

2014

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

NALP's 2014 *Survey of Legal Career Professionals in Law Firms and Employer Organizations* collected information on compensation, job functions and responsibilities, and selected demographic information from individuals in NALP law firm/employer organizations in the U.S. involved in recruiting, professional development, diversity, and other lawyer personnel management duties.

A total of 461 individuals completed the survey, reporting as of April 1, 2014. However, not all respondents completed all items, and each analysis excludes surveys that did not include the information being analyzed. Part-time salary information was excluded from salary analyses. Although nearly all surveys were from individuals at private law firms, a few were returned from government or public interest organizations.

Respondents were categorized as to type of job (e.g., director/chief, manager) based on their self-reported title and the title of the person to whom they report. Although the title made this classification self-evident in nearly all cases, it should be noted that in some cases the director or chief individual retains the title of partner even though he/she is no longer practicing. Coordinators also include individuals with an "administrator" or "specialist" title. Some employers have both a director and chief for a function (e.g., a chief talent officer, and a director of professional development or recruiting). For purposes of this report, the director/chief analyses include both types of positions. Most of the respondents in this grouping are directors.

As an alternative to analyses based on type of job/job title, respondents were grouped according to their reporting of where their position fits into the structure/hierarchy of the administrative unit in which they work. Grouping responses in this way takes into account variations in how firms structure their departments. For example, a first-level professional may be a director in one firm, a manager in another, and a coordinator in another. Department heads largely overlap with individuals who are also categorized as director/chief. However, about 11% are managers. First-level professionals are usually managers (75%), but about 10% are directors and 15% are coordinators. About 61% of second-level professionals are coordinators/administrators; 36% are managers; a handful

are assistants. Third-level professionals are a mix of coordinators/administrators and assistants.

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

- Recruiting includes individuals who typically spend 60% or more of their time on law student and/or lateral recruiting. The median percentage was 70%. Among these individuals, somewhat more than half spend small amounts of time, typically 5-10%, on professional development activities and on "other" duties. About one-third reported spending some time, again typically 5-10% of time, on either diversity initiatives or lawyer personnel management tasks.
- Professional development includes individuals who typically spend 60% or more of their time on professional development, with the median also 60%. For purposes of this survey analysis, time spent on diversity matters was also counted toward professional development. About two-thirds of respondents in this group spend some time, typically 5-20%, on lawyer personnel management tasks. About 55% spend time on diversity matters. Aside from those few individuals devoted mostly or entirely to diversity matters, diversity matters typically account for 5-10% of time. About 60% of professional development professionals spend time on "other" tasks, again generally 5-10% of their time.
- As might be expected, individuals in the "recruiting and professional development" category (a hybrid role) work in both areas on a relatively equal basis, with the median time on recruiting at 40% and the median time on professional development at 30%. These individuals usually have additional duties as well, be it diversity, lawyer personnel management, or "other" duties.
- Finally, a new grouping, "human resources with some recruiting," is for those individuals who are primarily human resources generalists but spend a measurable fraction of their time, usually 15-25%, on lawyer recruiting activities.

Survey responses based on job function are shown below.

Survey Response by Area of Responsibility

	#	%
Recruiting	238	51.6%
Professional Development	164	35.6
Recruiting and Professional Development	46	10.0
Human Resources with Some Recruiting	<u>13</u>	<u>2.8</u>
Total	461	100.0

Some summary findings are highlighted below.

- Directors of professional development are the most highly paid, with a median salary of \$200,000. The median salary for directors of legal recruiting was \$147,500; for directors in a hybrid role it was \$184,000. Global responsibility increases the median by \$50,000 to \$80,000. Among managers the median is also highest for those in professional development, at \$120,000. The median for recruiting managers was \$96,000, while that for managers in a hybrid role was not quite \$90,000. The median for human resources managers who have some recruiting responsibilities was \$76,500. The median salary for coordinators was \$65,000. Salaries for coordinators showed little variation by job function; hence these salaries are analyzed as a whole, rather than by job function.

- A JD degree continues to be the most common among directors of professional development, 70% overall, and over 80% among those who have been in the field 10 years or less. Among directors handling both recruiting and professional development, about 58% have a JD, with the percentage again being higher — 78-80% — among those who have been in the field 10 years or less. A JD degree remains the exception among directors of recruiting, at 22%. Half reported a BA/BS as their highest degree. 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 6 years.
- Directors of recruiting were most likely to report having more than 10 years in the field — 80% — compared with about half of directors of professional development and directors in a hybrid role. About 40% of recruiting managers reported more than 10 years in the field, as did one-third of professional development managers, and one-quarter of managers in a hybrid role.
- Many individuals take on “other” duties and one found across all responsibility areas and titles is that of organizing social events other than for the summer program. For example, 33% of recruiting managers indicated duties in this area as did over half of directors in a hybrid role.



Salaries

Salaries are presented grouping individuals by both title and hierarchy, and within each of those by job function and additional individual or employer characteristics. Because coordinator/administrator salaries exhibited little difference based on job function — e.g., recruiting, professional development — salaries for coordinators are not delineated on this basis. Part-time salaries are excluded from all salary analyses.

