



Survey of Legal Career Professionals in Law Firms and Employer Organizations

Intended Audience: Recruiting; Professional Development; Inclusion; Alumni Relations; and other Lawyer Personnel Management Professionals in Law Firms and Employer Organizations

SURVEY DUE DATE



If you have any questions, please contact: Maureen Martin of Industry Insights at mmartin@industryinsights.com

As always, your survey submission is completely confidential.

All data are confidentially maintained by Industry Insights and individual responses will not be shared. No information about you individually, your organization, or that could be attributed to you or your organization will be published.

ABOUT THE SURVEY

Please take a few minutes to complete this survey about your job responsibilities and salary. Responses should reflect your job role and salary as of **April 1, 2026**. If you have any questions about the survey, please contact mmartin@industryinsights.com.

This survey has been distributed to all NALP U.S.-based employer members. You are encouraged to share the link to this survey with other staff working in capacities related to lawyer personnel in U.S. offices to complete, regardless of whether the person is an individual member of NALP.

If your job does not involve any duties related to law student and/or lateral recruiting, lawyer professional development, lawyer personnel management, inclusion initiatives, or alumni relations, this survey is not applicable to you.

Results of this survey will be made available free of charge to all NALP members in fall 2026. Prior year reports are available for access at: www.nalp.org/membersalarysurveys.

HOW TO COMPLETE THE SURVEY

This document has been made available to assist in compiling your figures; however, all data must be submitted directly via the online survey.

Complete the survey online at:

www.nalpmembersalarysurvey.com

The report compiled from this survey will provide analyses for jobs in a number of categories, including job duties (e.g., recruiting, professional development, or both) and department structure. To assist in correctly categorizing your position for these analyses, please complete Parts I–VI.

All results will only be reported in aggregate form. Provide as much information as possible. It is OK to leave blanks. You may also provide estimates if necessary.

PART I: JOB TITLE & OFFICE STRUCTURE

1. What is your full title?

_____ ¹Other

2. What is the full title of the person to whom you report?

_____ ²Other

3. Check the one item that best describes the scope of your responsibilities:

- Single Office (*one office only or firm has single office*) ³⁻¹
- Regional (*most or all offices within one geographic region*) ³⁻²
- National (*multiple offices nationwide*) ³⁻³
- North America (*multiple offices nationwide and offices in one or more additional countries in North America, such as Canada or Mexico*) ³⁻⁴
- Global (*multiple offices nationwide & offices outside North America*) ³⁻⁵
- A Specific Practice Area/Group (*whether for one, multiple, or all offices*) ³⁻⁶

4. Check the one item that best describes where your position fits into the structure or hierarchy of the department or administrative unit in which you work.

*In your organization that department or unit may be responsible for a single (or only) office, multiple offices, or all offices of the organization. Because titles and structures vary by organization, you should select the level that best matches your level within your firm and department structure. Do not count a managing partner or similar position as the department head unless that individual has day-to-day responsibility for the department in addition to attorney duties. **You must answer this question in order to submit your survey.***

- Department head (*e.g., Chief/Director*) ⁴⁻¹
- First-level professional below department head ⁴⁻²
- Second-level professional below department head ⁴⁻³
- Third-level professional below department head ⁴⁻⁴
- Administrative support position ⁴⁻⁵

5. How many individuals report to you? (*Direct reports only — do not include employees who report to your direct reports*)

_____ ⁵

5a. If you answered 1 or more above, how many total individuals are within your reporting structure? (*Direct + Indirect reports*)

_____ ⁶

6. How many additional individuals do you oversee the work of and/or evaluate outside of your direct or indirect reporting structure?

