

2012

Survey of Legal Career Professionals in Law Firms and Employer Organizations

**Recruiting, Professional Development, and Other
Lawyer Personnel Management Professionals**



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Introduction

The roles of professionals charged with lawyer recruitment, management, and development are many and varied. Moreover, these roles have only grown and deepened as legal employers recognize the importance of a coherent management structure for recruiting, retaining, and developing their legal talent.

NALP research designed to find out about these professionals has been conducted nearly as long as NALP has existed. During this time, the basic purpose of the research has not changed: to measure the salaries, education, and experience of these individuals. However, as roles have evolved and the profession has broadened, the survey has been revised to be not only more broadly applicable to the profession as it has evolved, but also to accommodate extreme variations in how legal employers structure and staff their recruiting, professional development, and other lawyer personnel functions.

The current survey format, in use since 2008, allows for analyses of four categories of professionals, with respondents self-identifying as to which category they belong to: recruiting, professional development, a combination of recruiting and professional development, or diversity. Within these categories, analyses are based on titles, e.g., directors and managers, as well as on the more traditional scheme based on hierarchy or level, e.g., department head or first-level professional. However, the small number of responses received from diversity professionals precluded analyses of that group.

As shown in the table at right, survey responses totaled 242. Almost half of responses were from individuals who identified recruiting as their primary responsibility. About 18% of responses were received from individuals devoted to professional development. Individuals whose job involves a mixture of both recruiting and professional development accounted for about 29% of responses. The remaining responses were from individuals whose primary responsibilities are diversity initiatives and those whose responsibilities are more generally human resources, with only small amounts of time spent on recruiting, professional development, or diversity. Most respondents were also categorized based on their title, and analyses within responsibility area are based on both title and level. The title assignments used in this report are generic — directors/chiefs, managers, admin-

istrators/coordinators, and assistants — and generally reflect the presence of that word in the title.

Some findings are highlighted below, with comparisons to findings from the 2010 survey. However, it should be kept in mind that, because this survey does not track individuals over time, comparisons with findings from prior years can be affected by, and reflect shifts in, the respondent pool in addition to reflecting macro-level changes in the profession. This is especially true of salaries, where a number of factors, such as firm size and location as well as individual characteristics, come into play. It is also the case that the number of responses from professional development professionals was off considerably in 2012 compared to 2010.

- Directors of professional development are the most highly paid, with a median salary of \$203,000, compared with \$180,000 in 2010. As a group, median earnings for directors of professional development with a JD remain lower than those with other credentials, many of whom have been in the field longer. The median salary for directors of legal recruiting was \$155,000, compared with \$117,500 in 2010. For directors with responsibility for both recruiting and professional development, the median salary was \$146,000 compared with just over \$136,000 in 2010. Among managers the median is also highest for those in professional development, at \$120,000, compared to \$106,000 in 2010. The median for managers with responsibilities for both areas is just over \$106,000, essentially unchanged since 2010. The median salary for recruiting managers is just over \$101,000, compared with \$90,000 in 2010. Medians for

Survey Response by Area of Responsibility

	#	%
Recruiting	117	48.3%
Professional Development	44	18.2
Recruiting and Professional Development...	69	28.5
Other	12	5.0
Total	242	100.0

coordinators are in the \$57,000-65,000 range, with coordinators in professional development on the low end. These figures are relatively stable compared to 2010.

- Among recruiting professionals and those with responsibility for both recruiting and professional development, the median salary increase from August 2011 to August 2012 was 3-4%. Based on the relatively small number of professional development professionals responding to the survey, the median was similar among directors and coordinators, but quite a bit higher, 10%, among managers of professional development.
- A JD degree continues to be most common among directors of professional development — almost 60% overall, and almost 90% among those who have been in the field 12 years or less. Among directors handling both recruiting and professional development, about 46% have a JD, with the percentage again being much higher, 80%, among those who have been in the field 12 years or less. A bachelor's degree remains the norm among directors of recruiting. It is also evident that many legal career professionals, especially those who are directors of professional development, have spent at least some time as a practicing attorney — a median of 17 years among directors and 10.5 years among all professional development professionals who have spent some time in practice. The comparable figure for professionals with responsibility for both recruiting and professional development is 4, both overall and among directors. Among the handful of recruiting professionals reporting prior practice, the number of years reported ranged from 2 to 10.
- Because many legal career professionals grow and develop in their roles over time, this year's report looks at years in the field only and not years in the "current" job. As might be expected, among directors the median number of years in the field is greater, at about 13-14 years. Among managers medians range from 6.5 to over 13, with the low being for managers of professional development and the higher for managers handling both recruiting and professional development. The median among coordinators is 6-8 years.
- Many individuals take on "other" duties, and one that is found across all responsibility areas and titles is that of organizing social events other than for the summer program. For example, 43% of managers of recruiting indicated duties in this area as did over half of directors with responsibilities for both recruiting and professional development. Although most respondents who had been in their job two or more years at the time of the survey did not report adding any duties, some of the more frequently mentioned among those who did were duties related to diversity, lawyer personnel management, and organizing social events other than for the summer.



Recruiting

A total of 117 survey respondents identified recruiting as their primary area of responsibility. Individuals in this category typically spend two-thirds or more of their time on recruiting. The median was about 75%. About one-third spend a small amount of time on professional development, and about 55% spend some time on lawyer personnel management duties, e.g., orientation for new lawyers, benefits, counseling, exit interviews, and outplacement. About 55% reported spending some time, typically 5-10% of their time, on diversity tasks.

Characteristics of Recruiting Professionals — Education and Years in Field

Level or Title and Years in Field	LEVEL OF EDUCATION				# Reporting
	High School Diploma or 2-year Degree	BA or BS	JD	Masters	
All respondents.....	12.8%	64.1%	8.5%	13.7%	117
BY LEVEL:					
Department heads					
All respondents.....	15.8	57.9	5.3	21.1	19
More than 12 years.....	20.0	60.0	0.0	20.0	15
First-level professionals					
All respondents.....	12.1	58.6	15.5	12.1	58
Less than 7 years.....	12.5	50.0	18.8	18.8	16
7-12 years.....	4.5	68.2	18.2	4.5	22
More than 12 years.....	20.0	55.0	10.0	15.0	20
Second-level professionals					
All respondents.....	14.3	71.4	0.0	14.3	28
Less than 7 years.....	0.0	73.3	0.0	26.7	15
7-12 years.....	25.0	75.0	0.0	0.0	8
More than 12 years.....	40.0	60.0	0.0	0.0	5
Third-level/administrative					
All respondents.....	8.3	83.3	0.0	8.3	12
Less than 7 years.....	0.0	100.0	0.0	0.0	8
BY TITLE:					
Directors/chiefs					
All respondents.....	13.6	59.1	13.6	13.6	22
More than 12 years.....	17.6	58.8	11.8	11.8	17
Managers					
All respondents.....	9.8	60.8	11.8	15.7	51
Less than 7 years.....	6.7	53.3	20.0	20.0	15
7-12 years.....	5.6	66.7	16.7	5.6	18
More than 12 years.....	16.7	61.1	0.0	22.2	18
Coordinators/administrators					
All respondents.....	17.9	69.2	2.6	10.3	39
Less than 7 years.....	5.3	78.9	0.0	15.8	19
7-12 years.....	21.4	64.3	7.1	7.1	14
More than 12 years.....	50.0	50.0	0.0	0.0	6
Assistants					
All respondents.....	0.0	80.0	0.0	20.0	5

The JD category includes respondents who indicated that they obtained an LLM as well. Groupings with fewer than five respondents are not shown. Years in field refers to NALP-related positions as a legal career professional.

Characteristics of Recruiting Professionals — Years in Field and Related Experience

	All Respondents	BY LEVEL				BY TITLE			
		Dept. Heads	First	Second	Third or Administrative	Directors of Chiefs	Managers	Administrators or Coordinators	Assistants
Years in field									
Less than 7 years.....	34.2%	5.3%	27.6%	53.6%	66.7%	4.5%	29.4%	48.7%	100.0%
7-12 years	30.8	15.8	37.9	28.6	25.0	18.2	35.3	35.9	0.0
More than 12 years.....	35.0	78.9	34.5	17.9	8.3	77.3	35.3	35.9	0.0
Number reporting.....	117	19	58	28	12	22	51	39	5
Median # years in field.....	8.8	14.0	9.3	6.0	5.1	14.3	9.0	7.0	1.5
Related experience and practice									
% reporting related experience.....	31.6	15.8	27.6	42.9	50.0	18.2	27.5	41.0	60.0
% reporting previous law practice.....	5.1	5.3	8.6	0.0	0.0	9.1	5.9	2.6	0.0
Median # years related experience.....	3.0	—	4.0	3.5	3.0	—	5.5	2.5	0.0

Note: The vast majority of recruiting professionals, 96%, reported that an advanced degree was not required for their job. Those who did report that an advanced degree was required for their job are in director/department-head or first-level positions. For the handful of respondents who spent some time in private practice, the number of years ranged from 2 to 10. A dash indicates fewer than five responses in this category. Years in field refers to NALP-related positions as a legal career professional.

Salaries and Percent Raises for Recruiting Professionals by Level and Respondent Demographics — as of August 1, 2012

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Department heads					
All.....	\$152,500	\$158,545	\$118,000 - 183,000	4.0%	16
By level of education					
BA or BS.....	136,000	155,414	115,000 - 166,000	3.9	9
By years in field					
More than 12 years.....	147,500	147,144	116,500 - 183,000	3.9	12
First-level professionals					
All.....	98,000	100,592	76,402 - 122,373	3.0	53
By level of education					
High school or 2-yr degree.....	98,000	102,400	—	—	5
BA or BS.....	87,000	92,231	66,975 - 117,186	3.0	32
JD.....	113,500	124,000	99,000 - 151,500	2.4	8
MA/MS.....	112,000	109,572	—	5.0	7
By years in field					
Less than 7 years.....	79,795	86,669	68,900 - 112,000	4.0	14
7-12 years.....	80,000	83,993	66,950 - 100,000	3.0	19
More than 12 years.....	120,500	126,108	99,328 - 142,100	3.0	20
Second-level professionals					
All.....	63,000	70,361	54,000 - 72,000	3.0	27
By level of education					
BA or BS.....	63,000	73,227	54,000 - 100,000	3.0	19
By years in field					
Less than 7 years.....	55,000	54,854	50,000 - 62,000	3.9	15
7-12 years.....	72,000	85,793	—	3.0	7
More than 12 years.....	100,000	95,280	—	3.0	5
Third-level/administrative positions					
All.....	55,500	57,967	48,750 - 64,000	3.8	12
By level of education					
BA or BS.....	53,000	57,660	47,500 - 66,000	3.5	10
By years in field.....					
Less than 7 years.....	58,000	59,813	48,750 - 67,500	3.5	8

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries figures reported. Groupings with with fewer than five salaries reported are not shown. 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. Only medians and average salaries are shown if fewer than eight salaries were reported.