Salaries and Percent Raises for Directors/Chiefs — as of April 1, 2014

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from April 2013	# Reporting
By General Job Function					
Recruiting	\$147,500	\$162,461	\$115,250 - 196,000	3.0%	48
Professional Development	200,000	215,899	160,000 - 280,000	3.0	50
Recruiting and Professional Development	184,000	189,055	125,000 - 250,000	5.0	29
Directors/Chiefs of Recruiting					
By Scope of Responsibility:					
Global	192,500	196,669	145,000 - 225,000	3.0	18
National	150,000	160,967	130,000 - 175,100	3.0	15
Regional	112,000	120,267	—	3.0	7
Single office	111,500	125,216	107,364 - 136,000	2.0	8
By Size of Firm (lawyers in U.S.):					
500 or fewer	117,500	132,135	105,000 - 150,000	2.8	23
More than 500	161,000	193,080	142,000 - 225,000	3.0	23
By Region/Firm Size:					
Northeast/500 or fewer	117,500	143,714	—	2.0	7
Mid-Atlantic/More than 500	158,000	176,222	145,000 - 192,000	3.4	9
Midwest/500 or fewer	128,000	119,675	—	2.2	7
Midwest/More than 500	142,000	158,200	—	3.0	5
By City:					
Chicago	130,000	143,546	—	0.0*	5
New York	192,500	211,000	136,500 - 267,500	3.0	8
Washington DC/Northern VA	208,500	208,633	—	4.8	6
By Years in Field:					
Less than 10 years	115,000	142,046	88,185 - 162,500	3.0	8
10-15 years	148,750	152,483	135,500 - 168,050	3.0	16
More than 15 years	160,000	178,915	125,000 - 225,000	3.0	23
By Education:					
High School or 2-year degree	117,500	149,000	—	3.0	6
BA/BS	158,500	175,270	133,747 - 210,000	3.0	23
MA/MS	152,500	149,929	—	4.5	7
JD	130,000	152,584	109,728 - 185,000	3.0	11
Directors/Chiefs of Professional Development					
By Scope of Responsibility:					
Global	280,000	266,998	200,000 - 340,000	3.0	21
National	185,000	186,267	154,000 - 204,000	3.0	15
Regional	182,000	171,111	130,000 - 205,000	3.5	9
Single office	150,000	170,800	—	4.0	5
By Size of Firm (Lawyers in US):					
500 or fewer	185,000	195,500	140,000 - 247,500	4.0	20
More than 500	200,000	233,883	180,000 - 286,000	3.0	26
By Region/Firm Size:					
Northeast/500 or fewer	217,500	230,625	185,000 - 290,000	4.2	8
Northeast/More than 500	225,000	234,286	—	3.0	7
Mid-Atlantic/More than 500	197,000	224,429	—	3.0	7
Midwest/500 or fewer	164,000	157,333	—	3.0	6
Midwest/More than 500	180,000	198,167	—	2.8	6

(continued)

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from April 2013	# Reporting
Directors/Chiefs of Professional Development, continued					
By City:					
Chicago	180,000	198,429	—	2.5	7
New York	227,500	257,667	205,000 - 320,000	3.0	12
Washington DC/Northern VA	200,000	239,143	—	3.0	7
By Years in Field:					
Less than 10 years	184,950	199,379	154,000 - 215,000	2.9	21
10-15 years	200,000	220,733	142,000 - 300,000	4.0	15
More than 15 years	225,000	239,273	178,000 - 340,000	3.0	11
By Education:					
BA/BS	171,500	177,625	131,000 - 222,500	4.2	8
JD	207,500	222,910	180,000 - 280,000	3.0	34
Directors/Chiefs of Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	250,000	255,075	210,300 - 261,000	6.3	8
National	158,250	192,063	116,500 - 267,500	4.0	8
Regional	131,160	135,938	107,500 - 171,250	4.4	8
Single office	133,000	163,600	—	—	5
By Size of Firm (lawyers in U.S.):					
500 or fewer	137,320	161,294	125,000 - 195,000	4.1	17
More than 500	240,800	214,260	133,000 - 255,000	6.5	10
By Region/Firm Size:					
Mid-Atlantic/More than 500	247,500	238,167	—	6.5	6
Midwest/500 or fewer	132,000	120,500	—	3.8	5
By City:					
New York	275,000	274,000	—	15.0	5
By Years in Field:					
Less than 10 years	157,500	186,364	120,000 - 200,000	6.6	11
10-15 years	245,000	207,091	132,000 - 255,000	4.1	11
More than 15 years	133,660	175,267	—	4.6	6
By Education:					
BA/BS	122,500	140,933	—	4.7	6
JD	195,000	211,118	133,000 - 250,000	5.0	17

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 salary figures reported. Groupings with fewer than 5 salaries reported are not shown, and only medians and averages are shown if fewer than 8 salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

* This figure is also the low.

Salaries and Percent Raises for Managers — as of April 1, 2014

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from April 2013	# Reporting
By General Job Function					
Recruiting	\$96,000	100,773	\$83,500 - 118,000	3.0%	91
Professional Development	120,000	121,729	104,250 - 140,000	3.0	68
Recruiting and Professional Development	89,600	103,800	77,500 - 115,000	5.0	11
Human Resources with Some Recruiting	76,500	78,143	—	—	7
Managers of Recruiting					
By Scope of Responsibility:					
Global	105,500	114,361	90,000 - 139,499	3.0	18
National	90,000	95,858	80,000 - 112,917	3.0	21
Regional	98,500	95,826	72,000 - 111,000	3.0	27
Single office	95,000	100,462	87,000 - 113,000	2.0	25
By Size of Firm (lawyers in U.S.):					
500 or fewer	90,000	92,412	71,400 - 112,917	2.8	35
More than 500	100,750	105,186	86,000 - 119,750	3.0	48
By Region/Firm Size:					
Northeast/More than 500	126,500	125,563	95,000 - 147,000	—	8
Mid-Atlantic/More than 500	103,200	108,646	96,000 - 110,000	3.4	13
Southeast/500 or fewer	65,000	66,917	—	—	6
Midwest/500 or fewer	85,000	87,864	74,000 - 106,700	2.2	11
Midwest/More than 500	95,000	94,600	87,000 - 104,000	3.0	10
West/500 or fewer	103,051	101,632	88,400 - 122,000	3.5	10
West/More than 500	101,000	106,273	90,000 - 120,000	3.0	13
By City:					
Chicago	100,000	106,889	87,000 - 120,000	3.0	9
Los Angeles/Orange County	98,500	105,300	90,000 - 122,000	3.8	9
Minneapolis	90,000	90,700	—	3.0	5
New York	118,000	126,818	105,000 - 147,500	3.0	11
San Francisco Bay area	120,000	116,079	—	2.9	7
Washington DC/Northern VA	101,850	104,233	95,150 - 110,000	4.8	12
By Years in Field:					
Less than 8 years	89,000	88,582	75,000 - 101,000	3.0	22
8-10 years	90,650	95,313	77,000 - 112,000	3.3	28
More than 10 years	107,601	109,797	96,000 - 125,000	3.0	33
By Education:					
High School or 2-year degree	107,000	105,936	90,000 - 122,000	3.0	11
BA/BS	90,000	92,342	75,000 - 104,000	3.0	51
MA/MS	105,500	114,307	85,500 - 151,250	4.5	16
JD	120,000	113,427	90,000 - 135,000	3.0	11
Managers of Professional Development					
By Scope of Responsibility:					
Global	127,858	120,527	104,250 - 140,000	3.5	32
National	113,938	110,739	91,000 - 129,000	3.0	20
Regional	142,070	140,857	—	3.0	6
Single office	123,400	136,075	119,000 - 169,000	3.0	10

