95,000-125,000	5.0	31
8.5 to 14.5 years	124,500	129,952	108,000-146,500	4.0	32
15 or more years	144,152	145,059	125,000-165,000	3.4	21
<b>By Education:</b>					
High School or 2-year degree	108,000	120,833	—	3.0	6
BA/BS	122,000	126,076	105,500-142,025	3.5	52
MA/MS/MBA	120,000	123,897	105,000-145,000	6.0	15
JD	120,000	123,826	113,000-135,000	3.5	11
<b>Managers of Professional Development</b>					
<b>By Scope of Responsibility:</b>					
Global	133,500	140,532	124,000-165,000	3.0	22
National	118,500	120,258	105,000-140,000	2.5	13
Single office	150,000	141,975	—	3.0	5
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	125,000	129,901	97,900-160,000	2.5	19
More than 500	133,500	132,950	115,000-150,000	3.3	26
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	157,000	154,016	142,000-173,000	2.5	14
Northeast/500 or fewer	157,000	150,778	135,175-173,438	2.8	8
Northeast/More than 500	157,500	158,333	—	0.0	6
Mid-Atlantic	115,000	120,791	105,000-140,000	5.0	11
Mid-Atlantic/More than 500	118,500	124,400	—	8.0	7
Southeast	125,000	121,378	100,000-132,000	3.0	9
Southeast/More than 500	125,000	124,400	—	3.0	6
Midwest	121,000	114,438	95,000-132,500	2.8	8
<b>By City:</b>					
Chicago	121,000	116,167	—	3.0	6
New York	160,000	162,556	150,000-180,000	2.5	9
Washington DC/Northern VA	115,000	128,460	—	5.0	5
<b>By Years in Field:</b>					
8 years or less	121,250	119,931	95,400-142,000	3.0	18
8.5 to 14.5 years	145,000	143,423	124,000-167,000	2.5	16

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## Salaries and Percent Raises for Managers — as of April 1, 2020 *(continued from page 9)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
15 or more years	144,250	136,130	106,500-154,000	5.0	10
<b>By Education:</b>					
BA/BS	119,000	122,218	105,000-140,000	3.3	21
MA/MS/MBA	150,000	141,611	125,000-160,000	3.0	9
JD	146,350	138,917	123,000-150,000	2.5	15
<b>Managers of Both Recruiting and Professional Development</b>					
<b>By Scope of Responsibility:</b>					
National	118,500	122,100	—	3.5	5
Regional	105,500	102,750	79,000-126,500	3.6	8
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	100,500	99,470	83,000-107,000	4.3	10
More than 500	129,000	129,380	120,000-140,000	3.5	10
<b>By Region/Firm Size (Lawyers in US):</b>					
Midwest	107,000	102,700	—	3.3	5
West/Rocky Mountain	130,000	125,286	—	2.0	7
<b>By Years in Field:</b>					
8 years or less	115,100	108,525	86,000-126,500	4.3	8
8.5 to 14.5 years	107,000	111,000	—	3.6	5
15 or more years	120,000	123,614	—	3.8	7
<b>By Education:</b>					
BA/BS	107,000	107,770	95,000-125,000	3.6	10
MA/MS/MBA	129,000	127,667	—	1.8	6

Note: The number reporting 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 eight salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than five raise percentages were reported for that group. A median of zero means that more than half of the respondents in that group reported receiving no raise between April 1, 2019 and April 1, 2020.

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

\*Managers whose title includes "Senior" are reported separately in this section of the table. A total of 29 respondents reported such a title. These 29 respondents are also included in the appropriate categories in the rest of the table.



## Salaries and Percent Raises for Coordinators and Assistants — as of April 1, 2020

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
<b>Coordinators/Administrators</b>					
All Coordinators/Administrators	\$72,000	\$73,382	\$61,828-82,700	3.0%	120
<b>By General Job Function:</b>					
Recruiting	70,500	72,952	63,000-82,000	3.0	82
Professional Development	73,000	72,170	60,000-80,900	2.9	23
Recruiting and Professional Development	80,750	77,884	60,000-91,000	2.3	14
<b>Senior Coordinators*</b>					
Overall	90,000	89,229	80,900-100,000	2.5	19
Recruiting	98,000	92,490	—	3.8	7
Professional Development	80,900	81,884	—	—	5
Recruiting and Professional Development	91,000	91,214	—	0.0	7
<b>By Scope of Responsibility:</b>					
Global	75,500	78,618	63,000-85,500	3.8	30
National	65,000	67,551	57,800-77,950	3.0	36
Regional	69,013	68,341	60,000-74,500	1.5	26
Single office	78,000	79,951	67,500-92,500	3.0	28
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	63,000	68,381	57,000-76,000	3.0	49
More than 500	75,000	76,834	65,000-85,030	3.0	71
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	80,000	79,836	70,000-90,000	3.0	31
Northeast/500 or fewer	71,000	73,751	63,000-82,400	3.0	14
Northeast/More than 500	82,000	84,847	74,500-95,000	2.1	17
Mid-Atlantic	66,853	67,057	55,000-76,250	2.0	20
Mid-Atlantic/500 or fewer	53,500	60,833	—	—	6
Mid-Atlantic/More than 500	69,948	69,724	65,000-77,500	2.0	14
Southeast	69,340	69,797	63,000-76,250	2.9	24
Southeast/500 or fewer	65,000	65,951	—	3.0	7
Southeast/More than 500	73,520	71,381	63,000-76,500	2.0	17
Midwest	64,000	69,323	59,000-80,900	3.0	19
Midwest/500 or fewer	60,000	66,878	52,998-76,000	3.0	9

(continued on page 12)



**Salaries and Percent Raises for Coordinators and Assistants — as of April 1, 2020** *(continued from page 11)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
Midwest/More than 500	67,173	71,525	63,000-82,000	3.5	10
West/Rocky Mountain	74,580	76,829	60,000-90,508	2.3	26
West/Rocky Mountain/ 500 or fewer	60,000	68,431	56,099-75,000	2.0	13
West/Rocky Mountain/ More than 500	85,000	85,226	74,160-97,758	2.6	13
<b>By City or State:</b>					
Boston	74,500	79,100	—	—	5
Chicago	65,000	75,322	60,000-85,000	3.0	9
Dallas	75,000	74,240	—	1.0	7
Houston	71,760	72,378	61,000-79,750	2.0	8
New York	82,000	81,673	72,750-90,000	3.0	24
Philadelphia	65,603	64,075	59,000-68,698	2.5	8
Portland, OR	60,000	65,800	—	—	5
San Francisco Bay area	85,000	85,567	74,160-98,000	3.1	14
Washington DC/ Northern VA	77,500	73,948	60,000-81,000	3.0	9
<b>By Years in Field:</b>					
Less than 3 years	65,000	65,680	55,550-73,510	3.0	32
3 - 5.5 years	70,000	73,428	60,000-82,000	3.0	43
6 years or more	78,008	79,228	64,500-89,200	3.0	40
<b>By Education:</b>					
High School or 2-year degree	77,950	75,008	60,000-82,700	3.0	12
BA/BS	70,000	71,084	60,000-80,000	3.0	88
MA/MS/MBA	79,750	82,957	69,345-100,000	3.1	14
JD	90,000	83,400	—	—	5
<b>Assistants/Administrative Support</b>					
Overall	52,000	51,882	45,000-58,000	1.0	23

Note: The coordinator category includes individuals whose title includes "administrator" or "specialist." The number reporting 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 eight salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than five raise percentages were reported for that group. A 0.0 (zero) indicates that more than half of the raise percentages reported were zero.

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

\*Coordinators whose title includes "Senior" are reported separately in this section of the table. A total of 19 respondents reported such a title. These 19 respondents are also included in the appropriate categories in the rest of the table.