_____ ⁷

PART II: JOB DUTIES

7. Please describe your job by indicating as accurately as possible the percent of time you spend on each area of responsibility described below, including any time you may spend supervising others who perform these functions. (*You must use whole numbers, which may be a zero, for each of the percentages requested. Percentages in lines a–g should add to 100.*)

a. Law Student Recruitment (*e.g., recruitment and hiring of summer associates and entry-level lawyers, summer program administration*)

_____ % ⁸

b. Lateral Recruitment (*e.g., recruitment and hiring of lateral lawyers, either associates or partners*)

_____ % ⁹

c. Lawyer Professional Development (e.g., lawyer evaluation, work assignments, coaching, training, CLE compliance, maintaining professional licenses/bar memberships, mentoring, and retention efforts)

_____ % 10

d. Inclusion Initiatives (e.g., implementing and administering a legal employer's inclusion/belonging practices and activities)

_____ % 11

e. Lawyer Personnel Management (e.g., orientation for new hires (students, entry-level associates, and laterals), benefits administration, counseling, exit interviews, and outplacement)

_____ % 12

f. Alumni Relations (e.g., maintain alumni data, develop alumni content/communications, coordinate alumni networking events and professional development programming, develop and maintain alumni websites/portals, liaise with talent management professionals to support recruitment, retention, and career counseling initiatives)

_____ % 13

g. Other Duties

_____ % 14

Indicate the percent of time you spend on any of the duties listed below, and check as many boxes as applicable to indicate these functions you perform directly or oversee.

- Benefits or payroll for non-lawyer personnel 15
- Knowledge management 16
- Lawyer integration 17
- Marketing/business development/public relations 18
- Office/facilities management 19
- Organize social events other than those for summer program 20
- Other professional and/or administrative staff hiring/supervision/evaluation 21
- Paralegal hiring/supervision/evaluation 22
- Practice management 23
- Pro bono coordination 24
- Well-being/wellness initiatives 25
- Other (please specify) _____ 26Other

PART III: YEARS OF EXPERIENCE

8. Please indicate your total years of professional experience as a legal career professional and in related positions (rounded to the nearest year or half year)

Include experience with your current and previous employers. Relevant experience includes work in NALP-related positions (e.g., as a legal career professional) at legal employers, law schools, or search firms, as well as experience in curriculum development, undergraduate or other career services, human resources, recruiting outside of the legal industry, and other related roles.

a. Total years of relevant experience: _____ years 27

9. Do you have law practice experience (e.g., working as a licensed attorney)?

This may include time where you practiced law concurrently while handling NALP-related duties.

Yes 28-1 No 28-2

PART IV: EDUCATION & PROFESSIONAL AFFILIATIONS

10. What is the highest degree you have earned? (Check only one.)

- High school diploma 29-1
- 2-year or associate degree 29-2
- BA or BS 29-3

- MA or MS ²⁹⁻⁴
- MBA ²⁹⁻⁵
- PhD ²⁹⁻⁶
- JD ²⁹⁻⁷
- Other (please specify) _____ ^{29Other}

Please specify your area of concentration if you checked BA/BS, MA/MS/MBA, or PhD above.

_____ ^{30Other}

11a. Was an advanced degree required for your current position?

- Yes ³¹⁻¹
- No ³¹⁻²

11b. If yes, which was required for your current position?

- MA/MS/MBA ³²⁻¹
- PhD ³²⁻²
- JD ³²⁻³
- Other (specify) _____ ^{32Other}

12a. Was an advanced degree preferred for your current position?

- Yes ³³⁻¹
- No ³³⁻²

12b. If yes, which was preferred?

- MA/MS/MBA ³⁴⁻¹
- PhD ³⁴⁻²
- JD ³⁴⁻³
- Other (specify) _____ ^{34Other}

PART V: SALARY/COMPENSATION

13a. Is your position:

- Full-time (35+ hours/week) ³⁵⁻¹
- Part-time ³⁵⁻²

13b. If working part-time, report the number of hours worked in a typical week:

_____ hours ⁸⁴

14. What is your current annual gross salary, excluding bonuses and overtime (if applicable), as of April 1, 2026? *If you work part-time, please report your actual salary, not one adjusted to a full-time equivalent amount.*

\$ _____ per year ³⁶

15. The next item is about the salary increase, if any, that you received from your current employer between April 1, 2025, and March 31, 2026. *If you were not eligible for a raise from your current employer because of a job change during this time period, please check the box below. If you were employed in your current role at your organization prior to April 1, 2025, and did not receive a raise, do not check this box.*

I was not eligible for a raise from my current employer because of a job change that took place between April 1, 2025, and March 31, 2026. ³⁷

16. If you received a raise between April 1, 2025, and March 31, 2026, enter a number 1 or greater to report the percentage of your base salary that the raise represented. If you did not receive a raise, enter '0'.