(continued)

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from April 2013	# Reporting
Managers of Professional Development, continued					
By Size of Firm (lawyers in U.S.):					
500 or fewer	120,000	118,146	94,000 - 140,000	3.0	23
More than 500	122,000	122,204	107,000 - 142,000	3.0	35
By Region/Firm Size:					
Northeast/500 or fewer	133,000	133,400	119,000 - 145,000	3.0	11
Northeast/More than 500	130,000	128,955	116,000 - 142,000	3.0	11
Mid-Atlantic/More than 500	116,000	114,252	105,000 - 124,800	3.0	10
Southeast/500 or fewer	92,000	92,482	—	3.0	7
Midwest/More than 500	108,000	115,171	—	3.0	7
By City:					
Atlanta	117,875	118,775	—	3.0	5
Boston	127,000	125,273	120,000 - 133,000	3.0	11
Chicago	122,500	126,563	100,000 - 154,500	3.0	8
New York	140,000	136,793	117,000 - 160,000	3.0	15
Washington DC/Northern VA	117,000	116,741	105,000 - 128,715	3.0	11
By Years in Field:					
Less than 8 years	127,500	125,893	108,500 - 146,000	3.0	32
8-10 years	106,500	114,416	100,200 - 139,000	3.3	12
More than 10 years	120,000	117,738	105,750 - 133,000	3.0	20
By Education:					
BA/BS	102,448	105,150	81,050 - 120,000	3.0	15
MA/MS	129,000	116,025	88,500 - 137,750	3.0	8
JD	130,000	130,366	113,000 - 145,000	3.0	42
Managers of Both Recruiting and Professional Development					
By Size of Firm (lawyers in U.S.):					
500 or fewer	89,600	106,200	77,500 - 115,000	4.8	9
By Region/Firm Size:					
Northeast/500 or fewer	115,000	119,900	—	8.3	5
By Years in Field:					
Less than 8 years	85,000	91,840	—	4.5	5
By Education:					
BA/BS	100,603	111,451	—	5.0	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 5 salaries reported are not shown, and only medians and averages are shown if fewer than 8 salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

Salaries and Percent Raises for Coordinators — as of April 1, 2014

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from April 2013	# Reporting
Coordinators					
All	\$65,000	\$67,197	\$53,200 - 78,000	3.0%	98
By Scope of Responsibility:					
Global	63,400	67,017	53,000 - 80,000	3.0	29
National	65,600	65,985	53,000 - 75,000	3.0	23
Regional	57,193	61,136	52,000 - 66,684	2.0	24
Single office	75,000	75,316	60,000 - 85,000	3.0	22
By Size of Firm (lawyers in U.S.):					
500 or fewer	65,000	64,958	54,000 - 75,000	2.0	48
More than 500	62,000	65,969	51,500 - 78,000	3.0	37
By Region/Firm Size:					
Northeast/500 or fewer	75,000	73,908	70,000 - 79,500	3.5	13
Northeast/More than 500	65,500	71,425	58,200 - 87,500	2.8	8
Mid-Atlantic/500 or fewer	63,000	62,000	—	5.0	7
Mid-Atlantic/More than 500	57,000	67,062	52,000 - 78,000	3.1	11
Southeast/500 or fewer	52,500	51,318	45,000 - 56,500	3.3	11
Southeast/More than 500	50,513	51,910	47,475 - 56,600	3.2	8
Midwest/500 or fewer	66,000	70,605	64,900 - 76,000	2.0	13
Midwest/More than 500	72,208	67,734	—	2.5	6
By City or State:					
Boston	70,000	72,960	—	—	5
Chicago	75,500	75,070	62,000 - 87,500	2.0	14
Dallas	55,000	54,950	51,000 - 58,200	4.0	9
Michigan	66,000	63,994	—	2.0	5
New York City	75,000	74,765	65,000 - 83,000	4.0	17
Washington DC/Northern VA	61,500	69,772	56,385 - 89,000	5.5	14
By Years in Field:					
Less than 4 years	57,113	58,775	49,745 - 66,000	3.0	36
4-7 years	65,000	67,304	57,500 - 75,000	3.0	28
More than 7 years	76,000	75,453	58,200 - 85,000	2.5	33
By Education:					
HS/2-year	66,000	70,073	60,000 - 78,000	2.5	17
BA/BS	63,000	64,867	53,000 - 75,000	3.0	63
MA/MS	63,000	68,951	56,385 - 87,500	3.8	11
JD	73,000	75,800	—	—	5
Assistants					
All	44,775	43,019	38,200 - 47,000	2.3	18

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 5 salaries reported are not shown, and only medians and averages are shown if fewer than 8 salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