Salaries and Percent Raises for Recruiting Professionals by Title and Respondent Demographics — as of August 1, 2012

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Directors					
All.....	\$155,000	\$157,761	\$121,500 - 179,500	4.0%	20
By level of education					
BA or BS.....	136,000	150,748	115,000 - 166,000	4.0	11
By years in field					
More than 12 years.....	155,000	154,482	118,000 - 184,000	3.9	15
Managers					
All.....	101,328	102,017	80,000 - 120,000	3.0	46
By level of education					
BA or BS.....	95,000	98,819	76,402 - 120,000	3.0	29
JD.....	110,000	107,400	—	—	5
MA/MS.....	112,000	108,787	—	6.0	7
By years in field					
Less than 7 years.....	82,500	90,133	68,900 - 112,000	4.0	14
7-12 years.....	100,000	95,885	76,402 - 117,000	3.3	15
More than 12 years.....	105,307	117,215	98,000 - 130,000	3.0	17
Administrators/coordinators					
All.....	62,000	63,890	52,000 - 69,000	3.0	37
By level of education					
High school or 2-yr degree.....	68,200	74,400	—	3.0	6
BA or BS.....	62,000	61,444	50,000 - 66,000	3.0	26
By years in field					
Less than 7 years.....	54,500	55,628	50,000 - 63,000	3.8	18
7-12 years.....	65,000	65,865	57,000 - 72,000	3.0	13
More than 12 years.....	84,700	84,400	—	3.0	6
Assistants					
All.....	50,000	50,300	—	—	5
By years in field					
Less than 7 years.....	50,000	50,300	—	—	5

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries 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.

Salaries and Percent Raises for Recruiting Professionals by Level and Firm or Job Characteristics — as of August 1, 2012

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Department heads					
All	\$152,500	\$158,545	\$118,000 - 183,000	4.0%	16
By scope of responsibility					
National	136,000	170,800	—	4.5	5
Global	166,000	167,800	—	4.5	5
By size of firm					
500 or fewer lawyers	143,000	154,216	104,612 - 163,000	3.8	8
More than 500 lawyers	157,500	162,875	129,000 - 200,000	5.0	8
First-level professionals					
All	98,000	100,592	76,402 - 122,373	3.0	53
By scope of responsibility					
Single office.....	98,000	110,019	78,191 - 117,000	3.5	10
Regional.....	93,000	92,383	69,118 - 112,000	5.0	17
National	90,000	94,994	67,925 - 107,653	3.0	16
Global	120,187	114,078	100,000 - 125,000	3.8	10
By size of firm					
500 or fewer lawyers.....	88,000	90,938	66,950 - 110,000	4.0	27
More than 500 lawyers.....	112,000	112,287	95,000 - 128,000	3.0	25
By NALP region					
Northeast	117,000	121,347	98,000 - 130,000	3.0	15
500 or fewer lawyers.....	110,000	118,571	—	4.0	7
More than 500 lawyers.....	121,000	123,775	98,000 - 136,100	2.7	8
Southeast	93,000	90,718	69,118 - 112,000	3.0	11
500 or fewer lawyers.....	69,118	73,662	—	5.0	5
More than 500 lawyers.....	107,000	104,932	—	2.5	6
Midwest	78,201	95,771	67,925 - 125,000	3.8	12
500 or fewer lawyers.....	76,402	91,907	—	3.8	7
West/Rocky Mtn.	95,000	90,049	61,200 - 112,000	3.5	11
500 or fewer lawyers.....	76,600	75,527	—	3.3	6
More than 500 lawyers.....	112,000	107,475	—	—	5
By city					
Chicago	125,000	119,825	—	3.5	6
New York.....	110,000	116,862	98,000 - 128,000	4.0	13
Second-level professionals					
All	63,000	70,361	54,000 - 72,000	3.0	27
By scope of responsibility					
Single office.....	81,500	79,506	53,500 - 105,275	3.0	8
Regional.....	62,000	68,113	53,000 - 68,700	3.0	8
National	62,000	65,200	55,000 - 63,804	2.8	9
By size of firm					
500 or fewer lawyers.....	57,000	61,750	54,000 - 65,000	2.8	10
More than 500 lawyers.....	64,902	76,266	54,500 - 105,275	3.0	16
By NALP region					
Mid-Atlantic.....	65,500	78,969	63,402 - 88,475	3.0	8
More than 500 lawyers.....	66,000	80,965	—	3.0	7
Midwest	55,000	67,100	—	5.0	5
West/Rocky Mtn.	82,500	83,667	—	3.0	6

(continued)

Salaries and Percent Raises for Recruiting Professionals by Level and Firm or Job Characteristics, continued

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Third-level professionals					
All	55,500	57,967	48,750 - 64,000	3.8	12
By scope of responsibility					
National	52,000	55,500	—	—	5
By size of firm					
More than 500 lawyers.....	52,000	56,929	—	—	7

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries figures reported. Groupings with 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.

Salaries and Percent Raises for Recruiting Professionals by Title and Firm or Job Characteristics — as of August 1, 2012

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Directors/chiefs					
All	\$155,000	\$157,761	\$121,500 - 179,500	4.0%	20
By scope of responsibility					
Single office.....	160,000	150,400	—	2.5	5
National.....	155,000	170,429	—	4.0	7
Global	153,000	160,667	—	4.0	6
By size of firm					
500 or fewer lawyers.....	150,000	154,247	118,000 - 166,000	4.0	9
More than 500 lawyers.....	155,000	160,636	125,000 - 200,000	4.0	11

(continued)

Salaries and Percent Raises for Recruiting Professionals by Title and Firm or Job Characteristics, continued

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Managers					
All	101,328	102,017	80,000 - 120,000	3.0	46
By scope of responsibility					
Single office.....	105,275	111,955	98,000 - 117,000	3.0	10
Regional.....	92,500	96,390	80,000 - 125,000	4.0	18
National.....	100,656	94,606	79,590 - 105,307	3.0	9
Global	118,000	109,642	100,000 - 123,000	4.4	9
By size of firm					
500 or fewer lawyers.....	100,000	96,599	72,000 - 109,000	4.0	17
More than 500 lawyers.....	112,000	108,138	93,000 - 125,000	3.0	27
By NALP region					
Northeast.....	120,000	122,308	103,500 - 129,000	3.5	12
500 or fewer lawyers.....	116,500	126,250	—	5.5	6
More than 500 lawyers.....	121,000	118,367	—	2.7	6
Southeast	96,500	90,964	74,354 - 107,000	3.0	8
More than 500 lawyers.....	102,000	100,918	—	3.0	5
Midwest	74,201	84,413	67,950 - 98,500	5.0	8
West/Rocky Mtn.	100,328	97,753	85,000 - 112,000	3.0	14
500 or fewer lawyers.....	100,000	91,833	—	3.0	5
More than 500 lawyers.....	108,500	105,922	90,000 - 121,186	3.0	8
By city					
New York	124,000	126,320	109,000 - 130,000	4.5	10
San Francisco Bay area.....	112,000	111,875	—	3.0	5
Administrators/coordinators					
All	62,000	63,890	52,000 - 69,000	3.0	37
By scope of responsibility					
Single office.....	63,000	63,384	—	1.5	7
Regional.....	55,500	59,900	45,000 - 66,000	3.0	10
National.....	62,000	65,078	52,000 - 69,475	3.0	16
By size of firm					
500 or fewer lawyers.....	65,000	66,440	50,000 - 72,500	3.0	21
More than 500 lawyers.....	62,000	59,980	52,000 - 63,804	3.0	15
By NALP region					
Northeast.....	66,000	72,857	—	3.0	7
500 or fewer lawyers.....	66,000	71,400	—	3.0	5
Mid-Atlantic.....	64,402	67,570	62,000 - 71,400	3.5	10
More than 500 lawyers.....	63,402	64,701	—	3.3	6
Southeast	50,000	53,138	—	2.0	5
Midwest	55,000	64,172	46,100 - 66,950	3.0	9
500 or fewer lawyers.....	55,000	66,221	—	4.0	7
West/Rocky Mtn.	54,500	55,833	—	3.4	6
By city					
New York	69,000	75,167	—	4.0	6
Washington, DC/Northern VA.....	63,000	68,200	—	—	5
Assistants					
All	50,000	50,300	—	—	5

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries 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.