## Salaries and Percent Raises for Department Heads — as of April 1, 2020

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
<b>Overall</b>	\$192,850	\$217,406	\$150,000-269,000	3.0%	72
<b>By General Job Function:</b>					
Recruiting	177,500	204,675	130,000-240,000	3.5	30
Professional Development	212,500	229,395	167,500-280,000	3.0	20
Recruiting and Professional Development	187,000	223,338	150,000-263,000	3.0	21
Diversity, Equity, and Inclusion	225,000	232,833	—	2.8	6
<b>Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	275,000	288,889	210,000-315,000	5.0	9
National	173,900	181,703	147,076-210,000	3.3	16
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	165,000	160,603	120,000-180,000	3.3	17
More than 500	240,000	262,308	200,000-300,000	5.0	13
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	275,000	273,286	—	3.5	7
Southeast	200,000	231,714	—	4.5	7
Southeast/More than 500	240,000	280,000	—	—	5
Midwest	152,500	156,375	120,000-192,500	4.5	8
Midwest/500 or fewer	175,000	158,200	—	4.0	5
West/Rocky Mountain	150,000	170,460	—	3.0	5
<b>By City:</b>					
Chicago	180,000	181,000	—	5.0	5
New York	285,500	283,833	—	—	6
<b>By Years in Field:</b>					
Less than 13 years	162,500	160,875	117,500-192,500	5.0	8
13-19.5 years	165,000	193,444	125,000-296,000	4.0	9
20 years or more	210,000	239,404	172,000-275,000	3.0	13
<b>By Education:</b>					
BA/BS	172,800	193,807	115,000-215,000	3.0	15
MA/MS/MBA	220,000	231,030	—	5.0	5
JD	173,500	207,800	125,000-240,000	4.0	10
<b>Professional Development</b>					
<b>By Scope of Responsibility:</b>					
Global	235,000	263,270	200,000-285,000	3.0	10
National	185,000	206,275	144,000-268,600	3.0	8
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	175,000	178,356	138,000-220,000	4.0	9
More than 500	275,000	271,155	200,000-325,000	3.0	11

(continued on page 14)

## Salaries and Percent Raises for Department Heads — as of April 1, 2020 *(continued from page 13)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
<b>By Region/Firm Size (Lawyers in US):</b>					
West/Rocky Mountain	205,000	202,500	160,000-245,000	3.0	8
West/Rocky Mountain/ More than 500	215,000	237,000	—	—	5
<b>By Years in Field:</b>					
Less than 13 years	200,000	220,636	160,000-300,000	4.0	11
13-19.5 years	215,000	248,117	—	3.0	6
<b>By Education:</b>					
JD	226,100	248,371	190,000-285,000	3.0	14
<b>Both Recruiting and Professional Development</b>					
<b>By Scope of Responsibility:</b>					
National	168,000	212,233	145,000-250,000	3.0	9
Single Office	165,000	193,000	—	3.0	5
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	165,000	174,256	135,000-197,500	3.0	16
More than 500	360,000	380,400	—	3.0	5
<b>By Region/Firm Size (Lawyers in US):</b>					
Mid-Atlantic	222,000	250,680	—	3.0	5
Southeast	240,000	262,088	163,600-330,000	3.0	8
Southeast/500 or fewer	165,000	182,340	—	—	5
<b>By Years in Field:</b>					
Less than 13 years	168,000	213,200	—	3.0	5
13-19.5 years	165,000	220,086	—	3.0	7
20 years or more	204,500	236,688	155,000-287,500	3.2	8
<b>By Education:</b>					
BA/BS	176,000	191,125	135,000-248,500	3.0	8
JD	197,500	239,940	165,000-263,000	3.0	10

Note: The number reporting 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 eight salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than five raise percentages were reported for that group.

The total number of salaries reported does not equal the sum of salaries reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases. Also, the Diversity, Equity, and Inclusion category includes individuals who reported spending the majority, if not all of their time, on diversity, equity, and inclusion initiatives specifically. These individuals are also included in the larger Professional Development category.



## Salaries and Percent Raises for First-level Professionals — as of April 1, 2020

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
<b>Overall</b>	\$124,000	\$131,165	\$105,000-155,000	3.5%	145
<b>By General Job Function:</b>					
Recruiting	120,000	129,470	104,587-156,000	3.5	77
Professional Development	140,000	144,487	110,000-161,875	3.0	41
Recruiting and Professional Development	107,000	113,048	90,508-130,000	4.0	21
<b>Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	125,000	143,250	115,000-170,000	4.0	15
National	130,835	136,649	105,000-160,050	3.5	26
Regional	114,000	112,132	90,000-130,000	3.0	16
Single Office	116,500	121,916	100,000-130,000	3.3	18
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	108,000	112,671	95,000-125,000	3.5	38
More than 500	139,050	145,839	118,000-175,000	3.8	39
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	127,500	143,672	107,500-172,138	3.3	20
Northeast/500 or fewer	112,000	123,918	105,000-125,000	3.0	13
Northeast/More than 500	165,000	180,357	—	4.0	7
Mid-Atlantic	142,400	141,136	115,000-169,393	3.2	12
Mid-Atlantic/More than 500	142,400	139,985	110,000-170,000	3.2	10
Southeast	95,000	103,050	81,700-100,000	4.0	9
Southeast/500 or fewer	87,350	84,950	—	3.5	6
Midwest	117,750	120,104	100,500-131,835	3.0	16
Midwest/500 or fewer	117,500	114,500	—	3.0	7
Midwest/More than 500	118,000	124,463	105,000-131,670	4.0	9
West/Rocky Mountain	122,500	127,652	107,000-142,025	4.0	20
West/Rocky Mountain/500 or fewer	107,000	106,559	95,000-120,000	8.0	10
West/Rocky Mountain/More than 500	134,525	148,745	125,000-180,000	3.0	10
<b>By City:</b>					
Chicago	130,000	131,125	110,500-144,000	4.0	8
New York	155,000	162,060	120,000-182,500	4.0	13
San Francisco Bay area	145,000	152,293	—	3.0	7
Washington DC/ Northern VA	130,000	141,781	116,000-170,000	3.4	11

(continued on page 16)



**Salaries and Percent Raises for First-level Professionals — as of April 1, 2020** *(continued from page 15)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
<b>By Years in Field:</b>					
8 years or less	106,000	109,110	95,000-120,000	4.0	25
8.5-14.5 years	130,835	133,122	100,000-160,050	3.5	26
15 or more years	160,000	156,267	130,000-170,000	3.2	21
<b>By Education:</b>					
High School or 2-year degree	96,000	101,957	—	3.0	7
BA/BS	125,000	128,884	105,000-155,000	3.6	50
MA/MS/MBA	119,000	142,971	—	3.1	7
JD	125,835	133,876	115,000-156,000	3.0	10
<b>Professional Development</b>					
<b>By Scope of Responsibility:</b>					
Global	150,000	162,089	125,000-186,000	3.0	19
National	117,750	125,542	105,000-149,500	3.0	12
Single Office	150,000	141,975	—	3.0	5
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	124,000	128,357	97,900-160,000	2.5	19
More than 500	149,250	158,418	118,500-186,000	5.0	22
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	163,438	173,348	150,000-195,000	2.0	14
Northeast/500 or fewer	157,000	147,109	120,500-173,438	2.8	8
Northeast/More than 500	202,000	208,333	—	0.5	6
Mid-Atlantic	118,500	133,554	105,000-152,300	5.0	13
Mid-Atlantic/More than 500	135,000	142,033	115,000-152,300	5.0	9
Southeast	106,500	114,680	—	3.0	5
Midwest	132,500	129,688	114,000-144,250	2.8	8
<b>By City:</b>					
Chicago	125,000	135,800	—	6.0	5
New York	182,500	190,300	154,000-224,000	2.0	10
Washington DC/ Northern VA	133,650	142,050	—	5.0	6
<b>By Years in Field:</b>					
8 years or less	118,500	125,560	95,400-150,000	4.0	15
8.5-14.5 years	161,875	153,161	123,000-185,000	2.0	11
15 or more years	150,400	160,414	135,000-160,000	3.0	14

*(continued on page 17)*



**Salaries and Percent Raises for First-level Professionals — as of April 1, 2020** *(continued from page 16)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
<b>By Education:</b>					
BA/BS	112,500	125,148	105,000-152,300	4.5	14
MA/MS/MBA	155,000	149,850	125,000-180,000	2.0	10
JD	148,500	157,259	123,000-185,000	3.0	17
<b>Both Recruiting and Professional Development</b>					
<b>By Scope of Responsibility:</b>					
National	118,500	120,500	—	4.3	5
Regional	83,000	87,930	—	2.8	7
Single Office	113,350	129,783	—	6.2	6
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	97,000	107,747	75,000-115,000	5.2	15
More than 500	125,000	126,300	—	3.5	6
<b>By Region/Firm Size (Lawyers in US):</b>					
Midwest	107,000	109,071	—	4.4	7
Midwest/500 or fewer	107,000	107,800	—	6.0	5
West/Rocky Mountain	95,000	103,930	—	3.5	7
West/Rocky Mountain/ 500 or fewer	90,508	93,102	—	4.0	5
<b>By Years in Field:</b>					
8 years or less	86,000	91,200	—	4.3	6
8.5-14.5 years	95,000	95,000	—	0.0	5
15 or more years	126,000	135,181	107,000-145,000	4.2	10
<b>By Education:</b>					
BA/BS	95,000	107,383	75,000-111,700	3.8	11

The number reporting 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 eight salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than five raise percentages were reported for that group.

