



2022

Survey of **Canadian** Legal Career Professionals

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Introduction

In Spring 2022, with guidance from NALP's Canadian Section and its Data Collection Working Group, NALP administered its biennial Survey of Canadian Legal Career Professionals. The survey was sent to all Canadian legal employer NALP members. The survey, analogous to the survey that has been administered in the United States for many years, sought information about salaries, bonuses, and respondent demographics, including education and industry experience for individuals, and lawyer headcount and location for the law firms at which the individuals work. A total of 55 individuals responded to the survey.

Respondents represent firms ranging in size from 25 to 1,800 lawyers, and from 1 to 12 offices. The median and average number of lawyers are 300 and 396 lawyers, respectively. [Four respondents did not provide this information.] The average number of offices is 4, and the median is 4.5. [One respondent did not provide this information.] Three-quarters of respondents are from Toronto or Montreal (55% and 20%, respectively); about 16% are from Vancouver. Responses were also received from Calgary, Edmonton, and Halifax.

Just over one-third of respondents (36%) reported that their scope of responsibility is for a single office, and 29% are responsible for regional offices. One-quarter are responsible for all offices nationwide. Global responsibility is uncommon among respondents. Most respondents reported that their job involves a mix of recruiting; professional development; diversity, equity and inclusion; career coaching; and lawyer personnel duties. About one-quarter

could be categorized as largely professional development (broadly defined to also include diversity, equity, and inclusion; and career coaching), and analyses based on this categorization are provided where possible. Although some respondents could be categorized as largely working on recruiting, there were not enough to support analyses.

About 72% of respondents have an LL.B./JD degree or an LL.M. in addition to the LL.B. A paralegal certificate in addition is rare. About 60% of respondents indicated that an advanced degree was required for their job; and additional 24% indicated that an advanced degree was preferred. The advanced degree required or preferred was overwhelmingly an LL.B./JD.

Nearly all (89%) of respondents reported that their employer pays NALP membership dues. Just over half (53%) reported that their provincial bar association dues are paid. Just 13% reported dues paid for membership in human resources organizations, and 20% reported dues paid for career development organizations, which include respondents who reported paid membership in the Professional Development Consortium. Other organizations described include the International Coaching Federation (ICF), the Association of Legal Administrators (ALA), the Association for Continuing Legal Education (ACLEA), the Advocates Society, and the Association of Law Firm Diversity Professionals (ALFDP). No respondents reported dues paid for the ADR Institute of Canada, and just a handful reported dues paid for The Law Office Management Association (TLOMA).

Findings on Salaries & Bonuses

Table 1 reports salaries and raises as of June 1, 2022. All salary and bonus figures are reported in Canadian dollars. Salary analyses exclude part-time salaries. Where fewer than 5 salaries or bonuses were reported for a particular category, no findings are reported. **Table 2** reports bonuses as of June 1, 2022. Bonus analyses exclude surveys where no bonus information was reported. All these findings are by position— i.e., department head, first-level below department head — findings within these groups by location or type of work are provided where response numbers were sufficient. Some survey respondents declined to provide compensation information.

Most respondents — 78% — reported that remote work was available to them at the time of the survey, and that remote work would continue to be available. About 18% reported that remote work was available to them, but that policies going forward were uncertain at the time of the survey. Descriptions provided suggest that a hybrid model is typical, with a requirement of 2 or 3 days in the office.

Table 1. Salaries and Percent Raises as of June 1, 2022

	Median	Average	Half of Salaries Fell in the Range	# of Salaries Reported	Median % Raise from June 2021
Department Heads — All	\$200,000	\$199,176	\$178,000-220,000	17	5.0%
Job Responsibilities Primarily Professional Development	205,000	217,167	*	6	5.0
Location Toronto	205,000	208,300	170,000-220,000	10	10.0
First-level Professional Below Department Head — All	177,500	189,354	160,000-215,000	24	6.0
Job Responsibilities Primarily Professional Development	176,250	187,917	*	6	8.5
Location Montreal	170,000	174,400	*	5	**
Location Toronto	177,500	199,286	160,000-250,000	14	7.0
Second-level Professional Below Department Head	130,000	113,171	*	7	3.5
Third-level Professional Below Department Head	70,000	73,000	*	7	**

*Only the average and median are shown since fewer than 8 salaries were reported. The number of raise percentages reported in any category may be less than the number of salaries reported.