Bonuses for Recruiting Professionals by Level and Respondent Demographics — as of August 1, 2012

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
Department heads					
All	\$15,000	\$19,058	\$4,500 - 25,000	17	5.6%
By level of education					
BA or BS.....	15,000	20,200	12,000 - 20,000	10	0.0
By years in field					
More than 12 years.....	13,750	15,856	3,240 - 20,000	14	0.0
First-level professionals					
All	5,250	8,969	3,000 - 10,000	42	17.6
By level of education					
BA or BS.....	5,000	9,982	3,250 - 10,400	24	25.0
JD.....	5,500	9,250	—	6	0.0
MA/MS.....	6,000	5,660	—	7	0.0
By years in field					
Less than 7 years	3,500	5,467	3,000 - 5,000	11	8.3
7-12 years	5,000	8,443	3,000 - 6,000	13	31.6
More than 12 years.....	7,750	11,489	5,000 - 15,000	18	10.0
Second-level professionals					
All	2,500	4,225	1,500 - 4,000	21	19.2
By level of education					
BA or BS.....	2,775	5,160	2,000 - 6,500	14	22.2
By years in field					
Less than 7 years	2,450	2,203	700 - 3,600	11	26.7
7-12 years	3,000	6,500	—	6	0.0
Third-level professionals					
All	2,000	2,533	—	6	33.3

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of non-zero bonus figures reported. Groupings with fewer than five bonus amounts reported are not shown, and only medians and averages are shown if fewer than eight bonus amounts were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for Recruiting Professionals by Title and Respondent Demographics — as of August 1, 2012

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
Directors/chiefs					
All.....	\$20,000	\$19,724	\$4,500 - 25,000	19	9.5%
By level of education					
BA or BS.....	15,000	19,636	4,500 - 25,000	11	8.3
By years in field					
More than 12 years.....	20,000	17,917	4,500 - 25,000	15	6.3
Managers					
All.....	5,500	8,636	3,120 - 10,400	40	13.0
By level of education					
BA or BS.....	6,500	11,003	3,750 - 15,000	24	20.0
MA/MS.....	5,500	5,483	3,620 - 6,310	8	0.0
By years in field					
Less than 7 years.....	4,500	5,863	3,000 - 5,000	10	23.1
7-12 years.....	5,000	9,636	2,762 - 15,000	13	13.3
More than 12 years.....	6,500	9,502	5,000 - 10,000	17	5.6
Administrators/coordinators					
All.....	2,500	3,197	1,500 - 4,000	25	28.6
By level of education					
High school or 2-yr degree.....	2,500	4,740	—	5	16.7
BA or BS.....	2,225	2,577	1,750 - 3,550	16	33.3
By years in field					
Less than 7 years.....	2,225	2,195	1,000 - 3,100	14	17.6
7-12 years.....	4,000	3,600	—	7	41.7

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of non-zero bonus figures reported. Groupings with fewer than five bonus amounts reported are not shown, and only medians and averages are shown if fewer than eight bonus amounts were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for Recruiting Professionals by Level and Firm or Job Characteristics — as of August 1, 2012

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
Department heads					
All	\$15,000	\$19,058	\$4,500 - 25,000	17	5.6%
By scope of responsibility					
National	13,500	19,623	—	6	0.0
Global	23,750	23,417	—	6	0.0
By size of firm					
500 or fewer lawyers.....	12,250	17,530	3,870 - 20,000	8	11.1
More than 500 lawyers	20,000	20,417	5,000 - 35,000	9	0.0
By NALP region					
Mid-Atlantic	3,240	4,798	—	5	0.0
First-level professionals					
All	5,250	8,969	3,000 - 10,000	42	17.6
By scope of responsibility					
Single office	5,000	14,889	4,000 - 20,000	9	25.0
Regional.....	6,000	6,278	3,500 - 7,500	13	13.3
National	5,250	8,333	3,000 - 12,000	12	14.3
Global	5,500	7,634	3,131 - 9,400	8	20.0
By size of firm					
500 or fewer lawyers.....	5,250	10,013	3,500 - 10,500	20	25.9
More than 500 lawyers	5,500	8,020	3,000 - 10,000	22	8.3
By NALP region					
Northeast	6,000	11,633	3,000 - 15,000	15	0.0
500 or fewer lawyers.....	11,000	16,929	—	7	0.0
More than 500 lawyers	5,500	7,000	3,000 - 8,000	80.0	
Southeast.....	6,000	5,446	—	7	36.4
More than 500 lawyers	6,120	5,624	—	5	16.7
Midwest.....	5,500	10,366	—	7	30.0
500 or fewer lawyers.....	5,000	7,352	—	5	28.6
West/Rocky Mtn.	5,000	7,168	4,000 - 6,500	9	10.0
More than 500 lawyers	5,000	7,503	—	5	0.0
By city					
Chicago.....	10,800	13,260	—	5	16.7
New York.....	6,000	11,654	3,000 - 11,000	13	0.0
Second-level professionals					
All	2,500	4,225	1,500 - 4,000	21	19.2
By scope of responsibility					
Single office	2,300	5,335	650 - 10,750	8	0.0
Regional.....	2,450	2,490	—	5	37.5
National	2,500	4,229	—	7	22.2
By size of firm					
500 or fewer lawyers.....	3,250	3,583	—	6	33.3
More than 500 lawyers	2,000	4,482	1,000 - 4,000	15	6.3
By NALP region					
Mid-Atlantic	2,000	1,829	—	7	12.5
More than 500 lawyers	1,750	1,717	—	6	14.3
Third-level professionals					
All	2,000	2,533	—	6	33.3

The number reported column shows the number of non-zero bonus figures reported. Groupings with fewer than five bonus amounts reported are not shown, and only medians and averages are shown if fewer than eight bonus amounts were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for Recruiting Professionals by Title and Firm or Job Characteristics — as of August 1, 2012

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
Directors/chiefs					
All	\$20,000	\$19,724	\$4,500 - 25,000	19	9.5%
By scope of responsibility					
National	20,000	22,786	—	7	0.0
Global	23,750	23,417	—	6	14.3
By size of firm					
500 or fewer lawyers.....	12,250	18,250	4,250 - 22,500	8	11.1
More than 500 lawyers.....	20,000	20,795	5,000 - 35,000	11	8.3
By NALP region					
Midwest	25,000	29,600	—	5	0.0
Managers					
All	5,500	8,636	3,120 - 10,400	40	13.0
By scope of responsibility					
Single office.....	6,500	13,409	3,000 - 15,000	11	8.3
Regional.....	6,000	6,317	4,000 - 7,500	13	18.8
National	5,750	7,093	2,370 - 10,750	8	11.1
Global	4,500	7,384	3,131 - 9,400	8	11.1
By size of firm					
500 or fewer lawyers.....	6,250	10,625	3,750 - 10,500	16	15.8
More than 500 lawyers.....	5,000	7,310	3,000 - 10,400	24	7.7
By NALP region					
Northeast					
500 or fewer lawyers	13,000	19,250	—	6	0.0
More than 500 lawyers	4,000	5,000	—	6	0.0
Mid-Atlantic					
Southeast	3,240	5,648	—	5	16.7
Southeast					
More than 500 lawyers	6,060	5,687	—	6	25.0
Midwest					
More than 500 lawyers	6,120	5,624	—	5	0.0
West/Rocky Mtn.					
Midwest	4,000	7,312	—	5	16.7
500 or fewer lawyers	6,500	8,418	4,500 - 12,500	12	14.3
More than 500 lawyers	6,500	6,700	—	5	0.0
More than 500 lawyers	5,000	9,645	—	7	12.5
By city					
New York	5,500	12,750	3,000 - 11,000	10	0.0
San Francisco Bay area.....	15,000	12,303	—	5	0.0
Administrators/coordinators					
All	2,500	3,197	1,500 - 4,000	25	28.6
By scope of responsibility					
Single office.....	700	1,837	—	5	28.6
Regional.....	2,475	4,492	—	6	40.0
National	3,000	3,236	2,000 - 5,000	11	26.7
By size of firm					
500 or fewer lawyers	3,500	4,591	2,500 - 5,000	11	42.1
More than 500 lawyers	1,500	1,956	700 - 2,450	13	13.3
By NALP region					
Northeast					
Mid-Atlantic	3,300	5,267	—	6	14.3
More than 500 lawyers.....	2,000	2,367	1,500 - 3,000	9	10.0
More than 500 lawyers.....	1,750	1,800	—	6	0.0
By city					
New York	3,300	5,267	—	6	0.0

The number reported column shows the number of non-zero bonus figures reported. Groupings with fewer than five bonus amounts reported are not shown, and only medians and averages are shown if fewer than eight bonus amounts were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Additional Duties Indicated by Recruiting Professionals

Other Duties	% of Respondents
BY LEVEL:	
Department heads (N=19)	
Organize social events other than for summer program.....	36.8%
Marketing/business development/public relations	26.3
Other non-lawyer personnel hiring/supervision/evaluation	21.1
Alumni initiatives.....	15.8
Paralegal hiring/supervision/evaluation.....	10.5
Maintain professional licenses or bar memberships.....	10.5
Other	10.5
Office/facilities management	5.3
Pro bono coordination.....	5.3
CLE compliance.....	5.3
Practice management	5.3
First-level professionals (N=58)	
Organize social events other than for summer program.....	39.7
Other non-lawyer personnel hiring/supervision/evaluation	20.7
Maintain professional licenses or bar memberships.....	13.8
Other	13.8
Marketing/business development/public relations	12.1
Paralegal hiring/supervision/evaluation.....	12.1
CLE compliance.....	10.3
Office/facilities management	8.6
Knowledge management	5.2
Alumni initiatives.....	3.4
Pro bono coordination.....	3.4
Practice management	3.4
Benefits or payroll administration for non-lawyer personnel.....	1.7
Second-level professionals (N=28)	
Organize social events other than for summer program.....	42.9
Other non-lawyer personnel hiring/supervision/evaluation	17.9
Other	17.9
Paralegal hiring/supervision/evaluation.....	10.7
Maintain professional licenses or bar memberships.....	10.7
Marketing/business development/public relations	7.1
Alumni initiatives.....	3.6
Office/facilities management	3.6
Benefits or payroll administration for non-lawyer personnel.....	3.6
CLE compliance.....	3.6
Practice management	3.6
Third-level/administrative positions (N=12)	
Organize social events other than for summer program.....	33.3
Alumni initiatives.....	16.7
Office/facilities management	16.7
Marketing/business development/public relations	16.7
Other	16.7
Maintain professional licenses or bar memberships.....	8.3

(continued)

Additional Duties Indicated by Recruiting Professionals, continued

Other Duties	% of Respondents
BY TITLE:	
Directors/chiefs (N=22)	
Organize social events other than for summer program.....	36.4
Marketing/business development/public relations	27.3
Other non-lawyer personnel hiring/supervision/evaluation	22.7
Maintain professional licenses or bar memberships.....	13.6
Other	13.6
Alumni initiatives.....	9.1
Office/facilities management	9.1
Paralegal hiring/supervision/evaluation.....	9.1
Pro bono coordination.....	4.5
Benefits or payroll administration for non-lawyer personnel.....	4.5
CLE compliance.....	4.5
Practice management	4.5
Managers (N=51)	
Organize social events other than for summer program.....	43.1
Other non-lawyer personnel hiring/supervision/evaluation	15.7
Marketing/business development/public relations	11.8
Paralegal hiring/supervision/evaluation.....	11.8
Maintain professional licenses or bar memberships.....	11.8
Other	9.8
CLE compliance.....	7.8
Alumni initiatives.....	5.9
Office/facilities management	5.9
Knowledge management	5.9
Practice management	5.9
Pro bono coordination.....	3.9
Administrators/coordinators (N=39)	
Organize social events other than for summer program.....	38.5
Other	23.1
Other non-lawyer personnel hiring/supervision/evaluation	20.5
Office/facilities management	10.3
Paralegal hiring/supervision/evaluation.....	10.3
Maintain professional licenses or bar memberships.....	10.3
Marketing/business development/public relations	7.7
CLE compliance.....	7.7
Alumni initiatives.....	5.1
Benefits or payroll administration for non-lawyer personnel.....	2.6
Assistants (N=5)	
Alumni initiatives.....	20.0
Marketing/business development/public relations	20.0
Maintain professional licenses or bar memberships.....	20.0
Organize social events other than for summer program.....	20.0

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. Examples of other duties described include committee support, completing surveys and compiling various statistics for firm use, legal assistant duties, and organizing firm-wide retreats.