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



## Salaries and Percent Raises for Second-level and Third-level Professionals — as of April 1, 2020

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
<b>Second-Level Positions</b>					
<b>All Second-level Positions</b>	\$86,000	\$94,886	\$65,000-120,000	3.0%	109
<b>By General Job Function:</b>					
Recruiting	82,400	89,174	65,000-108,000	3.6	71
Professional Development	102,500	105,699	76,760-140,000	3.5	24
Recruiting and Professional Development	100,000	94,943	56,099-128,000	2.0	11
<b>Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	85,250	91,054	63,000-105,000	6.5	14
National	81,000	88,732	65,000-105,000	3.8	22
Regional	79,765	89,728	65,000-113,000	2.5	18
Single Office	86,200	85,276	72,500-97,500	3.0	16
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	65,840	71,144	58,600-82,000	3.0	22
More than 500	92,500	97,269	72,000-120,000	4.0	49
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	85,500	90,738	71,000-105,000	3.0	21
Northeast/500 or fewer	77,000	76,438	63,000-83,950	3.0	8
Northeast/More than 500	95,000	99,538	74,500-120,000	3.0	13
Mid-Atlantic	105,000	99,502	70,000-124,000	5.0	14
Mid-Atlantic/More than 500	110,000	112,821	95,000-125,000	5.0	11
Southeast	75,000	79,860	68,680-90,000	3.3	13
Southeast/More than 500	75,500	78,650	64,000-90,000	3.6	10
Midwest	68,500	73,690	60,000-82,000	3.0	10
Midwest/More than 500	77,000	81,317	—	3.0	6
West/Rocky Mountain	85,000	96,752	70,000-126,000	6.0	13
West/Rocky Mountain/More than 500	97,758	106,308	75,016-145,000	5.9	9
<b>By City:</b>					
Chicago	65,000	71,780	—	—	5
Dallas	75,000	74,113	—	2.3	6
New York	87,750	89,963	68,500-102,500	3.0	16
San Francisco Bay area	97,758	97,396	—	6.0	7
Washington DC/Northern VA	102,515	99,505	—	2.0	6

(continued on page 19)



## Salaries and Percent Raises for Second-level and Third-level Professionals — as of April 1, 2020 *(continued from page 18)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
<b>By Years in Field:</b>					
Less than 3 years	70,000	72,898	65,000-76,000	1.3	13
3-5.5 years	72,250	75,671	59,300-88,000	3.3	24
6 years or more	105,000	104,930	82,000-120,000	4.0	34
<b>By Education:</b>					
BA/BS	75,000	81,290	63,000-98,901	3.0	43
MA/MS/MBA	93,750	100,471	82,500-123,000	7.0	16
JD	113,000	107,429	—	—	7
<b>Professional Development</b>					
<b>By Scope of Responsibility:</b>					
Global	125,000	118,775	80,000-150,000	3.3	11
National	84,500	94,325	60,000-140,000	2.8	10
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	65,000	78,139	60,000-84,000	2.8	9
More than 500	125,000	122,235	85,000-142,000	3.5	15
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	141,000	131,058	—	4.0	6
Southeast	112,500	109,587	—	3.0	6
Southeast/More than 500	125,000	118,504	—	—	5
Midwest	80,900	77,980	—	—	5
<b>By Years in Field:</b>					
3-5.5 years	85,000	92,833	—	4.0	6
6 years or more	136,000	130,279	109,500-148,175	3.3	12
<b>By Education:</b>					
BA/BS	92,500	101,625	72,500-136,000	3.5	16
<b>Both Recruiting and Professional Development</b>					
<b>By Scope of Responsibility:</b>					
Regional	97,500	92,517	—	0.0	6
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	56,099	63,475	—	2.0	5
More than 500	126,500	121,167	—	2.3	6
<b>By Region/Firm Size (Lawyers in US):</b>					
West/Rocky Mountain	102,000	103,683	—	0.0	6
<b>By Years in Field:</b>					
6 years or more	104,000	98,655	—	2.8	5
<b>By Education:</b>					
BA/BS	100,000	93,896	—	1.0	7

*(continued on page 20)*

## Salaries and Percent Raises for Second-level and Third-level Professionals — as of April 1, 2020 *(continued from page 19)*

	Median Salary	Average Salary	Half of Salaries Fell in Range	Median % Raise from April 2019	# Reporting
<b>Third-level/Administrative Support Positions*</b>					
<b>All Third-level/support positions</b>	65,000	67,002	55,000-77,500	2.3	71
<b>By General Job Function:</b>					
Recruiting	67,533	68,577	55,000-77,750	2.8	44
Professional Development	66,250	67,078	56,500-75,000	1.0	16
Recruiting and Professional Development	55,500	59,300	33,000-86,500	2.3	10
<b>By City:</b>					
New York	75,000	75,737	60,000-88,400	2.5	18
Philadelphia	64,000	61,162	53,000-66,853	2.0	12
San Francisco Bay area	79,580	77,693	—	0.0	6
Washington DC/ Northern VA	70,000	71,134	—	2.9	7

The number reporting 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 eight salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than five raise percentages were reported for that group. A 0.0 (zero) indicates that more than half of the raise percentages reported were zero.

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

\* Third-level also includes positions reported as "administrative" positions.



# Bonuses

Bonus findings are based on reported non-zero bonuses. Additionally, for each grouping the percentage not receiving a bonus is indicated. Bonuses were most frequently awarded based on merit — 76% of respondents, followed by a year-end or holiday bonus at 20%, and then firm profitability at 31%. However, at the department head and director level, firm profitability was more common as a basis than was a year-end/holiday basis. Seniority is rarely a consideration.



## Bonuses for Directors/Chiefs Bonuses Paid Between April 1, 2019 and April 1, 2020

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>Overall</b>	\$19,785	\$24,956	\$9,000-30,000	82	6.8
<b>By General Job Function:</b>					
Recruiting	15,000	23,455	8,000-40,000	31	13.9
Professional Development	20,000	23,003	10,000-29,000	27	3.6
Recruiting and Professional Development	20,000	28,250	9,000-30,000	21	0
<b>Directors/Chiefs of Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	25,000	27,955	12,000-50,000	11	0
National	15,000	25,633	11,500-45,000	15	21.1
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	9,000	13,579	8,000-15,000	14	17.6
More than 500	25,000	31,588	15,000-45,000	17	10.5
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	22,500	31,250	8,000-45,000	10	0
Northeast/500 or fewer	8,000	18,500	—	5	0
Northeast/More than 500	40,000	44,000	—	5	0
Southeast	23,500	24,014	—	7	12.5
Southeast/More than 500	25,000	30,700	—	5	16.7
Midwest	8,000	16,600	—	5	44.4
West/Rocky Mountain	15,000	21,600	—	5	0
<b>By City:</b>					
New York	32,500	36,938	14,000-52,500	8	0
<b>By Years in Field:</b>					
Less than 13 years	10,000	11,622	7,000-15,000	9	18.2
13-19.5 years	20,000	33,611	11,500-50,000	9	18.2
20 years or more	20,000	24,615	12,000-45,000	13	7.1
<b>By Education:</b>					
BA/BS	15,000	20,235	10,000-20,000	17	5.6
MA/MS/MBA	45,000	40,600		5	0
JD	15,000	20,011	7,500-25,000	9	30.8

(continued on page 23)



## Bonuses for Directors/Chiefs

### Bonuses Paid Between April 1, 2019 and April 1, 2020 *(continued from page 22)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/Chiefs of Professional Development</b>					
<b>By Scope of Responsibility:</b>					
Global	25,000	30,219	19,570-35,000	14	0
National	14,250	17,650	9,000-20,500	10	9.1
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	12,500	13,550	3,000-20,500	10	0
More than 500	24,000	28,563	13,500-35,000	17	5.6
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	27,000	32,833	—	6	14.3
Mid-Atlantic	14,250	15,678	—	6	0
Midwest	20,250	22,083	—	6	0
West/Rocky Mountain	10,000	15,643	—	7	0
<b>By City:</b>					
New York	30,000	38,900	—	5	16.7
<b>By Years in Field:</b>					
Less than 13 years	17,500	21,375	10,000-32,000	12	7.7
13-19.5 years	25,000	29,081	—	7	0
20 years or more	17,000	20,125	6,500-24,500	8	0
<b>By Education:</b>					
BA/BS	13,500	16,414	—	5	0
JD	20,250	24,778	12,000-29,000	18	5.3
<b>Directors/Chiefs of Both Recruiting and Professional Development</b>					
<b>By Scope of Responsibility:</b>					
National	17,000	27,000	5,000-35,000	9	0
Single office	22,500	26,833	—	6	0
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	17,000	20,485	5,000-25,000	17	0
<b>By Region/Firm Size (Lawyers in US):</b>					
Mid-Atlantic	13,000	26,700	—	5	0
Southeast	25,000	32,214	—	7	0
Southeast/ 500 or fewer	25,000	19,100	—	5	0

*(continued on page 24)*

## Bonuses for Directors/Chiefs

### Bonuses Paid Between April 1, 2019 and April 1, 2020 *(continued from page 23)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>By Years in Field:</b>					
Less than 13 years	13,000	14,600	—	5	0
13-19.5 years	17,000	19,292	—	6	0
20 years or more	28,000	42,722	20,000-75,000	9	0
<b>By Education:</b>					
BA/BS	25,000	33,583	10,000-35,000	9	0
JD	20,000	20,611	13,000-25,000	9	0

The number reporting 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 10 bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus. The total number of bonuses reported does not equal the sum of bonuses reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases. Among directors/chiefs, most who received a bonus—83%—reported that the bonus was based on merit. The second-most frequent basis, reported by 38%, was firm profitability. Percentages add up to more than 100 because more than one basis could be checked.