_____ % ³⁸

17. The next item is about the bonus amount, if any, that you received from your current employer between April 1, 2025, and March 31, 2026. *If you were not eligible for a bonus from your current employer because of a job change during this time period, please check the box below. If you were employed in your current role at your organization prior to April 1, 2025, and did not receive a bonus, do not check this box.*

I was not eligible for a bonus from my current employer because of a job change that took place between April 1, 2025, and March 31, 2026. ³⁹

18. If you received a bonus between April 1, 2025, and March 31, 2026, what was the dollar value, before taxes, of this bonus? If you did not receive a bonus, enter "0."

\$ _____ ⁴⁰

19. If you received a bonus, on what was it based? (Check all that apply.)

- Merit ⁴¹
- Seniority ⁴²
- Year-end/holiday ⁴³
- Firm profitability ⁴⁴
- Other (specify) _____ ⁴⁵Other

20. Check the associations to which you belong and for which your employer pays your membership dues.

(Check all that apply.)

- National Association for Law Placement (NALP) ⁴⁶
- American Bar Association (ABA) ⁴⁷
- Association of Law Firm Diversity Professionals (ALFDP) ⁴⁸
- Association of Legal Administrators (ALA) ⁴⁹
- Association for Continuing Legal Education (ACLEA) ⁵⁰
- Legal Marketing Association (LMA) ⁵¹
- Local Bar Association ⁵²
- Local legal career/recruiting city group (e.g., NYCRA, WALRAA, LAALRA, etc.) ⁵³
- National Association of Colleges and Employers (NACE) ⁵⁴
- National Association of Legal Search Consultants (NALSC) ⁵⁵
- Professional Development Consortium (PDC) ⁵⁶
- Society for Human Resources Management (SHRM) ⁵⁷
- State Bar Association ⁵⁸
- Other (specify) _____ ⁵⁹Other

21. Which of the following benefits are offered to you by your employer (fully or partially)? (Check all that apply.)

- Employer-paid health insurance ⁶⁰
- Dental insurance ⁶¹
- Vision insurance ⁶²
- Retirement plan with employer contribution/match ⁶³
- Profit sharing ⁶⁴
- Bar dues paid ⁶⁵
- CLE ⁶⁶
- Professional development funding (e.g., conference attendance) ⁶⁷
- Tuition reimbursement ⁶⁸
- Paid parental leave ⁶⁹
- Adoption assistance ⁷⁰
- Fertility treatment benefits ⁷¹
- Fitness benefits (e.g., gym membership, fitness stipend) ⁷²
- Flexible work arrangement ⁷³
- Remote Work ⁷⁴
- None of the above ⁷⁵

Other (specify) _____ 76Other

22. What best describes your current work arrangement?

- Fully on-site 77-1
- Hybrid – some remote (1-2 days remote per week) 77-2
- Hybrid – mostly remote (3-4 days remote per week) 77-3
- Fully remote 77-4
- Remote but required to live within commuting distance 77-5

PART VI: EMPLOYER DEMOGRAPHICS

For purposes of organizing and assessing the demographics of employers represented, please provide the following information.

23. Type of Employer:

- Law firm 78-1
- Government agency 78-2
- Public interest organization 78-3
- Corporation 78-4
- Other (specify) _____ 78Other

24. City and state of your office: (If your organization is 100% remote, please enter "Remote" for city and "Remote" for state.)

_____ 79Other _____ 80

25. Number of offices in the U.S.

_____ 81

26. Number of lawyers in the U.S. (firm or organization-wide)

_____ 82

27. Number of lawyers in your office (this number should be less than or equal to the number reported in #26 above)

_____ 83

END OF SURVEY