Duties Added Between August 2010 and August 2012 as Reported by Recruiting Professionals

Duties	% of Respondents Adding Duty
BY LEVEL:	
Department heads (N=16)	
Organize social events other than for summer program.....	25.0%
Law firm diversity initiatives	12.5
Lawyer professional development.....	6.3
Lawyer personnel management	6.3
Alumni initiatives.....	6.3
Marketing/business development/public relations	6.3
Practice management	6.3
Other	6.3
First-level professionals (N=47)	
Law firm diversity initiatives	14.9
Lawyer professional development.....	8.5
Paralegal hiring/supervision/evaluation.....	6.4
Other non-lawyer personnel hiring/supervision/evaluation	6.4
Marketing/business development/public relations	4.3
Maintain professional licenses or bar memberships.....	4.3
Organize social events other than for summer program.....	4.3
Alumni initiatives.....	2.1
Pro bono coordination.....	2.1
CLE compliance.....	2.1
Second-level professionals (N=18)	
Law firm diversity initiatives	11.1
Lawyer personnel management	11.1
Organize social events other than for summer program.....	11.1
Marketing/business development/public relations	5.6
Third-level/administrative positions (N=6)	
Law firm diversity initiatives	33.3
Lawyer personnel management	16.7
Alumni initiatives.....	16.7
Marketing/business development/public relations	16.7
Organize social events other than for summer program.....	16.7
BY TITLE:	
Directors/chiefs (N=19)	
Organize social events other than for summer program.....	15.8
Law firm diversity initiatives	5.3
Lawyer personnel management	5.3
Alumni initiatives.....	5.3
Marketing/business development/public relations	5.3
Paralegal hiring/supervision/evaluation.....	5.3
Other non-lawyer personnel hiring/supervision/evaluation	5.3
Maintain professional licenses or bar memberships.....	5.3
Practice management	5.3
Other	5.3

(continued)

Duties Added Between August 2010 and August 2012 as Reported by Recruiting Professionals, continued

Duties	% of Respondents Adding Duty
Managers (N=38)	
Law firm diversity initiatives	18.4
Organize social events other than for summer program.....	13.2
Lawyer professional development.....	10.5
Lawyer personnel management	5.3
Marketing/business development/public relations	5.3
Alumni initiatives.....	2.6
Pro bono coordination.....	2.6
Paralegal hiring/supervision/evaluation.....	2.6
Other non-lawyer personnel hiring/supervision/evaluation	2.6
Maintain professional licenses or bar memberships.....	2.6
Administrators/coordinators (N=28)	
Law firm diversity initiatives	14.3
Lawyer professional development.....	3.6
Lawyer personnel management	3.6
Marketing/business development/public relations	3.6
Paralegal hiring/supervision/evaluation.....	3.6
Other non-lawyer personnel hiring/supervision/evaluation	3.6
CLE compliance.....	3.6
Organize social events other than for summer program.....	3.6

Note: Percentages are based on respondents in each group who had been in their job at least two years at the time of the survey. Only a handful of respondents reported relinquishing any duties — those that were mentioned include lawyer professional development activities, marketing/business development, benefits and payroll for non-lawyer staff, CLE compliance, maintaining professional licenses, other non-lawyer hiring and supervision, and planning events other than for the summer program. Other duties added that were described include secondments, a larger role in partner integration, website management, a women’s initiative, and changes to the firm’s recruiting structure resulting in responsibility for more offices.

Additional Benefits Indicated by Recruiting Professionals

Item/Service Provided	% of Respondents
BY LEVEL:	
Department heads (N=19)	
Association memberships.....	94.7%
Mobile hand-held device	89.5
Corporate credit card.....	68.4
Laptop	63.2
Industry conferences	52.6
Parking	21.1
Cell phone.....	10.5
Broadband remote access	10.5
Tablet	5.3
First-level professionals (N=58)	
Mobile hand-held device	77.6
Association memberships.....	77.6
Corporate credit card.....	70.7
Industry conferences	67.2
Laptop	44.8
Parking	22.4
Broadband remote access	15.5
Cell phone.....	8.6
Tablet	5.2
Second-level professionals (N=28)	
Association memberships.....	71.4
Mobile hand-held device	67.9
Industry conferences	53.6
Laptop	35.7
Corporate credit card.....	28.6
Broadband remote access	21.4
Parking	10.7
Third-level/administrative positions (N=12)	
Association memberships.....	50.0
Mobile hand-held device	41.7
Industry conferences	25.0
Parking	16.7
Laptop	16.7
Corporate credit card.....	16.7
BY TITLE:	
Directors/chiefs (N=22)	
Association memberships.....	90.9
Mobile hand-held device	86.4
Laptop	72.7
Corporate credit card.....	72.7
Industry conferences	59.1
Parking	27.3
Cell phone.....	13.6
Tablet	9.1
Broadband remote access	9.1

(continued)

Additional Benefits Indicated by Recruiting Professionals, continued

Item/Service Provided	% of Respondents
Managers (N=51)	
Mobile hand-held device	84.3
Association memberships.....	76.5
Corporate credit card.....	66.7
Industry conferences	58.8
Laptop	45.1
Parking	17.6
Broadband remote access	13.7
Cell phone.....	5.9
Tablet.....	3.9
Administrators/coordinators (N=39)	
Association memberships.....	69.2
Mobile hand-held device	53.8
Industry conferences	53.8
Corporate credit card.....	33.3
Laptop	28.2
Parking	17.9
Broadband remote access	17.9
Cell phone.....	2.6
Assistants (N=5)	
Mobile hand-held device	60.0
Association memberships.....	60.0
Industry conferences	60.0
Corporate credit card.....	20.0
Broadband remote access	20.0

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. By far the most common paid association memberships mentioned were NALP and a local city group. Also mentioned were state and local bar associations, ALA, and SHRM among others. Other benefits mentioned include attorney/bar registration fees and back-up child care. Percentages for parking benefits include respondents who indicated that they receive a partial subsidy. Provision of a cell phone may include just the data plan.



Professional Development

A total of 44 survey respondents identified professional development as their primary area of responsibility. Individuals in this category typically spend 60% or more of their time on professional development, with a median of 70%. Over two-thirds of respondents in this category, about 68%, spend at least some of their time, typically 5-25%, on lawyer personnel management tasks, e.g., orientation for new lawyers, benefits, counseling, exit interviews, and outplacement. About half spend a small amount of time, typically 5-10%, on diversity tasks.

Note that for purposes of analysis, individuals with a title of “career manager” or “career coach” (and variants) are categorized as professional development.

Characteristics of Professional Development Professionals — Education and Years in Field

Level or Title and Years in Current Job	LEVEL OF EDUCATION				# Reporting
	High School Diploma or 2-year Degree	BA or BS	JD	Masters	
All Respondents	4.5%	43.2%	40.9%	9.1%	44
BY LEVEL:					
Department heads					
All Respondents	0.0	27.8	66.7	5.6	18
7-12 years.....	0.0	0.0	100.0	0.0	7
More than 12 years.....	0.0	55.6	33.3	11.1	9
First-level professionals					
All Respondents	0.0	38.5	38.5	15.4	13
Less than 7 years	0.0	37.5	37.5	25.0	8
Second-level professionals					
All Respondents	20.0	60.0	10.0	10.0	10
BY TITLE:					
Directors/chiefs					
All Respondents	0.0	29.4	58.8	5.9	17
7-12 years.....	0.0	0.0	83.3	0.0	6
More than 12 years.....	0.0	55.6	33.3	11.1	9
Managers					
All Respondents	11.1	33.3	55.6	0.0	9
Less than 7 years	0.0	40.0	60.0	0.0	5
Coordinators/administrators					
All Respondents	7.1	64.3	14.3	14.3	14
Less than 7 years	0.0	62.5	12.5	25.0	8
7-12 years.....	20.0	80.0	0.0	0.0	5

The JD category includes respondents who indicated that they obtained an LLM as well. Groupings with fewer than five respondents are not shown. For those respondents who indicated a BA or BS as their highest degree, majors in business, communications and psychology were noted. Others mentioned include family science, economics, political science, art history, sociology, and theater. Respondents with a Master's degree mentioned organizational development/management, and teaching.

Characteristics of Professional Development Professionals — Years in Field and Related Experience

	All Respondents	BY LEVEL			BY TITLE		
		Dept. Heads	First	Second	Directors or Chiefs	Managers	Administrators or Coordinators
Years in field							
Less than 7 years.....	38.6%	11.1%	61.5%	40.0%	11.8%	55.6%	57.1%
7-12 years	31.8.	38.9	23.1	40.0	35.3	22.2	35.7
More than 12 years	28.5	50.0	15.4	20.0	52.9	22.2	7.1
Number reporting	44	18	13	10	17	9	14
Median # years in field.....	8.0	12.3	6.0	7.3	14.0	6.5	6.0
Related experience and practice							
% reporting related experience.....	29.5	22.2	53.8	10.0	23.5	55.6	28.6
% reporting previous law practice.....	36.4	61.1	30.8	10.0	52.9	44.4	14.3
Median # years related experience.....	3.0	—	4.0	—	—	2.0	—
Median # years practice	10.5	13.0	—	—	17.0	—	—

Note: About one-quarter of professional development professionals reported that an advanced degree was not required for their job. Most of these, about two-thirds, are in director or department head position. A dash indicates fewer than five responses in this category.