Salaries and Percent Raises for Department Heads — as of April 1, 2014

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from April 2013	# Reporting
By General Job Function					
Recruiting	\$140,500	\$154,689	\$109,728 - 192,000	3.0%	50
Professional Development	200,000	216,951	150,000 - 280,000	3.0	42
Recruiting and Professional Development	184,000	187,782	125,000 - 250,000	5.0	27
Human Resources with Some Recruiting	102,250	121,917	—	3.5	6
Recruiting					
By Scope of Responsibility:					
Global	200,000	199,815	143,500 - 226,650	3.2	16
National	141,350	152,194	125,000 - 166,000	3.0	18
Regional	107,000	104,174	—	3.0	5
Single office	109,728	116,093	95,300 - 130,000	2.0	11
By Size of Firm (lawyers in U.S.):					
500 or fewer	113,000	124,607	93,000 - 142,000	2.3	27
More than 500	166,000	192,945	141,000 - 225,000	3.0	21
By Region/Firm Size:					
Northeast/500 or fewer	115,250	136,833	—	2.0	6
Mid-Atlantic/More than 500	152,500	181,000	—	3.4	7
Midwest/500 or fewer	120,000	115,303	93,000 - 130,000	2.2	9
Midwest/More than 500	142,000	158,200	—	—	5
West/500 or fewer	107,000	112,800	—	—	5
By City:					
Chicago	125,000	139,621	—	1.5	6
New York	200,000	214,714	—	2.0	7
Washington DC/Northern VA	225,000	205,620	—	4.5	5
By Years in Field:					
Less than 10 years	97,650	125,667	90,000 - 130,000	3.0	10
10-15 years	141,850	145,983	118,500 - 166,800	3.0	16
More than 15 years	150,000	175,437	117,500 - 225,000	3.0	23
By Education:					
High School or 2-year degree	107,000	129,900	—	2.0	7
BA/BS	150,000	169,227	113,000 - 210,000	3.0	23
MA/MS	152,500	149,929	—	4.5	7
JD	127,500	144,869	113,614 - 141,500	3.0	12
Professional Development					
By Scope of Responsibility:					
Global	286,000	270,103	200,000 - 350,000	2.9	19
National	180,000	184,182	133,000 - 225,000	3.0	11
Regional	178,000	157,143	—	2.0	7
Single office	150,000	170,800	—	4.0	5
By Size of Firm (lawyers in U.S.):					
500 or fewer	182,000	186,333	130,000 - 215,000	4.0	21
More than 500	235,000	255,831	184,950 - 325,000	2.8	18

(continued)

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from April 2013	# Reporting
Professional Development, continued					
By Region/Firm Size:					
Northeast/500 or fewer	195,000	214,375	152,500 - 290,000	4.0	8
Northeast/More than 500	225,000	240,000	—	3.0	5
Midwest/500 or fewer	164,000	157,333	—	3.0	6
Midwest/More than 500	180,000	198,167	—	2.8	6
By City:					
Chicago	180,000	198,429	—	2.5	7
New York	225,000	256,889	200,000- 340,000	2.8	9
By Years in Field:					
Less than 10 years	182,000	197,526	150,000- 280,000	2.8	17
10-15 years	195,000	221,571	133,000- 300,000	4.0	14
More than 15 years	225,000	246,700	200,000- 340,000	2.5	10
By Education:					
BA/BS	179,000	185,667	—	4.2	6
JD	204,500	221,298	154,000- 286,000	3.0	30
Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	250,000	253,371	—	6.5	7
National	158,250	189,000	116,500- 267,500	4.0	8
Regional	137,320	138,214	—	4.6	7
Single office	132,000	163,400	—	—	5
By Size of Firm (lawyers in U.S.):					
500 or fewer	132,000	155,342	103,000- 195,000	4.6	19
More than 500	245,000	236,229	—	6.5	7
By Region/Firm Size:					
Northeast/500 or fewer	132,000	181,400	—	6.3	5
Mid-Atlantic/More than 500	245,000	232,400	—	6.5	5
Southeast/500 or fewer	130,000	140,400	—	5.0	5
Midwest/500 or fewer	132,000	120,500	—	3.8	5
By City:					
New York	265,000	250,333	—	12.5	6
By Years in Field:					
Less than 10 years	171,000	190,450	132,000- 200,000	8.3	10
10-15 years	215,000	201,100	132,000- 250,000	4.6	10
More than 15 years	133,660	175,267	—	4.6	6
By Education:					
BA/BS	110,000	133,850	—	5.6	6
JD	195,000	214,600	133,000- 250,000	5.5	15

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 5 salaries reported are not shown, and only medians and averages are shown if fewer than 8 salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

Salaries and Percent Raises for First-level Professionals — as of April 1, 2014

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from April 2013	# Reporting
By General Job Function					
Recruiting	\$94,000	\$100,602	\$79,589 - 115,000	3.0%	82
Professional Development	126,858	130,298	102,974 - 157,000	3.0	68
Recruiting and Professional Development	97,005	115,177	85,000 - 120,000	3.2	13
Human Resources with Some Recruiting	64,900	64,080	—	3.0	5
Recruiting					
By Scope of Responsibility:					
Global	119,500	125,147	103,000 - 147,500	3.0	17
National	90,000	90,736	74,000 - 102,000	2.8	17
Regional	84,000	91,205	60,000 - 106,700	3.0	25
Single office	100,000	99,967	85,000 - 113,000	3.0	23
By Size of Firm (lawyers in U.S.):					
500 or fewer	84,000	88,606	70,000 - 107,000	3.0	42
More than 500	104,000	113,998	90,000 - 139,499	3.0	33
By Region/Firm Size:					
Northeast/500 or fewer	113,000	120,929	—	3.0	7
Northeast/More than 500	128,500	130,750	—	3.0	6
Mid-Atlantic/More than 500	108,000	120,408	100,250 - 151,000	3.0	12
Southeast/500 or fewer	60,000	64,250	52,750 - 75,000	5.0	8
Midwest/500 or fewer	85,000	86,038	76,000 - 100,000	3.0	13
Midwest/More than 500	95,000	95,333	—	0.0	6
West/500 or fewer	93,450	93,613	71,400 - 112,917	3.5	10
West/More than 500	119,500	115,007	—	3.0	7
By City:					
Chicago	88,000	99,667	85,000 - 100,000	2.5	9
Los Angeles/Orange County	120,000	115,643	—	3.0	7
New York	126,500	131,500	109,000 - 151,250	3.0	12
Washington DC/Northern VA	103,200	111,808	95,000 - 110,000	3.0	13
By Years in Field:					
Less than 10 years	84,250	88,014	65,500 - 103,000	3.0	30
10-15 years	100,000	106,084	83,500 - 133,500	3.0	28
More than 15 years	106,000	106,819	95,750 - 117,250	2.0	16
By Education:					
High School or 2-year degree	108,500	108,000	84,000 - 125,000	3.0	12
BA/BS	88,500	90,430	71,300 - 103,200	3.0	46
MA/MS	110,000	118,994	87,000 - 155,000	3.0	13
JD	104,850	115,963	89,000 - 135,000	4.7	8
Professional Development					
By Scope of Responsibility:					
Global	130,000	127,132	105,000 - 145,000	3.0	29
National	120,000	124,574	93,000 - 143,500	3.0	24
Regional	170,000	171,690	—	3.0	6
Single office	122,000	128,172	102,448 - 169,000	3.1	9
By Size of Firm (lawyers in U.S.):					
500 or fewer	117,875	116,659	82,800 - 140,000	3.0	23
More than 500	130,000	135,625	108,000 - 165,000	3.0	37