**Fewer than 5 raise percentages were reported.

Note: Nearly all respondents who reported being the department head report to the managing partner, COO, CEO, or Chief Professional Resources or People Officer. For the most part their titles include the term 'Director.' A few are a 'Chief.' Respondents who reported being the first professional below the department head showed more variation in titles and lines of reporting. Titles included Senior Director, Director, Assistant Director, and Manager. Most report to a Director, Chief or Managing Partner. Respondents who reported being the second or third professional below the department head provided titles including Coordinator, Assistant Director, or Manager, and report to a Director or Manager.

Most respondents reported spending time on both recruiting and professional development activities, and so could not be categorized as primarily working in one area. Those who are categorized as professional development generally spend at least half of their time on professional development activities, which are defined here to also include diversity initiatives and career coaching.

Table 2. Bonuses as of June 1, 2022

	Median	Average	Half of Bonuses Fell in the Range	# of Bonuses Reported
Department Heads — All	\$20,000	\$20,214	\$10,000-20,000	14
Job Responsibilities Primarily Professional Development	20,000	22,000	*	5
Location Toronto	20,000	20,750	10,500-30,000	8
First-level Professional Below Department Head — All	17,000	19,624	12,500-22,000	21
Job Responsibilities Primarily Professional Development	29,250	26,750	*	6
Location Montreal	16,000	19,200	*	5
Location Toronto	20,000	21,418	12,000-28,500	11

Note: Figures are based on respondents who reported a valid non-zero bonus. Overall, amongst all respondents reporting a valid bonus figure, which can include zero, about 5% reported that they received no bonus. Bonuses are most frequently based on merit (85%) and/or firm profitability (58%). About one-quarter reported year-end/holiday as a basis. Seniority was rarely mentioned.

*Only the average and median are shown since fewer than 8 bonus figures were reported.



Additional Findings

Table 3. Respondent Demographics – Years of Experience

	All Respondents	Department Heads	First-level Professionals Below Department Head	Second-level Professionals Below Department Head	Third-level Professionals Below Department Head
Years in NALP-related Positions					
Median # of years	5.0	8.0	5.0	2.0	0.75
Average # of years	7.4	9.4	8.3	4.8	1.7
Middle range of years	2.0-11.2	3.75-15.0	3.0-11.4	1.5-10.0	0.5-1.5
Number reporting	52	16	23	7	6
Years in Current Job					
Median # of years	3.0	4.0	3.0	1.5	0.5
Average # of years	4.3	4.9	5.6	1.75	1.0
Middle range of years	1.0 - 5.0	3.0-5.0	1.75-5.5	0.8-3.0	0.5-1.0
Number reporting	55	17	24	7	7

Note: Only a few of respondents — just 16% — reported having worked at a law school in a NALP-related position. One-third of respondents reported having worked with a previous employer in a NALP-related position(s). Among those who did the median number of years was about 5.

About 30% of respondents have worked in a related job such as human resources or at a search firm.

Among respondents with an LL.B./JD or LL.M. (39 respondents), nearly all reported having spent time in private practice. Overall, the median number of years is 5; the average is 6 years. For department heads the respective figures were 4 and 5.7 years; for professionals at the first level below the department head, the figures were 6.5 and 7.3, respectively.

Table 4. Other Duties

	% of Respondents
Well-being initiatives	61.8%
Organize social events other than for summer program	58.2
Practice management	32.7
Office/facilities management	25.5
Marketing/business development/public relations	23.6
Other non-lawyer personnel hiring/supervision/evaluation	18.2
Paralegal hiring/supervision/evaluation	14.5
Benefits or payroll administration for non-lawyer personnel	10.9
Alumni initiatives	9.1
Pro bono coordination	9.1
Knowledge management	9.1
Other tasks	7.3

Note: Percentages are based on all 55 respondents. The top 2 other duties noted are the same across all levels of professionals. Other duties described include staff professional development and strategic planning.



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