Salaries and Percent Raises for Professional Development Professionals by Level and Respondent Demographics — as of August 1, 2012

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Department heads					
All	\$210,000	\$220,762	\$170,000 - 262,500	4.0%	17
By level of education					
BA or BS	250,000	250,200	—	4.0	5
JD	201,250	208,496	157,500 - 251,250	4.0	12
By years in field					
7-12 years	210,000	223,136	—	4.0	7
More than 12 years	223,000	232,000	181,250 - 273,750	4.0	8
First-level professionals					
All	88,600	95,415	76,000 - 130,000	10.0	13
By level of education					
BA or BS	82,000	86,720	—	10.0	5
JD	115,000	114,660	—	10.0	5
By years in field					
Less than 7 years	81,000	88,350	71,000 - 112,000	5.0	8
Second-level professionals					
All	66,150	70,366	54,000 - 76,500	2.5	10
By level of education					
BA or BS	57,500	60,800	—	3.0	6

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries 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.

Salaries and Percent Raises for Professional Development Professionals by Title and Respondent Demographics — as of August 1, 2012

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Directors					
All.....	\$203,000	\$212,997	\$167,500 - 256,250	4.0%	16
By level of education					
BA or BS.....	250,000	250,200	—	4.0	5
JD.....	201,250	202,695	165,000 - 240,000	4.0	10
By years in field					
7-12 years.....	200,975	202,825	—	3.0	6
More than 12 years.....	223,000	232,000	181,250 - 273,750	4.0	8
Managers					
All.....	120,000	114,544	88,600 - 141,300	10.0	9
By level of education					
JD.....	141,300	121,660	—	10.0	5
By years in field					
Less than 7 years.....	92,000	105,460	—	10.0	5
Administrators/coordinators					
All.....	57,500	64,405	47,000 - 76,000	3.0	14
By level of education					
BA or BS.....	55,000	59,811	54,000 - 72,300	3.0	9
By years in field					
Less than 7 years.....	57,000	61,000	44,750 - 71,000	2.5	8
7-12 years.....	55,000	59,733	—	3.0	5

The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown and only medians and averages are shown if fewer than eight salaries were reported.

Salaries and Percent Raises for Professional Development Professionals by Level and Firm or Job Characteristics — as of August 1, 2012

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Department heads					
All	\$210,000	\$220,762	\$170,000 - 262,500	4.0%	17
By scope of responsibility					
Regional.....	170,000	179,000	—	4.0	5
National	196,000	217,090	—	2.6	5
Global	271,250	267,917	—	5.0	6
By size of firm					
500 or fewer lawyers.....	170,000	178,272	150,000 - 192,500	4.0	9
More than 500 lawyers	280,000	269,429	—	5.0	7
By NALP region					
Mid-Atlantic	220,000	204,000	—	4.0	5
First-level professionals					
All	88,600	95,415	76,000 - 130,000	10.0	13
By scope of responsibility					
Global	82,000	86,200	—	15.0	5
By size of firm					
500 or fewer lawyers.....	84,300	91,363	71,000 - 112,000	5.0	8
More than 500 lawyers	115,000	101,900	—	12.5	5
By NALP region					
Mid-Atlantic	115,000	99,600	—	10.0	5
Second-level professionals					
All	66,150	70,366	54,000 - 76,500	2.5	10
By scope of responsibility					
Global	55,000	59,873	—	2.0	5
By size of firm					
More than 500 lawyers	73,150	81,050	—	3.0	6

The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown and only medians and averages are shown if fewer than eight salaries were reported.

Salaries and Percent Raises for Professional Development Professionals by Title and Firm or Job Characteristics — as of August 1, 2012

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Directors/chiefs					
All	\$203,000	\$212,997	\$167,500 - 256,250	4.0%	16
By scope of responsibility					
Regional	170,000	179,000	—	4.0	5
National.....	194,250	202,575	—	3.3	6
By size of firm					
500 or fewer lawyers.....	180,975	181,806	157,500 - 206,250	3.0	8
More than 500 lawyers.....	240,000	241,571	—	5.0	7
By NALP region					
Mid-Atlantic.....	185,000	191,667	—	7.0	6
Managers					
All	120,000	114,544	88,600 - 141,300	10.0	9
By size of firm					
500 or fewer lawyers.....	112,000	113,983	—	6.8	6
Administrators/coordinators					
All	57,500	64,405	47,000 - 76,000	3.0	14
By scope of responsibility					
National.....	55,000	55,360	—	3.0	5
Global.....	66,000	68,909	—	2.0	7
By size of firm					
500 or fewer lawyers.....	55,000	59,195	—	2.0	7
More than 500 lawyers.....	60,000	69,614	—	3.0	7
By NALP region					
Mid-Atlantic.....	66,000	73,660	—	6.5	5
Southeast	42,500	44,373	—	3.0	5

Note: The number reported column shows the number of full-time salaries figures reported. The number of raise percentage figures reported, including zero, is somewhat smaller. Groupings with fewer than five salaries reported are not shown and only medians and averages are shown if fewer than eight salaries were reported.

Bonuses for Professional Development Professionals by Level and Respondent Demographics — as of August 1, 2012

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
Department heads					
All.....	\$25,000	\$32,357	\$20,000 - 30,000	14	17.6%
By level of education					
JD.....	24,750	24,800	10,000 - 30,000	10	16.7
By years in field					
7-12 years.....	27,500	28,417	—	6	14.3
More than 12 years.....	25,000	42,417	—	6	25.0
First-level professionals					
All.....	4,500	4,237	1,600 - 5,300	10	16.7
By years in field					
Less than 7 years.....	3,750	3,503	—	6	25.0
Second-level professionals					
All.....	1,400	2,850	800 - 4,450	8	20.0

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of non-zero bonus figures reported. Groupings with fewer than five bonuses reported are not shown, and only medians and averages are shown if fewer than eight bonus figures were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for Professional Development Professionals by Title and Respondent Demographics — as of August 1, 2012

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
Directors/chiefs					
All.....	\$25,000	\$28,231	\$10,000 - 30,000	13	18.8%
By level of education					
JD.....	22,250	19,125	9,000 - 27,500	8	20.0
By years in field					
7-12 years.....	10,000	16,900	—	5	16.7
More than 12 years.....	25,000	42,417	—	6	25.0
Managers					
All.....	5,000	7,471	—	7	12.5
Administrators/coordinators					
All.....	1,300	2,297	600 - 3,000	10	28.6
By level of education					
BA or BS.....	600	850	—	5	44.4
By years in field					
Less than 7 years.....	1,600	2,163	—	5	37.5

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of non-zero bonus figures reported. Groupings with fewer than five bonuses reported are not shown and only medians and averages are shown if fewer than eight bonus amounts were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for Professional Development Professionals by Level and Firm or Job Characteristics — as of August 1, 2012

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
Department heads					
All	\$25,000	\$32,357	\$20,000 - 30,000	14	17.6%
By scope of responsibility					
National.....	25,000	20,100	—	5	0.0
Global	32,500	51,583	—	6	0.0
By size of firm					
500 or fewer lawyers.....	22,500	17,250	—	6	33.3
More than 500 lawyers.....	30,000	46,429	—	7	0.0
First-level professionals					
All	4,500	4,237	1,600 - 5,300	10	16.7
By size of firm					
500 or fewer lawyers.....	3,250	3,128	—	6	25.0
By NALP region					
Mid-Atlantic.....	5,300	5,553	—	5	0.0
Second-level professionals					
All	1,400	2,850	800 - 4,450	8	20.0
By size of firm					
More than 500 lawyers.....	3,000	4,140	—	5	16.7

Note: The number reported column shows the number of non-zero bonus figures reported. The last column shows the percentage of respondents who reported receiving no bonus. Groupings with fewer than five bonuses reported are not shown and only medians and averages are shown if fewer than eight bonus figures were reported.

Bonuses for Professional Development Professionals by Title and Firm or Job Characteristics as of August 1, 2012

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
Directors/chiefs					
All	\$25,000	\$28,231	\$10,000 - 30,000	13	18.8%
By scope of responsibility					
National.....	22,500	18,250	—	6	0.0
By size of firm					
500 or fewer lawyers.....	20,000	15,700	—	5	37.5
More than 500 lawyers.....	30,000	37,714	—	7	0.0
By NALP region					
Mid-Atlantic.....	20,000	18,400	—	5	16.7
Managers					
All	5,000	7,471	—	7	12.5
By size of firm					
500 or fewer lawyers.....	4,000	7,660	—	5	16.7
Administrators/coordinators					
All	1,300	2,297	600 - 3,000	10	28.6
By scope of responsibility					
Global	1,800	3,283	—	5	28.6
By size of firm					
500 or fewer lawyers.....	600	1,513	—	5	28.6
More than 500 lawyers.....	1,800	3,080	—	5	28.6

Note: The number reported column shows the number of non-zero bonus figures reported. Groupings with fewer than five bonus amounts reported are not shown and only medians and averages are shown if fewer than eight bonus amounts were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Additional Duties Indicated by Professional Development Professionals

Other Duties	% of Respondents
BY LEVEL:	
Department heads (N=18)	
CLE compliance.....	33.3%
Other	22.2
Pro bono coordination.....	16.7
Paralegal hiring/supervision/evaluation.....	16.7
Maintain professional licenses or bar memberships.....	16.7
Practice management	16.7
Organize social events other than for summer program	16.7
Alumni initiatives.....	11.1
Other non-lawyer personnel hiring/supervision/evaluation.....	5.6
Knowledge management	5.6
First-level professionals (N=13)	
CLE compliance.....	61.5
Organize social events other than for summer program	61.5
Maintain professional licenses or bar memberships.....	46.2
Alumni initiatives.....	23.1
Knowledge management	7.7
Second-level professionals (N=10)	
CLE compliance.....	70.0
Maintain professional licenses or bar memberships.....	50.0
Organize social events other than for summer program	50.0
Marketing/business development/public relations	30.0
Knowledge management	30.0
Alumni initiatives.....	20.0
Office/facilities management	10.0
Pro bono coordination.....	10.0
Other non-lawyer personnel hiring/supervision/evaluation.....	10.0
Other	10.0
BY TITLE:	
Directors/chiefs (N=17)	
CLE compliance.....	29.4
Paralegal hiring/supervision/evaluation.....	17.6
Maintain professional licenses or bar memberships.....	17.6
Practice management	17.6
Organize social events other than for summer program	17.6
Other	17.6
Pro bono coordination.....	11.8
Alumni initiatives.....	5.9
Other non-lawyer personnel hiring/supervision/evaluation.....	5.9
Knowledge management	5.9

(continued)

Additional Duties Indicated by Professional Development Professionals, continued

Other Duties	% of Respondents
Managers (N=9)	
CLE compliance.....	77.8
Organize social events other than for summer program	77.8
Maintain professional licenses or bar memberships.....	55.6
Alumni initiatives.....	33.3
Pro bono coordination.....	11.1
Administrators/coordinators (N=14)	
CLE compliance.....	64.3
Maintain professional licenses or bar memberships.....	42.9
Organize social events other than for summer program	42.9
Knowledge management	28.6
Marketing/business development/public relations	14.3
Alumni initiatives.....	7.1
Other non-lawyer personnel hiring/supervision/evaluation	7.1

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. Examples of other duties described include firm administrative task such as surveys and maintaining various types of insurance and registration, general human resources duties, and administering an attorney morale program.