(continued)

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from April 2013	# Reporting
Professional Development, continued					
By Region/Firm Size:					
Northeast/500 or fewer	137,500	143,020	119,000 - 160,000	3.0	10
Northeast/More than 500	138,750	159,563	131,500 - 185,000	3.0	8
Mid-Atlantic/More than 500	126,758	136,787	108,000 - 160,000	3.0	14
Southeast/500 or fewer	92,000	92,482	—	3.0	7
Midwest/More than 500	99,000	111,713	83,750 - 139,500	3.0	8
By City:					
Atlanta	117,875	118,775	—	3.0	5
Boston	130,000	122,400	—	3.0	7
Chicago	115,000	117,500	87,500 - 140,000	3.0	10
New York	153,500	162,744	135,250 - 187,500	3.0	16
Washington DC/Northern VA	126,758	136,722	108,000 - 160,000	3.0	14
By Years in Field:					
Less than 10 years	130,000	127,906	97,000 - 160,000	3.0	43
10-15 years	118,000	120,026	101,950 - 137,750	3.0	12
More than 15 years	124,800	131,257	—	3.0	7
By Education:					
BA/BS	102,974	110,036	92,000 - 128,715	3.0	14
MA/MS	115,000	115,170	87,500 - 140,000	3.0	10
JD	136,500	142,457	117,000 - 160,000	3.0	38
Both Recruiting and Professional Development					
By Size of Firm (lawyers in U.S.):					
500 or fewer	85,000	98,471	—	3.3	7
More than 500	102,000	135,001	—	3.3	5
By Years in Field:					
Less than 10 years	93,303	95,531	85,000 - 104,200	3.0	10
By Education:					
BA/BS	100,603	109,034	—	3.0	6
JD	95,500	125,583	—	3.7	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 5 salaries reported are not shown, and only medians and averages are shown if fewer than 8 salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

Salaries and Percent Raises for Second-level and Third-level Professionals — as of April 1, 2014

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from April 2013	# Reporting
Second-Level Positions — By General Job Function					
Recruiting	\$70,000	\$77,034	\$58,612 - 90,650	3.0%	64
Professional Development	80,500	87,428	58,200 - 115,000	4.3	29
Recruiting					
By Scope of Responsibility:					
Global	71,500	75,964	65,000 - 90,000	3.0	14
National	66,000	73,127	53,000 - 80,500	4.0	15
Regional	78,450	79,649	53,100 - 105,500	2.9	20
Single office	75,000	78,455	63,000 - 90,000	3.0	15
By Size of Firm (lawyers in U.S.):					
500 or fewer	64,000	61,186	53,000 - 66,000	2.5	22
More than 500	82,100	85,384	66,500 - 106,250	3.0	32
By Region/Firm Size:					
Northeast/500 or fewer	74,000	73,167	—	3.0	6
Northeast/More than 500	82,500	86,450	—	3.3	6
Mid-Atlantic/More than 500	80,500	81,712	—	5.0	7
Southeast/500 or fewer	51,000	50,100	—	1.8	5
Southeast/More than 500	61,500	60,267	—	2.3	6
Midwest/500 or fewer	65,600	59,520	—	1.0	5
Midwest/More than 500	77,500	84,748	—	3.0	6
West/More than 500	111,000	110,214	—	2.6	7
By City:					
Chicago	85,000	87,298	—	1.5	5
Dallas	55,000	59,000	—	2.0	7
New York	77,500	78,030	73,000 - 85,000	2.8	10
San Francisco Bay area	120,000	115,167	—	2.9	6
Washington DC/Northern VA	63,000	74,534	57,225 - 100,000	5.0	9
By Years in Field:					
Less than 10 years	66,000	70,998	55,000 - 81,000	3.0	46
10-15 years	91,300	94,954	80,000 - 111,000	3.0	13
More than 15 years	75,900	85,980	—	3.1	5
By Education:					
High School or 2-year degree	67,000	75,583	—	3.1	6
BA/BS	72,500	75,072	56,500 - 90,000	3.0	46
MA/MS	70,000	79,198	—	3.0	7
Professional Development					
By Scope of Responsibility:					
Global	83,025	89,560	60,600 - 113,500	5.0	16
Regional	66,684	80,561	—	3.0	6
By Size of Firm (lawyers in U.S.):					
500 or fewer	64,500	72,587	53,000 - 79,500	5.0	10
More than 500	95,000	95,602	72,000 - 120,000	3.2	13
By Region/Firm Size:					
Northeast/More than 500	113,500	112,833	—	4.0	6

(continued)

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from April 2013	# Reporting
Professional Development, continued					
By City:					
Boston	120,000	120,800	—	4.0	5
New York	80,000	93,100	—	—	5
By Years in Field:					
Less than 10 years	79,750	84,137	57,680 - 113,000	5.0	22
10-15 years	100,525	98,236	—	3.0	6
By Education:					
High School or 2-year degree	67,368	68,679	—	2.7	5
BA/BS	72,000	75,305	53,000 - 81,050	5.0	11
JD	117,500	117,700	107,000 - 130,000	2.3	10
Third-Level Positions*					
Recruiting	50,000	50,916	44,750 - 57,000	2.0	23
Professional Development	44,800	44,272	40,000 - 46,500	2.0	9

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 5 salaries reported are not shown, and only medians and averages are shown if fewer than 8 salaries were reported. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash in that column indicates that fewer than 5 raise percentages were reported for that group.