## Bonuses for Managers Bonuses Paid Between April 1, 2019 and April 1, 2020

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>Overall</b>	\$8,300	\$9,459	\$5,000-13,000	134	13.0%
<b>By General Job Function:</b>					
Recruiting	10,000	10,639	5,875-15,225	72	14.3
Professional Development	7,000	7,692	3,500-10,000	37	15.9
Recruiting and Professional Development	6,400	7,834	4,500-12,000	19	5.0
<b>Senior Managers*</b>					
Overall	11,500	12,636	6,500-18,000	25	13.8
Recruiting	13,500	15,450	10,000-20,000	14	12.5
Professional Development	3,500	7,300	—	5	28.6
<b>Managers of Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	9,000	11,118	5,000-17,000	13	13.3
National	8,000	9,427	5,875-13,500	28	9.7
Regional	9,000	8,973	5,000-11,500	15	16.7
Single Office	15,225	14,496	10,000-19,000	14	22.2
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	10,000	9,320	5,000-12,000	29	12.1
More than 500	10,000	11,529	6,000-16,000	43	15.7
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	13,725	12,936	6,000-19,500	16	20.0
Northeast/ 500 or fewer	10,000	10,883	—	6	33.3
Northeast/More than 500	16,725	14,168	6,000-20,000	10	9.1
Mid-Atlantic	8,500	10,869	7,500-11,300	13	31.6
Mid-Atlantic/ More than 500	9,000	11,480	7,500-15,500	10	33.3
Southeast	6,000	9,196	—	7	0
Midwest	11,000	10,875	5,750-15,000	14	6.7
Midwest/ 500 or fewer	15,000	13,250	—	6	0
Midwest/More than 500	9,000	9,094	5,375-11,500	8	11.1
West/Rocky Mountain	10,000	9,142	5,000-11,500	22	4.3
West/Rocky Mountain/500 or fewer	10,000	8,060	3,500-10,000	10	0
West/Rocky Mountain/ More than 500	9,500	10,044	7,463-14,000	12	7.7

(continued on page 26)



## Bonuses for Managers

### Bonuses Paid Between April 1, 2019 and April 1, 2020 *(continued from page 25)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>By City:</b>					
Chicago	12,000	12,214	—	7	12.5
New York	15,450	13,075	6,000-19,000	13	7.1
San Francisco Bay area	10,750	11,767	—	6	14.3
Washington DC/Northern VA	11,300	13,311	8,500-16,500	9	35.7
<b>By Years in Field:</b>					
8 years or less	8,500	9,081	5,000-12,000	22	21.4
8.5 to 14.5 years	10,000	11,305	7,750-15,725	28	9.7
15 or more years	10,000	11,988	5,000-15,500	17	15.0
<b>By Education:</b>					
BA/BS	10,000	11,334	6,000-16,000	43	17.3
MA/MS/MBA	9,500	10,563	8,000-12,500	12	7.7
JD	5,000	7,690	4,000-11,000	10	0
<b>Managers of Professional Development</b>					
<b>By Scope of Responsibility:</b>					
Global	8,745	8,694	5,000-10,000	17	19.0
National	5,000	4,650	2,500-6,000	12	7.7
Single office	15,000	10,800	—	5	0
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	5,250	6,738	2,750-9,000	16	20.0
More than 500	8,600	8,419	50,00-10,000	21	12.5
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	14,000	12,117	8,000-15,000	9	30.8
Northeast/ 500 or fewer	8,000	10,700	—	5	37.5
Mid-Atlantic	4,250	5,675	3,000-7,500	10	9.1
Mid-Atlantic/ More than 500	5,000	6,606	—	7	0
Southeast	10,000	8,125	3,750-10,000	8	11.1
Midwest	5,000	5,163	3,000-6,500	8	0
<b>By City:</b>					
Chicago	5,000	5,667	—	6	0
New York	11,300	11,381	7,500-15,000	8	11.1
Washington DC/Northern VA	5,000	7,249	—	5	0

*(continued on page 27)*

## Bonuses for Managers

### Bonuses Paid Between April 1, 2019 and April 1, 2020 *(continued from page 26)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>By Years in Field:</b>					
8 years or less	5,000	7,623	5,000-10,000	13	27.8
8.5 to 14.5 years	10,000	9,396	3,250-15,000	12	14.3
15 or more years	7,000	6,159	3,000-8,745	11	0
<b>By Education:</b>					
BA/BS	7,250	7,697	3,000-10,000	18	5.3
MA/MS/MBA	6,750	7,869	3,000-11,500	8	11.1
JD	5,000	7,555	3,500-10,000	11	31.3
<b>Managers of Both Recruiting and Professional Development</b>					
<b>By Scope of Responsibility:</b>					
National	6,000	7,530	—	5	0
Regional	6,400	6,386	—	7	0
Single office	5,500	9,000	—	5	0
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	5,500	5,706	3,000-6,000	9	0
More than 500	8,300	9,750	6,400-14,000	10	9.1
<b>By Region/Firm Size (Lawyers in US):</b>					
West/Rocky Mountain	6,600	9,307	—	7	0
<b>By Years in Field:</b>					
8 years or less	5,500	6,300	—	7	0
8.5 to 14.5 years	6,000	7,320	—	5	0
15 or more years	10,150	9,736	—	7	12.5
<b>By Education:</b>					
BA/BS	6,000	8,220	5,000-12,000	10	0
MA/MS/MBA	6,600	8,130	—	5	16.7

The number reporting 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 eight bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus. The total number of bonuses reported does not equal the sum of bonuses reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

\*Managers whose title includes "Senior" are reported separately in this section of the table. A total of 25 respondents reported such a title and receiving a bonus. These 25 respondents and those who did not receive a bonus (as reported in the last column) are also included in the appropriate categories in the rest of the table. Among managers, most who received a bonus — 83% — reported that the bonus was based on merit. The second most frequent basis, reported by 40%, was a year-end or holiday bonus. Percentages add to more than 100 because more than one basis could be checked.



## Bonuses for Coordinators and Assistants

### Bonuses Paid Between April 1, 2019 and April 1, 2020

	Median Bonus	Average Bonus	Half of Bonuses-Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>Coordinators/Administrators</b>					
<b>All Coordinators/Administrators</b>	\$3,000	\$3,778	\$1,500-5,250	81	22.1%
<b>By General Job Function:</b>					
Recruiting	3,500	3,622	1,000-5,250	59	18.1
Professional Development	3,000	3,862	2,000-4,800	13	27.8
Recruiting and Professional Development	3,000	4,681	1,900-6,000	9	30.8
<b>Senior coordinators*</b>					
Overall	5,750	6,677	4,250-9,750	12	0
<b>By Scope of Responsibility:</b>					
Global	5,000	5,228	3,500-7,500	23	0
National	1,526	2,438	1,000-3,000	24	25.0
Regional	1,879	2,225	1,000-3,000	13	43.5
Single Office	4,800	4,685	2,250-6,000	21	19.2
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	3,000	3,464	1,000-5,000	35	16.7
More than 500	3,550	4,018	1,900-5,500	46	25.8
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	5,000	5,118	3,000-7,500	23	11.5
Northeast/500 or fewer	4,800	5,283	3,000-7,500	9	10.0
Northeast/More than 500	5,000	5,011	3,500-6,000	14	12.5
Mid-Atlantic	1,000	2,138	950-3,525	8	46.7
Mid-Atlantic/More than 500	1,000	2,590	—	5	54.5
Southeast	3,000	3,488	1,500-5,250	18	10.0
Southeast/500 or fewer	1,450	2,250	—	6	14.3
Southeast/More than 500	3,550	4,106	2,063-5,625	12	7.7
Midwest	1,950	2,419	1,075-3,250	16	15.8
Midwest/500 or fewer	2,500	3,019	1,075-5,000	8	11.1
Midwest/More than 500	1,950	1,819	1,076-2,250	8	20.0