Duties Added Between August 2010 and August 2012 as Reported by Professional Development Professionals

Duties	% of Respondents Adding Duty
BY LEVEL:	
Department heads (N=15)	
Lawyer recruiting.....	13.3%
Alumni initiatives.....	6.7
Paralegal hiring/supervision/evaluation.....	6.7
Knowledge management.....	6.7
Organize social events other than for summer program.....	6.7
First-level professionals (N=10)	
Alumni initiatives.....	20.0
Lawyer recruiting.....	10.0
Law firm diversity initiatives.....	10.0
Lawyer personnel management.....	10.0
CLE compliance.....	10.0
Maintain professional licenses or bar memberships.....	10.0
Organize social events other than for summer program.....	10.0
Second-level professionals (N=9)	
Law firm diversity initiatives.....	33.3
Lawyer personnel management.....	11.1
Marketing/business development/public relations.....	11.1
CLE compliance.....	11.1
BY TITLE:	
Directors/chiefs (N=14)	
Lawyer recruiting.....	14.3
Other.....	14.3
Paralegal hiring/supervision/evaluation.....	7.1
Knowledge management.....	7.1
Organize social events other than for summer program.....	7.1
Managers (N=8)	
Alumni initiatives.....	25.0
Lawyer recruiting.....	12.5
CLE compliance.....	12.5
Administrators/coordinators (N=10)	
Law firm diversity initiatives.....	30.0
Lawyer personnel management.....	10.0
Marketing/business development/public relations.....	10.0
CLE compliance.....	10.0
Maintain professional licenses or bar memberships.....	10.0
Organize social events other than for summer program.....	10.0

Note: Percentages are based on respondents in each group who had been in their job at least two years at the time of the survey. Only one respondent reporting relinquishing a duty, specified as pro bono coordination. Other added duties mentioned include compensation setting and taking on partner professional development specifically.

Additional Benefits Indicated by Professional Development Professionals by Level

Item/Service Provided	% of Respondents
BY LEVEL:	
Department heads (N=18)	
Mobile hand-held device.....	100.0%
Association memberships.....	100.0
Industry conferences.....	83.3
Laptop.....	66.7
Corporate credit card.....	55.6
Broadband remote access.....	44.4
Parking.....	22.2
Cell phone.....	22.2
Tablet.....	11.1
First-level professionals (N=13)	
Association memberships.....	84.6
Mobile hand-held device.....	76.9
Industry conferences.....	53.8
Laptop.....	38.5
Corporate credit card.....	30.8
Parking.....	15.4
Broadband remote access.....	15.4
Cell phone.....	7.7
Second-level professionals (N=10)	
Association memberships.....	90.0
Mobile hand-held device.....	50.0
Industry conferences.....	40.0
Laptop.....	20.0
Corporate credit card.....	20.0
BY TITLE:	
Directors/chiefs (N=17)	
Mobile hand-held device.....	100.0
Association memberships.....	100.0
Industry conferences.....	88.2
Laptop.....	58.8
Corporate credit card.....	52.9
Broadband remote access.....	47.1
Parking.....	17.6
Cell phone.....	17.6
Tablet.....	5.9

(continued)

Additional Benefits Indicated by Professional Development Professionals, continued

Item/Service Provided	% of Respondents
Managers (N=9)	
Association memberships	88.9
Mobile hand-held device	77.8
Corporate credit card	55.6
Laptop	44.4
Industry conferences	44.4
Parking	22.2
Cell phone.....	22.2
Tablet.....	11.1
Administrators/coordinators (N=14)	
Association memberships	85.7
Mobile hand-held device	64.3
Industry conferences	42.9
Laptop	28.6
Broadband remote access.....	14.3
Parking	7.1
Corporate credit card	7.1

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. The most common paid association memberships mentioned were NALP, a local city group, the PDC and SHRM. Also mentioned were state and local bar associations, the ABA, and ASTD, among others. Other benefits mentioned include bar dues.



Recruiting and Professional Development

A total of 69 survey respondents indicated that their area of responsibility includes both recruiting and professional development. Individuals in this category typically spend 25-60% of their time on recruiting and 15-50% of their time on professional development. The median percentages spent on recruiting and professional development were 40% and 30%, respectively. Most spend some time, usually 5-10%, on duties classified as lawyer personnel management — e.g., orientation for new lawyers, benefits, counseling, exit interviews and outplacement for attorney staff — and about three-quarters spend time, typically 5-10% of their time, on diversity tasks.

Characteristics of Professionals with Responsibility for Both Recruiting and Professional Development — Education and Years in Field

Level or Title and Years in Field	LEVEL OF EDUCATION				# Reporting
	High School Diploma or 2-year Degree	BA or BS	JD	Masters	
All Respondents.....	13.0%	52.2%	26.1%	7.2%	69
BY LEVEL:					
Department heads					
All Respondents.....	9.1	39.4	45.5	6.1	33
Less than 7 years	0.0	20.0	80.0	0.0	5
7-12 years.....	0.0	20.0	80.0	0.0	10
More than 12 years.....	16.7	55.6	16.7	11.1	18
First-level professionals					
All Respondents.....	4.8	66.7	14.3	9.5	21
Less than 7 years	0.0	37.5	37.5	25.0	8
More than 12 years.....	11.1	77.8	0.0	0.0	9
Second-level professionals					
All Respondents.....	36.4	54.5	0.0	9.1	11
BY TITLE:					
Directors/chiefs					
All Respondents.....	9.1	39.4	45.5	6.1	33
Less than 7 years	0.0	20.0	80.0	0.0	5
7-12 years.....	0.0	20.0	80.0	0.0	10
More than 12 years.....	16.7	55.6	16.7	11.1	18
Managers					
All Respondents.....	0.0	70.6	11.8	11.8	17
More than 12 years.....	0.0	88.9	0.0	0.0	9
Coordinators/administrators					
All Respondents.....	37.5	50.0	6.3	6.3	16
Less than 7 years	0.0	71.4	14.3	14.3	7
More than 12 years.....	80.0	20.0	0.0	0.0	5

The JD category includes respondents who indicated that they obtained an LLM as well. Groupings with fewer than five respondents are not shown. Many of those respondents with a BA or BS degree majored in areas related to business, marketing, communications, or political science. Others mentioned include history, psychology, human resources, art, music, sports management, and theater. Concentrations described for advanced degrees were mostly in the areas of human resources and education.

Characteristics of Professionals with Responsibility for Both Recruiting and Professional Development — Years in Field and Related Experience

	All Respondents	BY LEVEL			BY TITLE		
		Dept. Heads	First	Second	Directors or Chiefs	Managers	Administrators or Coordinators
Years in field							
Less than 7 years.....	27.5%	15.2%	38.1%	27.3%	15.2%	23.5%	43.8%
7-12 years	26.1	30.3	19.0	36.4	30.3	23.5	25.0
More than 12 years	46.4	54.5	42.9	36.4	54.5	52.9	31.3
Number reporting.....	69	33	21	11	33	17	16
Median # years in field.....	12.0	13.0	11.0	10.0	13.0	13.5	8.0
Related experience and practice							
% reporting related experience.....	27.5	36.4	9.5	27.3	36.4	11.8	18.8
% reporting previous law practice.....	23.2	39.4	14.3	0.0	39.4	11.8	6.3
Median # years related experience.....	5.0	5.5	—	—	5.5	—	—
Median # years law practice	4.0	4.0	—	—	4.0	—	—

Note: Most of these professionals, 85%, reported that an advanced degree was not required for their job. Those who did report an advanced degree was required are in director/department-head or first-level positions. A dash indicates fewer than five responses in this category.

Salaries and Percent Raises for Professionals with Responsibility for Both Recruiting and Professional Development by Level and Respondent Demographics — as of August 1, 2012

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Department heads					
All	\$148,500	\$164,655	\$105,000 - 200,000	3.0%	33
By level of education					
BA or BS.....	165,000	190,423	105,000 - 208,000	4.4	13
JD.....	170,000	160,315	116,000 - 190,000	2.6	15
By years in field					
Less than 7 years	175,000	151,000	—	—	5
7-12 years	138,000	147,550	116,000 - 170,000	2.8	10
More than 12 years.....	156,750	177,950	105,000 - 208,000	4.0	18
First-level professionals					
All	97,500	96,851	70,050 - 123,500	3.0	20
By level of education					
BA or BS.....	81,300	88,348	61,000 - 113,000	3.0	13
By years in field					
Less than 7 years	82,500	89,362	51,198 - 118,750	4.0	8
More than 12 years.....	106,500	105,854	85,550 - 126,750	3.0	8
Second-level professionals					
All	70,000	70,945	62,000 - 80,000	3.3	11
By level of education					
BA or BS.....	70,010	78,057	—	3.0	6

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries figures reported. Groupings with 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.