* Third-level also includes a few positions reported as “administrative” positions.



Bonuses

Bonus findings are based on reported non-zero bonuses. Additionally, for each grouping the percentage not receiving a bonus is indicated. Bonuses were most frequently awarded based on merit — 69% of respondents — followed by firm profitability — 29% — and a year-end or holiday bonus — 26%. Seniority is rarely a consideration. Other factors mentioned include a percentage of salary, as a signing bonus, and in lieu of a raise. Because coordinator/administrator bonuses exhibited little difference based on job function — e.g., recruiting, professional development — bonuses for coordinators are not delineated on this basis.

Bonuses for Directors/Chiefs Paid Between April 1, 2013 and April 1, 2014

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting a Bonus
By General Job Function					
Recruiting	\$11,000	\$18,883	\$5,000 - 20,000	40	16.7%
Professional Development	10,000	19,634	5,000 - 30,000	47	7.8
Recruiting and Professional Development	11,000	17,853	5,000 - 26,500	28	3.4
Directors/Chiefs of Recruiting					
By Scope of Responsibility:					
Global	14,500	21,122	2,500 - 20,000	18	5.3
National	12,000	21,262	6,000 - 21,600	13	7.1
Regional	12,000	12,840	—	5	16.7
By Size of Firm (Lawyers in US):					
500 or fewer	7,200	9,589	1,000 - 15,000	19	20.8
More than 500	17,000	27,290	8,000 - 35,000	21	8.7
By Region/Firm Size:					
Northeast/500 or fewer	20,000	18,200	—	5	28.6
Mid-Atlantic/More than 500	10,000	9,643	—	7	22.2
Midwest/500 or fewer	7,200	7,340	—	5	28.6
Midwest/More than 500	13,750	17,333	—	6	0.0
By City:					
New York	22,500	55,333	—	6	25.0
Washington DC/Northern VA	10,000	10,600	—	5	16.7
By Years in Field:					
Less than 10 years	8,000	23,714	—	7	12.5
10-15 years	10,000	13,129	6,000 - 21,600	14	12.5
More than 15 years	15,000	21,342	1,200 - 20,000	19	17.4
By Education:					
BA/BS	12,000	17,930	5,000 - 20,000	23	8.0
MA/MS	7,200	13,557	—	7	0.0
JD	15,000	29,571	—	7	30.0
Directors/Chiefs of Professional Development					
By Scope of Responsibility:					
Global	17,500	28,610	10,000 - 35,000	20	4.8
National	10,000	14,317	5,820 - 20,000	13	13.3
Regional	4,500	10,350	1,500 - 15,000	10	0.0
By Size of Firm (lawyers in U.S.):					
500 or fewer	5,000	14,868	3,000 - 25,000	19	9.5
More than 500	10,000	23,825	10,000 - 35,000	25	3.8
By Region/Firm Size:					
Northeast/500 or fewer	22,500	25,250	—	6	25.0
Northeast/More than 500	34,500	26,500	—	6	14.3
Mid-Atlantic/More than 500	10,000	10,946	—	7	0.0
Midwest/500 or fewer	3,250	3,833	—	6	0.0
Midwest/More than 500	10,000	15,000	—	6	0.0

(continued)

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting a Bonus
Directors/Chiefs of Professional Development, continued					
By City:					
Chicago	10,000	13,286	—	7	0.0
New York	32,000	29,620	10,000 - 35,000	10	16.7
Washington DC/Northern VA	10,000	14,660	—	7	0.0
By Years in Field:					
Less than 10 years	10,000	17,181	3,500 - 30,000	21	4.5
10-15 years	10,000	20,921	5,820 - 25,000	15	0.0
More than 15 years	10,000	20,356	10,000 - 30,000	9	18.2
By Education:					
BA/BS	9,500	12,875	4,000 - 22,500	8	0.0
MA/MS	10,000	10,100	—	5	0.0
JD	20,000	24,817	7,500 - 35,000	30	11.8
Directors/Chiefs of Both Recruiting and Professional Development					
By Scope of Responsibility:					
Global	18,750	20,654	10,000 - 23,830	8	0.0
National	5,500	13,178	3,300 - 10,000	9	0.0
Regional	6,650	15,819	4,750 - 26,500	8	0.0
By Size of Firm (lawyers in U.S.):					
500 or fewer	5,800	14,332	4,500 - 25,000	17	0.0
More than 500	20,080	23,623	5,000 - 30,000	10	0.0
By Region/Firm Size:					
Mid-Atlantic/More than 500	23,750	30,417	—	6	0.0
Midwest/500 or fewer	3,750	3,892	—	6	0.0
By City:					
New York	12,000	17,514	—	5	0.0
By Years in Field:					
Less than 10 years	12,000	19,117	5,000 - 26,000	9	10.0
10-15 years	15,000	17,461	4,500 - 27,500	11	0.0
More than 15 years	10,000	19,037	—	7	0.0
By Education:					
BA/BS	20,080	18,527	—	6	0.0
JD	15,000	20,170	4,500 - 30,000	15	6.3

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 bonuses figures reported. Groupings with fewer than 5 bonuses reported are not shown, and only medians and averages are shown if fewer than 8 bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for Managers Paid Between April 1, 2013 and April 1, 2014