(continued on page 29)

## Bonuses for Coordinators and Assistants

### Bonuses Paid Between April 1, 2019 and April 1, 2020 *(continued from page 28)*

	Median Bonus	Average Bonus	Half of Bonuses-Fell in Range	# Reporting a Bonus	% Reporting No Bonus
West/Rocky Mountain	3,850	4,360	2,250-6,190	16	33.3
West/Rocky Mountain/ 500 or fewer	3,000	3,542	2,000-5,000	9	25.0
West/Rocky Mountain/More than 500	5,000	5,411	—	7	41.7
<b>By City:</b>					
Chicago	2,000	2,400	—	7	12.5
Dallas	5,250	5,350	—	5	16.7
Houston	3,550	3,817	—	6	0
New York	5,000	5,386	3,000-7,500	18	14.3
San Francisco Bay area	5,000	5,876	5,000-7,500	9	30.8
Washington DC/ Northern VA	1,625	2,675	—	6	0
<b>By Years in Field:</b>					
Less than 3 years	4,000	3,637	1,879-5,250	21	22.2
3-5.5 years	2,500	3,553	1,100-5,000	27	20.6
6 years or more	3,500	4,203	1,500-6,000	29	23.7
<b>By Education:</b>					
High School or 2-year degree	2,000	2,784	1,500-3,600	11	15.4
BA/BS	3,000	3,608	1,050-5,000	58	24.7
MA/MS/MBA	4,250	4,675	2,450-6,500	8	11.1
<b>Assistants/Administrative Support</b>					
Overall	2,480	2,618	1,500-3,400	11	47.6

The coordinator grouping also includes individuals whose title includes administrator or specialist. Medians, averages, and the ranges are based on non-zero bonuses reported. The number reporting column shows the number of non-zero bonuses figures reported. Groupings with fewer than five bonuses reported are not shown, and only medians and averages are shown if fewer than eight bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus. The total number of bonuses reported does not equal the sum of bonuses reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

\*Coordinators whose title includes "Senior" are reported separately in this section of the table. A total of 12 respondents reported such a title and receiving a bonus. These 12 respondents are also included in the appropriate categories in the rest of the table. Among coordinators, over two-thirds who received a bonus—68%—reported that the bonus was based on merit. The second most frequent basis, reported by 55%, was a year-end or holiday bonus. Percentages add up to more than 100 because more than one basis could be checked.



### Bonuses for Department Heads Bonuses Paid Between April 1, 2019 and April 1, 2020

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>Overall</b>	\$19,785	\$25,639	\$8,000-32,500	64	8.6%
<b>By General Job Function:</b>					
Recruiting	15,000	24,364	8,000-45,000	25	16.7
Professional Development	20,250	24,365	10,000-30,000	18	5.3
Recruiting and Professional Development	20,000	25,913	7,000-29,000	20	0
<b>Department Heads – Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	25,000	27,111	12,000-50,000	9	0
National	15,000	27,917	11,000-45,000	12	25.0
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	11,000	14,079	8,000-15,000	14	17.6
More than 500	45,000	37,455	20,000-50,000	11	15.4
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	25,000	37,071	—	7	0
Southeast	17,500	24,100	—	6	14.3
West/Rocky Mountain	15,000	20,800	—	5	0
<b>By City:</b>					
New York	35,000	41,250	—	6	0
<b>By Years in Field:</b>					
Less than 13 years	9,000	11,600	—	6	25.0
13-19.5 years	16,000	34,714	—	7	22.2
20 years or more	17,500	24,708	10,000-45,000	12	7.7
<b>By Education:</b>					
BA/BS	15,000	21,214	10,000-20,000	14	6.7
MA/MS/MBA	45,000	34,200	—	5	0
JD	16,250	23,517	—	6	40.0
<b>Department Heads – Professional Development</b>					
<b>By Scope of Responsibility:</b>					
Global	25,000	30,841	19,570-35,000	9	0
National	20,000	21,643	—	7	12.5
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	15,000	14,778	8,000-20,500	9	0
More than 500	25,000	33,952	19,570-38,000	9	10.0

(continued on page 31)

## Bonuses for Department Heads

### Bonuses Paid Between April 1, 2019 and April 1, 2020 *(continued from page 30)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>By Region/Firm Size (Lawyers in US):</b>					
West/Rocky Mountain	10,000	15,643	—	7	0
<b>By Years in Field:</b>					
Less than 13 years	15,000	21,722	8,000-35,000	9	10.0
13-19.5 years	25,000	32,428	—	6	0
<b>By Education:</b>					
JD	22,750	25,833	15,000-30,000	12	7.7
<b>Department Heads – Both Recruiting and Professional Development</b>					
<b>By Scope of Responsibility:</b>					
National	17,000	27,000	5,000-35,000	9	0
Single office	20,000	17,200	—	5	0
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	15,000	17,078	4,625-25,000	16	0
<b>By Region/Firm Size (Lawyers in US):</b>					
Mid-Atlantic	13,000	26,700	—	5	0
Southeast	25,000	32,214	—	7	0
Southeast/500 or fewer	25,000	19,100	—	5	0
<b>By Years in Field:</b>					
Less than 13 years	13,000	14,600	—	5	0
13-19.5 years	17,000	19,292	—	6	0
20 years or more	26,500	38,688	12,500-65,000	8	0
<b>By Education:</b>					
BA/BS	22,500	28,406	7,500-31,500	8	0
JD	20,000	20,611	13,000-25,000	9	0

The number reporting 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 eight bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus. The total number of bonuses reported does not equal the sum of bonuses reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

Among department heads, most who received a bonus—80%—reported that the bonus was based on merit. The second most frequent basis, reported by 36%, was firm profitability. Percentages add to more than 100 because more than one basis could be checked.



## Bonuses for First-level Professionals Bonuses Paid Between April 1, 2019 and April 1, 2020

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>Overall</b>	\$8,745	\$11,092	\$5,000-15,000	125	11.3%
<b>By General Job Function:</b>					
Recruiting	10,000	11,266	5,000-16,500	66	12.0
Professional Development	8,000	10,459	3,500-13,500	37	11.9
Recruiting and Professional Development	6,000	11,174	5,000-10,150	17	10.5
<b>First-level – Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	17,000	16,618	5,000-23,500	11	15.4
National	9,500	10,477	5,875-15,000	24	7.7
Regional	8,100	7,504	2,500-10,000	13	18.8
Single Office	11,250	11,984	6,000-18,500	16	11.1
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	8,000	7,952	2,750-11,250	32	11.1
More than 500	12,000	14,385	8,000-20,000	34	12.8
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	18,000	14,917	6,000-20,000	15	16.7
Northeast/ 500 or fewer	7,000	8,844	2,725-15,500	8	27.3
Northeast/ More than 500	20,000	21,857	—	7	0
Mid-Atlantic	11,400	13,288	9,250-17,500	8	27.3
Mid-Atlantic/ More than 500	13,250	14,633	—	6	33.3
Southeast	3,188	8,891	1,250-14,750	8	0
Southeast/ 500 or fewer	1,500	2,625	—	5	0
Midwest	11,000	11,183	8,000-15,000	15	11.8
Midwest/ 500 or fewer	15,000	12,143	—	7	12.5
Midwest/ More than 500	10,500	10,344	6,875-13,500	8	11.1
West/Rocky Mountain	9,050	8,731	4,250-10,750	20	4.8
West/Rocky Mountain/500 or fewer	7,500	6,710	3,000-10,000	10	0

(continued on page 33)

## Bonuses for First-level Professionals

### Bonuses Paid Between April 1, 2019 and April 1, 2020 *(continued from page 32)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
West/Rocky Mountain/More than 500	9,050	10,753	6,925-16,500	10	9.1
<b>By City:</b>					
Chicago	12,000	12,214	—	7	12.5
New York	18,000	16,936	8,000-20,000	11	8.3
San Francisco Bay Area	10,000	10,767	—	6	14.3
Washington DC/Northern VA	13,150	13,913	9,250-18,250	8	20.0
<b>By Years in Field:</b>					
8 years or less	10,000	8,933	2,500-15,000	19	20.8
8.5-14.5 years	11,250	11,675	8,000-16,000	22	8.3
More than 15 years	10,000	14,226	5,000-20,000	19	9.5
<b>By Education:</b>					
High School or 2-year degree	3,250	6,042	—	6	14.3
BA/BS	10,000	11,479	5,750-17,500	43	12.2
MA/MS/MBA	12,000	18,660	—	5	16.7
JD	10,500	10,090	5,000-15,000	10	0
<b>First-level – Professional Development</b>					
<b>By Scope of Responsibility:</b>					
Global	10,000	14,825	5,250-18,975	16	15.8
National	5,000	5,446	2,500-7,000	13	0
Single office	15,000	10,800	—	5	0
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	5,000	6,488	2,500-8,000	17	15.0
More than 500	10,000	13,835	5,000-16,475	20	9.1
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	15,000	17,768	7,000-20,000	11	21.4
Northeast/500 or fewer	7,500	9,333	—	6	25.0
Northeast/More than 500	20,000	27,890	—	5	16.7
Mid-Atlantic	5,000	6,979	3,250-10,500	12	7.7
Mid-Atlantic/More than 500	8,745	8,138	3,500-12,000	9	0
Southeast	7,500	6,667	—	6	0
Midwest	5,000	8,475	4,250-9,000	8	0