Salaries and Percent Raises for Professionals with Responsibility for Both Recruiting and Professional Development by Title and Respondent Demographics — as of August 1, 2012

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Directors					
All	\$146,000	\$157,541	\$105,000 - 190,000	3.0%	33
By level of education					
BA or BS.....	155,500	172,364	100,000 - 205,000	3.8	13
JD.....	170,000	160,315	116,000 - 190,000	2.6	15
By years in field					
Less than 7 years	175,000	151,000	—	—	5
7-12 years.....	138,000	147,550	116,000 - 170,000	2.8	10
More than 12 years.....	146,865	164,908	100,000 - 205,000	3.0	18
Managers					
All	106,250	120,631	87,000 - 124,250	4.0	16
By level of education					
BA or BS.....	105,000	122,964	76,100 - 121,000	3.5	11
By years in field					
More than 12 years.....	104,500	132,450	85,550 - 120,250	2.5	8
Administrators/coordinators					
All	65,025	66,537	51,198 - 75,010	3.0	16
By level of education					
High school or 2-yr degree.....	65,025	73,425	—	3.3	6
BA or BS.....	65,160	62,380	51,198 - 70,010	3.0	8
By years in field					
Less than 7 years	52,000	57,534	—	2.9	7
More than 12 years.....	70,000	76,900	—	3.5	5

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries 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.

Salaries and Percent Raises for Professionals with Responsibility for Both Recruiting and Professional Development by Level and Firm or Job Characteristics — as of August 1, 2012

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Department heads					
All	\$148,500	\$164,655	\$105,000 - 200,000	3.0%	33
By scope of responsibility					
Single office.....	127,864	150,955	—	4.5	6
Regional.....	127,500	125,714	97,000 - 155,500	3.0	14
National	140,500	142,147	—	3.0	6
Global	225,000	273,571	—	4.4	7
By size of firm					
500 or fewer lawyers.....	128,000	148,344	105,000 - 175,000	3.0	25
More than 500 lawyers	205,000	216,667	—	5.0	6
By NALP region					
Northeast	225,000	270,800	—	3.5	5
Mid-Atlantic	200,000	170,000	—	4.0	7
500 or fewer lawyers.....	105,000	147,000	—	—	5
Southeast	155,500	143,800	111,000 - 175,000	3.0	10
500 or fewer lawyers.....	131,000	134,750	108,000 - 170,000	3.0	8
Midwest	127,000	131,964	98,880 - 175,000	3.0	11
500 or fewer lawyers.....	127,000	126,845	100,000 - 130,000	3.0	9
First-level professionals					
All	97,500	96,851	70,050 - 123,500	3.0	20
By scope of responsibility					
Regional.....	100,000	92,800	—	3.0	5
National	112,000	108,775	—	3.0	7
By size of firm					
500 or fewer lawyers.....	81,300	92,200	61,000 - 126,000	3.0	11
More than 500 lawyers	107,500	102,537	85,000 - 121,000	4.5	9
By NALP region					
Southeast	73,000	78,417	—	3.0	6
Midwest	95,000	100,125	—	3.0	5
Second-level professionals					
All	70,000	70,945	62,000 - 80,000	3.3	11
By scope of responsibility					
National	66,000	72,464	—	3.5	5
By size of firm					
500 or fewer lawyers.....	66,000	67,374	62,000 - 70,000	3.5	9
By NALP region					
Midwest	65,025	69,342	—	3.5	6
500 or fewer lawyers.....	64,050	62,410	—	—	5

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries figures reported. Groupings with 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.

Salaries and Percent Raises for Professionals with Responsibility for Both Recruiting and Professional Development by Title and Firm or Job Characteristics — as of August 1, 2012

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2011	# Reporting
Directors/chiefs					
All	\$146,000	\$157,541	\$105,000 - 190,000	3.0%	33
By scope of responsibility					
Single office	146,000	160,146	—	4.0	5
Regional.....	127,000	124,000	97,000 - 155,500	3.0	15
National	145,230	142,587	—	3.0	7
Global	222,500	256,667	—	4.0	6
By size of firm					
500 or fewer lawyers.....	129,000	150,150	102,500 - 175,000	3.0	24
More than 500 lawyers	170,000	167,176	—	3.9	7
By NALP region					
Mid-Atlantic	204,000	180,833	—	—	6
Southeast.....	146,000	139,818	105,000 - 175,000	3.0	11
500 or fewer lawyers.....	131,000	134,750	108,000 - 170,000	3.0	8
Midwest.....	127,500	133,070	99,440 - 160,115	3.0	12
500 or fewer lawyers.....	127,000	126,845	100,000 - 130,000	3.0	9
Managers					
All	106,250	120,631	87,000 - 124,250	4.0	16
By scope of responsibility					
National	112,000	115,700	—	4.0	5
Global	121,000	167,500	—	8.0	5
By size of firm					
500 or fewer lawyers.....	95,000	100,389	80,000 - 112,000	3.5	9
More than 500 lawyers	113,000	146,657	—	6.0	7
Administrators/coordinators					
All	65,025	66,537	51,198 - 75,010	3.0	16
By scope of responsibility					
Single office	70,000	64,503	—	—	6
National	64,000	66,670	—	3.5	6
By size of firm					
500 or fewer lawyers.....	65,025	68,506	56,160 - 75,000	3.0	12
By NALP region					
Midwest.....	63,025	60,408	—	3.5	6
500 or fewer lawyers.....	63,025	60,408	—	3.5	6

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of full-time salaries figures reported. Groupings with 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.

Bonuses for Professionals with Responsibility for Both Recruiting and Professional Development by Level and Respondent Demographics — as of August 1, 2012

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
Department heads					
All.....	\$18,250	\$21,458	\$6,000 - 23,000	24	25.0%
By level of education					
BA or BS.....	20,000	29,182	90,00 - 35,000	11	15.4
JD.....	19,250	21,000	14,000 - 30,000	8	42.9
By years in field					
7-12 years.....	18,500	16,500	—	5	44.4
More than 12 years.....	10,000	25,067	5,000 - 35,000	15	16.7
First-level professionals					
All.....	5,050	6,782	2,400 - 8,500	17	15.0
By level of education					
BA or BS.....	5,000	6,436	2,000 - 10,000	11	21.4
By years in field					
Less than 7 years.....	5,250	4,646	—	6	14.3
More than 12 years.....	5,475	8,646	—	7	22.2
Second-level professionals					
All.....	3,765	4,538	3,000 - 5,000	9	18.2
By level of education					
BA or BS.....	3,600	4,720	—	5	16.7

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of non-zero bonus figures reported. Groupings with fewer than five bonus amounts reported are not shown, and only medians and averages are shown if fewer than eight bonus amounts were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for Professionals with Responsibility for Both Recruiting and Professional Development by Title and Respondent Demographics — as of August 1, 2012

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
Directors/chiefs					
All	\$18,250	\$17,292	\$6,500 - 20,500	24	25.0%
By level of education					
BA or BS	20,000	20,091	100,00 - 21,000	11	15.4
JD	19,250	21,000	140,00 - 30,000	8	42.9
By years in field					
7-12 years.....	18,500	16,500	—	5	44.4
More than 12 years.....	10,000	18,400	6,000 - 35,000	15	16.7
Managers					
All	5,050	13,935	4,500 - 8,500	15	11.8
By level of education					
BA or BS	5,025	18,203	5,000 - 10,000	10	16.7
By years in field					
More than 12 years.....	5,050	21,861	—	7	22.2
Administrators/coordinators					
All	2,700	3,997	925 - 3,995	12	20.0
By level of education					
High school or 2-yr degree	3,995	5,932	—	6	0.0
BA or BS	2,200	2,063	—	6	25.0
By years in field					
More than 12 years.....	3,765	6,843	—	5	0.0

Note: The JD category includes respondents who indicated that they obtained an LLM as well. The number reported column shows the number of non-zero bonus figures reported. Groupings with fewer than five bonus amounts reported are not shown, and only medians and averages are shown if fewer than eight bonus amounts were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for Professionals with Responsibility for Both Recruiting and Professional Development by Level and Firm or Job Characteristics — as of August 1, 2012

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
Department heads					
All.....	\$18,250	\$21,458	\$6,000 - 23,000	24	25.0%
By scope of responsibility					
Regional.....	9,000	11,045	5,000 - 20,000	11	21.4
Global.....	37,500	46,833	—	6	0.0
By size of firm					
500 or fewer lawyers.....	10,000	14,947	5,000 - 20,000	19	24.0
By NALP region					
Northeast.....	35,000	44,200	—	5	0.0
Southeast.....	20,000	18,875	12,250 - 22,500	8	20.0
500 or fewer lawyers.....	20,000	15,857	—	7	12.5
Midwest.....	9,500	13,500	6,000 - 19,500	8	27.3
500 or fewer lawyers.....	9,000	12,429	—	7	22.2
First-level professionals					
All.....	5,050	6,782	2,400 - 8,500	17	15.0
By scope of responsibility					
Regional.....	5,263	7,421	—	6	0.0
National.....	6,250	7,296	—	6	14.3
By size of firm					
500 or fewer lawyers.....	4,750	5,333	2,000 - 7,500	1016.7	
More than 500 lawyers.....	7,500	8,854	—	7	12.5
By NALP region					
Midwest	7,500	7,375	—	5	0.0
Second-level professionals					
All.....	3,765	4,538	3,000 - 5,000	9	18.2
By scope of responsibility					
National.....	4,225	4,898	—	5	0.0
By size of firm					
500 or fewer lawyers.....	3,683	3,855	2,500 - 4,612	811.1	
By NALP region					
Midwest.....	4,225	5,448	—	5	16.7

The number reported column shows the number of non-zero bonus figures reported. Groupings with fewer than five bonus amounts reported are not shown, and only medians and averages are shown if fewer than eight bonus amounts were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for Professionals with Responsibility for Both Recruiting and Professional Development by Title and Firm or Job Characteristics — as of August 1, 2012,