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting a Bonus
By General Job Function					
Recruiting	\$5,000	\$5,799	\$2,000 - 7,500	71	20.2%
Professional Development	6,000	8,204	3,500 - 10,000	59	7.8
Recruiting and Professional Development	4,250	5,809	3,774 - 7,500	10	16.7
Human Resources with Some Recruiting	5,500	4,619	—	7	0.0
Managers of Recruiting					
By Scope of Responsibility:					
Global	5,400	8,559	2,000 - 12,448	12	29.4
National	4,500	5,702	2,500 - 7,500	21	0.0
Regional	5,000	5,172	3,500 - 6,000	18	30.8
Single office	5,000	4,808	1,475 - 7,650	20	20.0
By Size of Firm (lawyers in U.S.):					
500 or fewer	4,250	5,186	1,200 - 6,750	32	11.1
More than 500	5,000	6,174	3,000 - 7,500	33	26.7
By Region/Firm Size:					
Northeast/More than 500	7,800	9,972	—	7	0.0
Mid-Atlantic/500 or fewer	3,500	4,383	—	6	0.0
Mid-Atlantic/More than 500	4,400	5,635	3,000 - 7,500	10	16.7
Midwest/500 or fewer	4,000	5,806	1,500 - 4,500	9	18.2
Midwest/More than 500	3,000	3,000	—	6	40.0
West/500 or fewer	5,000	3,979	1,200 - 6,000	9	0.0
West/More than 500	5,900	5,825	5,000 - 7,150	8	33.3
By City:					
Chicago	4,500	6,857	—	7	22.2
Los Angeles/Orange County	5,000	4,084	—	6	25.0
New York	6,400	9,491	1,200 - 15,000	10	0.0
San Francisco Bay area	7,000	7,400	—	5	16.7
Washington DC/Northern VA	5,000	5,280	2,000 - 7,500	13	7.1
By Years in Field:					
Less than 10 years	5,000	5,798	3,000 - 7,000	29	21.6
10-15 years	5,000	6,150	3,000 - 7,800	25	21.9
More than 15 years	4,500	4,159	2,000 - 6,650	12	7.7
By Education:					
High School or 2-year degree	1,400	2,479	700 - 4,500	9	18.2
BA/BS	5,000	5,536	3,250 - 7,500	36	28.0
MA/MS	5,000	7,127	2,000 - 7,500	15	6.3
JD	6,000	8,556	3,000 - 12,000	9	10.0
Managers of Professional Development					
By Scope of Responsibility:					
Global	8,000	10,414	5,000 - 18,000	27	6.9
National	4,250	4,169	1,400 - 6,000	16	5.9
Regional	5,000	7,064	—	7	0.0
Single office	6,800	9,630	5,000 - 10,500	9	18.2

(continued)

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting a Bonus
Managers of Professional Development, continued					
By Size of Firm (lawyers in U.S.):					
500 or fewer	5,000	5,866	3,500 - 7,000	22	8.3
More than 500	7,500	10,074	5,250 - 16,000	30	6.3
By Region/Firm Size:					
Northeast/500 or fewer	6,000	6,505	3,000 - 7,500	11	8.3
Northeast/More than 500	17,000	15,560	6,575 - 21,000	9	10.0
Mid-Atlantic/More than 500	8,000	8,111	6,000 - 10,000	9	10.0
Midwest/More than 500	5,250	5,404	—	5	0.0
By City:					
Boston	7,500	10,500	6,500 - 17,000	10	9.1
Chicago	7,000	5,816	—	5	0.0
New York	5,788	10,487	2,750 - 19,500	12	14.3
Washington DC/Northern VA	6,800	7,336	3,500 - 10,000	11	8.3
By Years in Field:					
Less than 10 years	6,000	8,927	2,700 - 10,000	34	12.8
10-15 years	6,555	7,446	4,385 - 8,000	16	0.0
More than 15 years	4,500	4,714	—	5	0.0
By Education:					
BA/BS	4,500	6,234	3,500 - 6,535	15	6.3
MA/MS	7,500	8,496	—	7	0.0
JD	6,500	8,644	2,500 - 10,000	35	10.3
Managers of Both Recruiting and Professional Development					
By Size of Firm (lawyers in U.S.):					
500 or fewer	3,900	5,761	3,387 - 9,250	8	20.0
By Region/Firm Size:					
Northeast/500 or fewer	4,000	6,403	—	5	0.0
By Years in Field:					
Less than 10 years	6,500	7,329	—	7	22.2
By Education:					
BA/BS	4,137	5,132	—	6	14.3

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 bonuses figures reported. Groupings with fewer than 5 bonuses reported are not shown, and only medians and averages are shown if fewer than 8 bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for Coordinators Paid Between April 1, 2013 and April 1, 2014

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting a Bonus
Coordinators					
All	\$2,500	\$3,420	\$1,100 - 4,000	81	14.7%
By Scope of Responsibility:					
Global	3,000	3,571	1,000 - 5,000	23	11.5
National	3,000	2,774	1,100 - 4,355	19	17.4
Regional	1,500	1,690	1,000 - 2,150	18	14.3
Single office	2,750	5,321	2,000 - 5,500	21	16.0
By Size of Firm (lawyers in U.S.):					
500 or fewer	2,500	2,775	1,000 - 3,100	41	18.0
More than 500	2,325	3,932	1,275 - 4,428	32	8.6
By Region/Firm Size:					
Northeast/500 or fewer	4,000	4,173	1,100 - 6,800	11	15.4
Northeast/More than 500	3,000	3,787	—	7	12.5
Mid-Atlantic/500 or fewer	1,250	1,667	—	6	14.3
Mid-Atlantic/More than 500	1,800	2,731	1,375 - 3,000	8	11.1
Southeast/500 or fewer	2,000	2,819	750 - 3,000	9	25.0
Southeast/More than 500	3,000	2,892	—	7	0.0
Midwest/500 or fewer	2,400	2,250	1,000 - 2,625	12	14.3
Midwest/More than 500	2,783	7,011	—	6	0.0
By City or State:					
Boston	5,000	5,360	—	5	0.0
Chicago	2,750	4,878	1,966 - 4,000	13	7.1
Dallas	2,900	2,884	1,610 - 4,178	8	11.1
Michigan	1,000	1,410	—	5	0.0
New York	4,050	4,676	1,900 - 7,250	12	25.0
Washington DC/Northern VA	1,500	2,833	1,000 - 3,500	9	10.0
By Years in Field:					
Less than 10 years	2,750	3,038	1,000 - 4,000	59	18.1
10-15 years	2,750	5,205	1,750 - 3,978	12	0.0
More than 15 years	2,300	3,144	1,500 - 2,500	9	10.0
By Education:					
High School or 2-year degree	2,050	2,759	1,000 - 3,000	18	5.3
BA/BS	2,775	3,693	1,100 - 5,000	50	15.3
MA/MS	3,300	3,607	1,920 - 4,500	10	0.0
Assistants					
All	960	1,333	80 - 1,200	11	26.7