*(continued on page 34)*

## Bonuses for First-level Professionals

### Bonuses Paid Between April 1, 2019 and April 1, 2020 *(continued from page 33)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>By City:</b>					
Chicago	5,000	10,100	—	5	0
New York	15,000	19,439	8,000-20,000	9	10.0
Washington DC/ Northern VA	6,873	8,041	—	6	0
<b>By Years in Field:</b>					
8 years or less	5,000	9,091	5,000-12,000	11	26.7
8.5-14.5 years	12,500	11,025	3,500-17,950	10	9.1
More than 15 years	8,000	11,450	3,000-10,000	15	0
<b>By Education:</b>					
BA/BS	7,873	8,182	5,000-10,000	14	0
MA/MS/MBA	8,000	9,661	3,500-15,000	9	10.0
JD	7,500	13,250	3,500-15,000	14	22.2
<b>First-level – Both Recruiting and Professional Development</b>					
<b>By Scope of Responsibility:</b>					
Regional	6,000	5,660	—	5	16.7
Single Office	5,750	19,417	—	6	0
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	5,750	11,446	4,000-8,075	12	7.7
More than 500	6,600	10,520	—	5	16.7
<b>By Region/Firm Size (Lawyers in US):</b>					
West/Rocky Mountain	5,800	8,292	—	6	14.3
<b>By Years in Field:</b>					
8 years or less	4,500	3,740	—	5	0
More than 15 years	11,075	18,456	6,250-17,500	8	11.1
<b>By Education:</b>					
BA/BS	5,750	13,820	5,000-12,000	10	9.1

The number reporting 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 eight bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus. The last column shows the percentage of respondents who reported receiving no bonus. The total number of bonuses reported does not equal the sum of bonuses reported by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases.

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



## Bonuses for Second-level and Third-level Professionals Bonuses Paid Between April 1, 2019 and April 1, 2020

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>Overall</b>	\$5,250	\$6,043	\$2,500-8,600	79	18.6%
<b>By General Job Function</b>					
Recruiting	5,000	5,410	2,178-7,500	52	18.8
Professional Development	7,750	7,321	3,000-10,000	14	22.2
Recruiting and Professional Development	4,700	6,153	1,879-10,000	10	16.7
<b>Second-level – Recruiting</b>					
<b>By Scope of Responsibility:</b>					
Global	5,250	5,659	3,365-7,940	12	0
National	4,500	5,000	1,101-7,750	20	9.1
Regional	5,000	6,090	4,500-7,500	10	33.3
Single Office	4,600	5,253	3,500-6,000	10	33.3
<b>By Size of Firm (Lawyers in US):</b>					
500 or fewer	4,250	4,058	1,050-6,000	18	10.0
More than 500	5,125	6,126	3,500-8,000	34	22.7
<b>By Region/Firm Size (Lawyers in US):</b>					
Northeast	5,000	4,987	3,000-6,000	17	15.0
Northeast/ 500 or fewer	5,400	4,933	—	6	14.3
Northeast/ More than 500	5,000	5,016	2,230-6,000	11	15.4
Mid-Atlantic	7,500	6,925	3,000-9,000	8	33.3
Mid-Atlantic/ More than 500	7,750	8,917	—	6	33.3
Southeast	5,375	5,738	4,000-7,000	10	9.1
Southeast/ More than 500	5,250	5,839	—	7	12.5
Midwest	1,576	2,400	1,025-4,000	8	20.0
West/Rocky Mountain	7,380	7,176	4,200-9,000	9	18.2
West/Rocky Mountain/ More than 500	8,190	8,263	—	6	25.0
<b>By City:</b>					
New York	5,000	5,345	3,000-6,000	13	13.3
San Francisco Bay Area	7,380	8,016	—	5	16.7

(continued on page 36)



## Bonuses for Second-level and Third-level Professionals

### Bonuses Paid Between April 1, 2019 and April 1, 2020 *(continued from page 35)*

	Median Bonus	Average Bonus	Half of Bonuses Fell in Range	# Reporting a Bonus	% Reporting No Bonus
<b>By Years in Field:</b>					
Less than 3 years	5,000	4,118	1,152-5,500	11	15.4
3-5.5 years	3,000	3,428	1,000-5,000	15	16.7
6 years or more	6,500	7,100	4,800-9,000	26	21.2
<b>By Education:</b>					
BA/BS	4,500	4,521	1,500-6,000	31	24.4
MA/MS/MBA	6,500	6,788	2,500-9,500	12	7.7
JD	5,000	5,250	—	5	0
<b>Second-level – Professional Development</b>					
<b>By Scope of Responsibility:</b>					
Global	10,000	9,157	—	7	12.5
National	3,000	3,920	—	5	28.6
<b>By Size of Firm (Lawyers in US):</b>					
More than 500	8,600	8,445	4,800-10,000	11	8.3
<b>By Years in Field:</b>					
6 years or more	8,050	6,763	2,750-10,000	8	20.0
<b>By Education:</b>					
BA/BS	4,800	6,156	2,500-10,000	9	18.2
<b>Second-level – Both Recruiting and Professional Development</b>					
<b>By Size of Firm (Lawyers in US):</b>					
More than 500	9,750	9,067	—	6	14.3
<b>By Region/Firm Size (Lawyers in US):</b>					
West/Rocky Mountain	6,400	6,956	—	5	16.7
<b>By Years in Field:</b>					
6 years or more	2,450	5,625	—	6	0
<b>By Education:</b>					
BA/BS	9,500	7,370	—	5	28.6
<b>Third-level Professionals*</b>					
<b>Overall</b>	2,500	3,582	1,500-5,000	42	31.1
Recruiting	2,750	3,600	1,500-5,000	28	24.3
Professional Development	2,750	3,475	2,000-3,650	8	42.9
Recruiting and Professional Development	2,000	3,644	—	6	33.3

The number reporting 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 eight bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

\*Third-level also includes a few positions reported as "administrative" positions. Among second and third-level professionals, most who received a bonus—79%—reported that the bonus was based on merit. The second most frequent basis, reported by 44%, was year-end or holiday bonus. Percentages add up to more than 100 because more than one basis could be checked.



# Demographics

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

	All	Area of Responsibility		
		Recruiting	Professional Development	Both Recruiting and Professional Development
<b>Directors</b>				
<b>Years in Field:</b>				
Less than 13 years	33.7%	31.6%	46.7%	21.7%
13-19.5 years	32.6%	31.6%	26.7%	39.1%
20 years or more	33.7%	36.8%	26.7%	39.1%
# Reporting Years of Experience	95	38	30	23
<i>% of respondents with a JD reporting previous practice</i>	83.0%	78.6%	80.9%	90.9%
<b>Managers</b>				
<b>Years in Field:</b>				
8 years or less	37.1%	35.6%	40.0%	38.1%
8.5-14.5 years	35.9%	39.1%	35.6%	23.8%
15 years or more	27.0%	25.3%	24.4%	38.1%
# Reporting Years of Experience	159	87	45	21
<i>% of respondents with a JD reporting previous practice</i>	90.0%	91.7%	93.8%	*
<b>Coordinators</b>				
<b>Years in Field:</b>				
Less than 3 years	28.6%	29.8%	30.0%	14.3%
3-3.5 years	36.1%	40.5%	30.0%	21.4%
6 years or more	35.3%	29.8%	40.0%	64.3%
# Reporting Years of Experience	119	84	20	14

\*Fewer than five respondents in this category.

Note: Among directors reporting prior law practice, the median number of years reported was six, with half of responses in the 3-10 year range; among managers the respective figures were six years, and 3-9 years. For the few coordinators with a JD reporting prior law practice, two or fewer years was typical.

Overall, about 43% of respondents reported having worked in a related job, such as headhunter, with 3.5-4 years typical for directors and managers, three years for coordinators.