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
Directors/chiefs					
All	\$18,250	\$17,292	\$6,500 - 20,500	24	25.0%
By scope of responsibility					
Regional.....	9,500	10,958	5,500 - 19,000	12	20.0
Global	35,000	31,200	—	5	0.0
By size of firm					
500 or fewer lawyers.....	14,000	15,500	6,000 - 20,000	18	25.0
By NALP region					
Southeast.....	20,000	17,889	10,000 - 20,000	9	18.2
500 or fewer lawyers.....	20,000	15,857	—	7	12.5
Midwest.....	10,000	14,222	7,000 - 20,000	9	25.0
500 or fewer lawyers.....	9,000	12,429	—	7	22.2
Managers					
All	5,050	13,935	4,500 - 8,500	15	11.8
By scope of responsibility					
Global	10,000	32,100	—	5	0.0
By size of firm					
500 or fewer lawyers.....	5,000	4,783	4,500 - 5,050	9	10.0
More than 500 lawyers	8,750	27,663	—	6	14.3
Administrators/coordinators					
All	2,700	3,997	925 - 3,995	12	20.0
By scope of responsibility					
National	3,383	3,711	—	6	0.0
By size of firm					
500 or fewer lawyers.....	3,300	4,612	2,000 - 4,225	10	16.7
By NALP region					
Midwest.....	3,765	3,523	—	5	16.7
500 or fewer lawyers.....	3,765	3,523	—	5	16.7

The number reported column shows the number of non-zero bonus figures reported. Groupings with fewer than five bonus amounts reported are not shown, and only medians and averages are shown if fewer than eight bonus amounts were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Additional Duties Indicated by Professionals with Responsibility for Both Professional Development and Recruiting

Other Duties	% of Respondents
BY LEVEL:	
Department heads (N=33)	
Organize social events other than for summer program.....	57.6%
CLE compliance.....	51.5
Other non-lawyer personnel hiring/supervision/evaluation	42.4
Maintain professional licenses or bar memberships	42.4
Paralegal hiring/supervision/evaluation	39.4
Alumni initiatives.....	24.2
Marketing/business development/public relations.....	18.2
Other	15.2
Benefits or payroll administration for non-lawyer personnel	12.1
Knowledge management	12.1
Office/facilities management	9.1
Pro bono coordination.....	9.1
Practice management.....	6.1
First-level professionals (N=21)	
CLE compliance.....	52.4
Organize social events other than for summer program.....	52.4
Knowledge management	38.1
Other non-lawyer personnel hiring/supervision/evaluation	28.6
Paralegal hiring/supervision/evaluation	23.8
Marketing/business development/public relations.....	19.0
Pro bono coordination.....	19.0
Maintain professional licenses or bar memberships	19.0
Practice management.....	19.0
Benefits or payroll administration for non-lawyer personnel	14.3
Alumni initiatives.....	9.5
Office/facilities management	4.8
Other	4.8
Second-level professionals (N=11)	
CLE compliance.....	36.4
Paralegal hiring/supervision/evaluation	27.3
Maintain professional licenses or bar memberships	27.3
Knowledge management	27.3
Organize social events other than for summer program.....	9.1
Alumni initiatives.....	9.1
Marketing/business development/public relations.....	9.1

(continued)

Additional Duties Indicated by Professionals with Responsibility for Both Professional Development and Recruiting, continued

Other Duties	% of Respondents
BY TITLE:	
Directors/chiefs (N=33)	
Organize social events other than for summer program.....	51.5
CLE compliance.....	48.5
Maintain professional licenses or bar memberships.....	42.4
Other non-lawyer personnel hiring/supervision/evaluation.....	39.4
Paralegal hiring/supervision/evaluation.....	36.4
Alumni initiatives.....	21.2
Marketing/business development/public relations.....	15.2
Other.....	12.1
Office/facilities management.....	9.1
Pro bono coordination.....	9.1
Benefits or payroll administration for non-lawyer personnel.....	9.1
Knowledge management.....	9.1
Practice management.....	6.1
Managers (N=17)	
CLE compliance.....	58.8
Knowledge management.....	52.9
Organize social events other than for summer program.....	52.9
Paralegal hiring/supervision/evaluation.....	29.4
Other non-lawyer personnel hiring/supervision/evaluation.....	29.4
Maintain professional licenses or bar memberships.....	23.5
Practice management.....	23.5
Marketing/business development/public relations.....	17.6
Benefits or payroll administration for non-lawyer personnel.....	17.6
Alumni initiatives.....	11.8
Pro bono coordination.....	11.8
Other.....	11.8
Administrators/coordinators (N=16)	
CLE compliance.....	37.5
Organize social events other than for summer program.....	37.5
Paralegal hiring/supervision/evaluation.....	25.0
Marketing/business development/public relations.....	18.8
Maintain professional licenses or bar memberships.....	18.8
Knowledge management.....	12.5
Alumni initiatives.....	12.5
Pro bono coordination.....	12.5
Other non-lawyer personnel hiring/supervision/evaluation.....	12.5
Office/facilities management.....	6.3
Benefits or payroll administration for non-lawyer personnel.....	6.3

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. Examples of other duties described include library responsibilities, non-partner compensation, general human resources duties, and also working as an attorney or as a paralegal.

Duties Added Between August 2010 and August 2012 as Reported by Professionals with Responsibility for Both Recruiting and Professional Development

Duties	% of Respondents Adding Duty
BY LEVEL:	
Department heads (N=26)	
Alumni initiatives.....	7.7%
Pro bono coordination.....	7.7
Organize social events other than for summer program.....	7.7
Law firm diversity initiatives.....	3.8
Lawyer personnel management	3.8
Marketing/business development/public relations	3.8
Paralegal hiring/supervision/evaluation.....	3.8
Other non-lawyer personnel hiring/supervision/evaluation	3.8
Benefits or payroll administration for non-lawyer personnel.....	3.8
CLE compliance.....	3.8
Maintain professional licenses or bar memberships	3.8
Knowledge management	3.8
Practice management	3.8
Other	3.8
First-level professionals (N=17)	
Law firm diversity initiatives.....	23.5
Lawyer personnel management	23.5
CLE compliance.....	17.6
Organize social events other than for summer program.....	17.6
Benefits or payroll administration for non-lawyer personnel.....	11.8
Alumni initiatives.....	5.9
Office/facilities management	5.9
Paralegal hiring/supervision/evaluation.....	5.9
Other non-lawyer personnel hiring/supervision/evaluation	5.9
Knowledge management	5.9
Practice management	5.9
Other	5.9
Second-level professionals (N=7)	
CLE compliance.....	14.3
Knowledge management	14.3

(continued)

Duties Added Between August 2010 and August 2011 as Reported by Professionals with Responsibility for Both Recruiting and Professional Development, continued

Duties	% of Respondents Adding Duty
BY TITLE:	
Directors/chiefs (N=25)	
Alumni initiatives.....	8.0
Pro bono coordination.....	8.0
Organize social events other than for summer program.....	8.0
Law firm diversity initiatives.....	4.0
Lawyer personnel management	4.0
Marketing/business development/public relations	4.0
Paralegal hiring/supervision/evaluation.....	4.0
Other non-lawyer personnel hiring/supervision/evaluation	4.0
Benefits or payroll administration for non-lawyer personnel.....	4.0
CLE compliance.....	4.0
Maintain professional licenses or bar memberships	4.0
Knowledge management	4.0
Practice management	4.0
Other	4.0
Managers (N=15)	
Law firm diversity initiatives.....	13.3
Lawyer personnel management	13.3
CLE compliance.....	13.3
Benefits or payroll administration for non-lawyer personnel.....	6.7
Knowledge management	6.7
Practice management	6.7
Organize social events other than for summer program.....	6.7
Other	6.7
Administrators/coordinators (N=10)	
Law firm diversity initiatives.....	20.0
Lawyer personnel management	20.0
CLE compliance.....	20.0
Organize social events other than for summer program.....	20.0
Alumni initiatives.....	10.0
Office/facilities management	10.0
Paralegal hiring/supervision/evaluation.....	10.0
Other non-lawyer personnel hiring/supervision/evaluation	10.0
Benefits or payroll administration for non-lawyer personnel.....	10.0
Knowledge management	10.0

Note: Percentages are based on respondents in each group who had been in their job at least two years at the time of the survey. Only a handful of respondents reported relinquishing any duties — those that were mentioned include office facilities/management, marketing/public relations, and planning events other than for the summer program. Descriptions of other duties added include library responsibilities, risk management oversight, and adding another office to existing recruiting and professional development responsibilities.

Additional Benefits Indicated by Professionals with Responsibility for Both Recruiting and Professional Development

Item/Service Provided	% of Respondents
BY LEVEL:	
Department heads (N=33)	
Association memberships.....	90.9%
Mobile hand-held device.....	87.9
Industry conferences.....	87.9
Corporate credit card.....	54.5
Laptop.....	48.5
Parking.....	39.4
Cell phone.....	33.3
Broadband remote access.....	21.2
Tablet.....	12.1
First-level professionals (N=21)	
Association memberships.....	95.2
Mobile hand-held device.....	71.4
Industry conferences.....	66.7
Corporate credit card.....	61.9
Parking.....	42.9
Laptop.....	42.9
Cell phone.....	23.8
Broadband remote access.....	23.8
Tablet.....	4.8
Second-level professionals (N=11)	
Industry conferences.....	63.6
Association memberships.....	54.5
Mobile hand-held device.....	36.4
Laptop.....	18.2
Corporate credit card.....	18.2
Parking.....	9.1
BY TITLE:	
Directors/chiefs (N=33)	
Association memberships.....	90.9
Mobile hand-held device.....	84.8
Industry conferences.....	84.8
Corporate credit card.....	51.5
Laptop.....	51.5
Parking.....	45.5
Cell phone.....	33.3
Broadband remote access.....	21.2
Tablet.....	12.1

(continued)

Additional Benefits Indicated by Professionals with Responsibility for Both Recruiting and Professional Development, continued

Item/Service Provided	% of Respondents
Managers (N=17)	
Association memberships.....	100.0
Mobile hand-held device.....	82.4
Corporate credit card.....	70.6
Industry conferences.....	70.6
Laptop.....	58.8
Parking.....	23.5
Broadband remote access.....	23.5
Cell phone	17.6
Tablet	5.9
Administrators/coordinators (N=16)	
Association memberships.....	62.5
Industry conferences.....	62.5
Mobile hand-held device.....	43.8
Parking.....	31.3
Corporate credit card.....	25.0
Cell phone	12.5
Laptop.....	6.3
Broadband remote access.....	6.3

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. By far the most common paid association memberships mentioned were NALP, a local city group, and the PDC. Also mentioned were state and local bar associations, the ABA, ALA, and SHRM, among others. Other benefits mentioned include transit benefits, and a parking stipend, a smartphone data plan, telework privileges, attorney license fees, and private dining club membership.