Among the 22 assistants responding to the survey and providing experience figures, not surprisingly most have less than three years experience and none have practiced law. About 40% reported related experience, typically less than two years.

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

## Characteristics of Legal Career Professionals — Education and Years in Field

Title/Education and Years in Field	All	Area of Responsibility		
		Recruiting	Professional Development	Both Recruiting and Professional Development
<b>Directors—All</b>				
<b>Education:</b>				
BA/BS	35.4%	50.0%	16.7%	37.5%
MA/MS/MBA	12.5%	13.2%	13.3%	8.3%
JD	49.0%	36.8%	70.0%	45.8%
Number reporting	96	38	30	24
<i>By Years of Experience</i>				
<b>Less than 13 years:</b>				
BA/BS	12.5%	25.0%	0.0%	20.0%
JD	78.1%	66.7%	85.7%	80.0%
Number reporting	32	12	14	5
<b>13-19.5 years:</b>				
BA/BS	41.9%	58.3%	50.0%	11.1%
JD	41.9%	25.0%	50.0%	66.7%
Number reporting	31	12	8	9
<b>20 years or more:</b>				
BA/BS	53.1%	64.3%	12.5%	77.8%
JD	25.0%	21.4%	62.5%	0.0%
Number reporting	32	14	8	9
<b>Managers—All</b>				
High School or 2-year	4.2%	6.6%	0.0	9.5%
BA/BS	55.5%	59.3%	45.6%	47.6%
MA/MS/MBA	18.9%	17.6%	19.6%	28.6%
JD	18.3%	13.2%	34.8%	9.5%
Number reporting	164	91	46	21
<i>By years of experience</i>				
<b>8 years or less:</b>				
BA/BS	47.5%	54.8%	27.8%	50.0%
JD	32.2%	25.8%	55.6%	12.5%
Number reporting	59	31	18	8
<b>8.5-14.5 years:</b>				
BA/BS	61.4%	61.8%	56.3%	60.0%
JD	12.3%	8.8%	25.0%	0.0%
Number reporting	57	34	16	5
<b>15 years or more:</b>				
BA/BS	57.1%	61.9%	54.6%	37.5%
JD	9.5%	—	18.2%	12.5%
Number reporting	42	21	11	8

(continued on page 40)

## Characteristics of Legal Career Professionals — Education and Years in Field *(continued from page 39)*

Title/Education and Years in Field	All	Area of Responsibility		
		Recruiting	Professional Development	Both Recruiting and Professional Development
<b>Coordinators—All</b>				
High School or 2-year degree	11.4%	8.2%	12.5%	21.4%
BA/BS	72.4%	74.1%	65.2%	71.4%
MA/MS/MBA	11.4%	10.6%	17.4%	7.1
JD	4.9%	7.1%	0%	0%
Number reporting	123	85	23	14
<i>By years of experience</i>				
<b>Less than 3 years:</b>				
BA/BS	78.8%	79.2%	83.3%	*
JD	9.1%	12.5%	0%	*
Number reporting	33	24	6	*
<b>3-3.5 years:</b>				
BA/BS	83.7%	82.4%	83.3%	*
JD	0%	0%	0	*
Number reporting	43	34	6	*
<b>6 years or more:</b>				
BA/BS	64.3%	64.0%	62.5%	66.7%
JD	7.1%	12.0%	0%	0%
Number reporting	42	25	8	9
<b>Assistants</b>				
High School or 2-year degree	16.7%	14.3%	*	0.0%
BA/BS	70.8%	64.3%	*	100.0%
MA/MS/MBA	12.5%	21.4%	*	0.0%
Number reporting	24	14	*	6

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

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

Overall, not quite 5% of respondents indicated that an advanced degree, e.g., education beyond a BA/BS, was required for their current job. Most typically, that required degree is a JD. About 27% of respondents indicated that an advanced degree was preferred for their current job, with a JD overwhelmingly the preferred degree. Respondents working in professional development were more likely to report that an advanced degree was preferred (47%), followed by respondents with responsibilities for both recruiting and professional development (about 26%).

About 4.6% of respondents have a paralegal certificate, with over half of them working in recruiting.



# Other Duties & Paid Memberships

### Additional Duties Indicated by Directors — by Area of Responsibility

Overall (N = 96)	% of Respondents
Organize social events other than for summer program	29.2%
Other non-lawyer personnel hiring/supervision/evaluation	24.0
Other tasks	20.8
Paralegal hiring/supervision/evaluation	15.6
Alumni initiatives	14.6
Marketing/business development/public relations	13.5
Pro bono coordination	7.3
Practice management	7.3
Benefits or payroll administration for non-lawyer personnel	6.3
Knowledge management	5.2
Office/facilities management	4.2
<b>Recruiting (N = 38)</b>	
Other non-lawyer personnel hiring/supervision/evaluation	23.7
Organize social events other than for summer program	18.4
Paralegal hiring/supervision/evaluation	15.8
Other tasks	15.8
Alumni initiatives	10.5
Marketing/business development/public relations	10.5
Knowledge management	7.9
Pro bono coordination	2.6
Practice management	2.6
<b>Professional Development (N = 30)</b>	
Organize social events other than for summer program	30.0
Marketing/business development/public relations	20.0
Other non-lawyer personnel hiring/supervision/evaluation	20.0
Other tasks	20.0
Alumni initiatives	13.3
Pro bono coordination	3.3
Paralegal hiring/supervision/evaluation	3.3
Knowledge management	3.3
Practice management	3.3

(continued on page 43)

### Additional Duties Indicated by Directors — by Area of Responsibility *(continued from page 42)*

Overall (N = 96)	% of Respondents
<b>Recruiting and Professional Development (N = 24)</b>	
Organize social events other than for summer program	37.5
Paralegal hiring/supervision/evaluation	25.0
Other non-lawyer personnel hiring/supervision/evaluation	25.0
Other tasks	20.8
Alumni initiatives	16.7
Pro bono coordination	16.7
Practice management	16.7
Benefits or payroll administration for non-lawyer personnel	12.5
Office/facilities management	8.3
Marketing/business development/public relations	8.3
Knowledge management	4.2

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

Examples of other duties described include: charitable giving approval; internal communications firmwide; strategic planning; staff training; compensation administration for all staff; IT; wellness initiatives; and library/research responsibilities.

### Additional Duties Indicated by Managers — by Area of Responsibility

Other Duties	% of Respondents
<b>Overall (N = 165)</b>	
Organize social events other than for summer program	37.6%
Other non-lawyer personnel hiring/supervision/evaluation	18.8
Alumni initiatives	15.8
Other tasks	12.1
Marketing/business development/public relations	9.7
Knowledge management	9.1
Pro bono coordination	7.9
Paralegal hiring/supervision/evaluation	6.7
Practice management	6.1
Office/facilities management	4.2
Benefits or payroll administration for non-lawyer personnel	2.4
<b>Recruiting (N = 92)</b>	
Organize social events other than for summer program	32.6
Other non-lawyer personnel hiring/supervision/evaluation	21.7
Alumni initiatives	12.0
Marketing/business development/public relations	10.9
Knowledge management	7.6
Other tasks	7.6
Paralegal hiring/supervision/evaluation	6.5
Office/facilities management	5.4
Pro bono coordination	4.3
Practice management	4.3
Benefits or payroll administration for non-lawyer personnel	2.2
<b>Professional Development (N = 46)</b>	
Organize social events other than for summer program	43.5
Alumni initiatives	23.9
Pro bono coordination	19.6
Other tasks	19.6
Knowledge management	10.9
Other non-lawyer personnel hiring/supervision/evaluation	8.7
Practice management	8.7
Marketing/business development/public relations	6.5
Paralegal hiring/supervision/evaluation	6.5
Office/facilities management	2.2

(continued on page 45)

### Additional Duties Indicated by Managers — by Area of Responsibility *(continued from page 44)*

Other Duties	% of Respondents
<b>Recruiting and Professional Development (N = 21)</b>	
Organize social events other than for summer program	42.9
Other non-lawyer personnel hiring/supervision/evaluation	14.3
Alumni initiatives	9.5
Office/facilities management	4.8
Marketing/business development/public relations	4.8
Knowledge management	4.8
Practice management	4.8
Other tasks	4.8

Note: Percentages are based on all respondents in each group, as indicated by "N = " for each group. The total number of respondents does not equal the sum of respondents by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases. Examples of other duties described include data base administration; paralegal professional development; conflict analysis; secondments; international trainee program; general human resources; internal committees, e.g., women's leadership, mentorship program; internal communications; external surveys; social media; and wellness initiatives.

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

Other Duties	% of Respondents
<b>Overall (N = 149 )</b>	
Organize social events other than for summer program	42.3%
Other tasks	10.7
Marketing/business development/public relations	10.1
Office/facilities management	8.1
Other non-lawyer personnel hiring/supervision/evaluation	7.4
Alumni initiatives	6.7
Knowledge management	6.7
Pro bono coordination	5.4
Paralegal hiring/supervision/evaluation	4.0
Practice management	4.0
Benefits or payroll administration for non-lawyer personnel	0.7
<b>Recruiting (N = 101)</b>	
Organize social events other than for summer program	36.6
Marketing/business development/public relations	11.9
Other non-lawyer personnel hiring/supervision/evaluation	9.9
Office/facilities management	8.9
Other tasks	6.9
Alumni initiatives	5.0
Pro bono coordination	4.0
Paralegal hiring/supervision/evaluation	4.0
Knowledge management	4.0
Practice management	4.0
Benefits or payroll administration for non-lawyer personnel	1.0
<b>Professional Development (N = 27 )</b>	
Organize social events other than for summer program	48.1
Other tasks	14.8
Pro bono coordination	11.1
Knowledge management	11.1
Alumni initiatives	7.4
Marketing/business development/public relations	7.4
Office/facilities management	3.7
Paralegal hiring/supervision/evaluation	3.7
Other non-lawyer personnel hiring/supervision/evaluation	3.7
Practice management	3.7

*(continued on page 47)*

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

(continued from page 46)

Other Duties	% of Respondents
<b>Recruiting and Professional Development (N = 20)</b>	
Organize social events other than for summer program	65.0
Other tasks	25.0
Alumni initiatives	15.0
Knowledge management	15.0
Office/facilities management	10.0
Marketing/business development/public relations	5.0
Pro bono coordination	5.0
Paralegal hiring/supervision/evaluation	5.0
Practice management	5.0

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

The total number of respondents does not equal the sum of respondents by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases. Examples of other duties described include administrative tasks such as expense reports, check requests, credit card reconciliations, and catering bills; firm-wide evaluation/review administration; employee recognition program; general human resources duties; general record-keeping and file maintenance; foreign law clerk program; wellness initiative.

## Membership Dues Paid for Directors — by Area of Responsibility

Dues Paid for Membership in:	% of Respondents
<b>Overall (N = 96)</b>	
NALP	88.5%
Local city group	60.4
Professional Development Consortium (PDC)	36.5
State bar association	20.8
Association of Law Firm Diversity Professionals (ALFDP)	15.6
Society for Human Resources Management (SHRM)	15.6
Local bar association	9.4
American Bar Association (ABA)	8.3
Association of Legal Administrators (ALA)	7.3
Other organizations	6.3
Association for Continuing Legal Education (ACLEA)	3.1
National Association of Colleges and Employers (NACE)	1.0
<b>Recruiting (N = 38)</b>	
NALP	94.7
Local city group	76.3
Professional Development Consortium (PDC)	10.5
Society for Human Resources Management (SHRM)	10.5
State bar association	10.5
Association of Law Firm Diversity Professionals (ALFDP)	7.9
Association of Legal Administrators (ALA)	5.3
American Bar Association (ABA)	2.6
<b>Professional Development (N = 30)</b>	
NALP	86.7
Professional Development Consortium (PDC)	73.3
Local city group	43.3
State bar association	33.3
Association of Law Firm Diversity Professionals (ALFDP)	30.0
American Bar Association (ABA)	16.7
Society for Human Resources Management (SHRM)	13.3
Other organizations	13.3
Association for Continuing Legal Education (ACLEA)	10.0
Local bar association	10.0
National Association of Colleges and Employers (NACE)	3.3

*(continued on page 49)*

**Membership Dues Paid for Directors — by Area of Responsibility** *(continued from page 48)*

Dues Paid for Membership in:	% of Respondents
<b>Recruiting and Professional Development (N = 24)</b>	
NALP	83.3
Local city group	62.5
Professional Development Consortium (PDC)	37.5
Society for Human Resources Management (SHRM)	25.0
State bar association	20.8
Local bar association	20.8
Association of Law Firm Diversity Professionals (ALFDP)	12.5
Association of Legal Administrators (ALA)	12.5
American Bar Association (ABA)	8.3
Other organizations	8.3

Note: Percentages are based on all respondents in each group, as indicated by "N =" for each group. The total number of respondents does not equal the sum of respondents by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases. Figures for specific areas of responsibility, e.g., recruiting, do not include organizations for which no respondents indicated that dues are paid.

Examples of other dues described include the Association of Talent Development; Law Firm HR Roundtable; National Diversity Council; National Legal Mentoring Consortium; and National Association of Social Workers.

## Membership Dues Paid for Managers — by Area of Responsibility

Dues Paid for Membership in:	% of Respondents
<b>Overall (N = 165)</b>	
NALP	88.5%
Local city group	64.8
Professional Development Consortium (PDC)	21.2
Society for Human Resources Management (SHRM)	10.3
Other organizations	7.9
Local bar association	5.5
American Bar Association (ABA)	4.8
Association of Law Firm Diversity Professionals (ALFDP)	4.2
State bar association	4.2
Association of Legal Administrators (ALA)	4.2
Association for Continuing Legal Education (ACLEA)	1.2
<b>Recruiting (N = 92)</b>	
NALP	93.5
Local city group	80.4
Other organizations	8.7
Society for Human Resources Management (SHRM)	7.6
State bar association	4.3
Association of Legal Administrators (ALA)	4.3
Local bar association	3.3
American Bar Association (ABA)	2.2
Professional Development Consortium (PDC)	1.1
<b>Professional Development (N = 46)</b>	
NALP	78.3
Professional Development Consortium (PDC)	67.4
Local city group	26.1
Association of Law Firm Diversity Professionals (ALFDP)	10.9
Local bar association	10.9
American Bar Association (ABA)	8.7
Society for Human Resources Management (SHRM)	4.3
State bar association	4.3
Association of Legal Administrators (ALA)	4.3
Other organizations	4.3
Association for Continuing Legal Education (ACLEA)	2.2

*(continued on page 51)*

**Membership Dues Paid for Managers — by Area of Responsibility** *(continued from page 50)*

Dues Paid for Membership in:	% of Respondents
<b>Recruiting and Professional Development (N = 21)</b>	
NALP	95.2
Local city group	85.7
Society for Human Resources Management (SHRM)	23.8
Professional Development Consortium (PDC)	14.3
Association of Law Firm Diversity Professionals (ALFDP)	9.5
American Bar Association (ABA)	9.5
Association for Continuing Legal Education (ACLEA)	4.8
State bar association	4.8
Local bar association	4.8
Other organizations	4.8

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

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

Figures for specific areas of responsibility, e.g., recruiting, do not include organizations for which no respondents indicated that dues are paid. Examples of other dues described include the Association of Pro Bono Counsel (APBCo), the International Practice Management Association, a local paralegal association, the National Association of Legal Search Consultants (NALSC), and the Legal Marketing Association.

## Membership Dues Paid for Coordinators and Assistants — by Area of Responsibility

Dues Paid for Membership in:	% of Respondents
<b>Overall (N = 149 )</b>	
NALP	73.2%
Local city group	64.4
Professional Development Consortium (PDC)	7.4
Other organizations	5.4
Local bar association	4.7
Association for Continuing Legal Education (ACLEA)	3.4
Association of Law Firm Diversity Professionals (ALFDP)	2.7
Society for Human Resources Management (SHRM)	2.0
American Bar Association (ABA)	1.3
State bar association	1.3
Association of Legal Administrators (ALA)	0.7
<b>Recruiting (N = 101 )</b>	
NALP	84.2
Local city group	76.2
Other organizations	5.0
Local bar association	4.0
Professional Development Consortium (PDC)	2.0
Society for Human Resources Management (SHRM)	2.0
Association of Law Firm Diversity Professionals (ALFDP)	1.0
Association for Continuing Legal Education (ACLEA)	1.0
American Bar Association (ABA)	1.0
State bar association	1.0
Association of Legal Administrators (ALA)	1.0
<b>Recruiting and Professional Development (N = 20)</b>	
Local city group	65.0
NALP	50.0
Local bar association	10.0
Other organizations	10.0
Professional Development Consortium (PDC)	5.0
Association of Law Firm Diversity Professionals (ALFDP)	5.0

Note: Percentages are based on all respondents in each group, as indicated by "N = " for each group. The total number of respondents does not equal the sum of respondents by general job function because a few jobs did not fit into one of those categories, but rather are jobs that include general human resources duties or other duties related to lawyer personnel management, in addition to small amounts of time on recruiting or professional development in most cases. Figures for specific areas of responsibility, e.g., recruiting, do not include organizations for which no respondents indicated that dues are paid. Other organizations described were re-categorized into a specific category.



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