Note: The number reported column shows the number of non-zero bonuses figures reported. Groupings with fewer than 5 bonuses reported are not shown, and only medians and averages are shown if fewer than 8 bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for Department Heads/Chiefs Paid Between April 1, 2013 and April 1, 2014

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting a Bonus
By General Job Function					
Recruiting	\$9,000	\$18,088	\$3,500 - 20,000	40	18.4%
Professional Development	10,000	19,351	4,000 - 30,000	39	9.3
Recruiting and Professional Development	10,000	15,829	5,000 - 25,000	27	0.0
Human Resources with Some Recruiting	6,000	11,700	—	5	0.0
Recruiting					
By Scope of Responsibility:					
Global	8,000	22,013	1,200 - 25,000	15	6.3
National	12,000	20,060	4,500 - 21,600	15	6.3
Single office	7,500	6,700	—	6	50.0
By Size of Firm (lawyers in U.S.):					
500 or fewer	6,500	8,745	1,000 - 13,000	22	18.5
More than 500	18,500	29,506	7,500 - 35,000	18	14.3
By Region/Firm Size:					
Mid-Atlantic/More than 500	8,000	9,100	—	5	28.6
Midwest/500 or fewer	7,200	8,743	—	7	22.2
Midwest/More than 500	7,500	16,800	—	5	0.0
By City:					
New York	25,000	62,400	—	5	28.6
By Years in Field:					
Less than 10 years	7,500	20,838	3,000 - 15,000	8	20.0
10-15 years	7,500	12,831	5,000 - 21,600	13	13.3
More than 15 years	13,000	20,526	1,200 - 20,000	19	17.4
By Education:					
BA/BS	12,000	17,876	5,000 - 20,000	21	12.5
MA/MS	7,200	13,557	—	7	0.0
JD	15,000	29,571	—	7	30.0
Professional Development					
By Scope of Responsibility:					
Global	25,000	30,424	10,000 - 35,000	17	5.6
National	10,000	14,500	7,500 - 20,000	9	18.2
Regional	3,500	5,111	1,500 - 5,000	9	0.0
By Size of Firm (lawyers in U.S.):					
500 or fewer	5,000	13,250	3,000 - 17,500	20	9.1
More than 500	25,000	27,941	10,000 - 35,000	17	5.6
By Region/Firm Size:					
Northeast/500 or fewer	10,000	20,667	—	6	25.0
Midwest/500 or fewer	3,250	3,833	—	6	0.0
Midwest/More than 500	10,000	15,000	—	6	0.0
West/500 or fewer	10,000	11,000	—	5	0.0
By City:					
Chicago	10,000	13,286	—	7	0.0
New York	10,000	24,243	—	7	22.2

(continued)

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting a Bonus
Professional Development, continued					
By Years in Field:					
Less than 10 years	7,500	16,029	3,000 - 25,000	17	5.6
10-15 years	12,500	22,071	7,500 - 25,000	14	0.0
More than 15 years	10,000	21,650	8,600 - 32,500	8	20.0
By Education:					
BA/BS	12,500	14,000	—	6	0.0
MA/MS	10,000	9,100	—	5	0.0
JD	10,000	23,385	4,000 - 35,000	26	13.3
Recruiting and Professional Development					
By Scope of Responsibility:					
Global	17,500	15,033	—	7	0.0
National	5,800	13,344	3,300 - 10,000	9	0.0
Regional	5,500	14,364	—	7	0.0
By Size of Firm (lawyers in U.S.):					
500 or fewer	6,500	13,797	4,500 - 25,000	19	0.0
More than 500	17,500	20,747	—	7	0.0
By Region/Firm Size:					
Northeast/500 or fewer	12,000	21,300	—	5	0.0
Mid-Atlantic/More than 500	17,500	24,500	—	5	0.0
Southeast/500 or fewer	6,500	10,360	—	5	0.0
Midwest/500 or fewer	3,750	3,892	—	6	0.0
By City:					
New York	12,000	16,595	—	6	0.0
By Years in Field:					
Less than 10 years	12,000	17,728	5,000 - 20,000	9	0.0
10-15 years	10,250	13,207	4,500 - 25,000	10	0.0
More than 15 years	10,000	19,037	—	7	0.0
By Education:					
BA/BS	14,750	15,277	—	6	0.0
JD	13,500	17,825	4,500 - 27,000	14	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 bonuses figures reported. Groupings with fewer than 5 bonuses reported are not shown, and only medians and averages are shown if fewer than 8 bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for First-level Professionals Paid Between April 1, 2013 and April 1, 2014

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting a Bonus
By General Job Function					
Recruiting	\$4,500	\$5,630	\$1,600 - 7,500	71	14.5%
Professional Development	6,535	9,266	4,500 - 10,000	61	4.7
Recruiting and Professional Development	4,000	11,054	3,774 - 7,500	11	21.4
Human Resources with Some Recruiting	3,000	3,367	—	5	0.0
Recruiting					
By Scope of Responsibility:					
Global	9,000	12,184	5,400 - 20,000	12	25.0
National	4,250	4,325	2,000 - 6,000	18	0.0
Regional	3,650	4,053	1,000 - 5,000	20	16.7
Single office	3,000	4,507	1,750 - 7,500	21	16.0
By Size of Firm (lawyers in U.S.):					
500 or fewer	2,500	4,443	1,100 - 6,000	42	8.7
More than 500	5,000	7,876	3,800 - 10,000	23	23.3
By Region/Firm Size:					
Northeast/500 or fewer	1,200	8,443	—	7	0.0
Northeast/More than 500	5,000	10,001	—	5	0.0
Mid-Atlantic/500 or fewer	2,000	3,871	—	7	0.0
Mid-Atlantic/More than 500	6,250	6,885	2,500 - 10,000	10	9.1
Southeast/500 or fewer	3,000	4,143	—	7	22.2
Midwest/500 or fewer	2,500	3,318	1,000 - 4,500	11	15.4
West/500 or fewer	3,000	3,491	1,200 - 6,000	10	0.0
By City:					
Chicago	4,500	6,688	2,750 - 8,250	8	20.0
Los Angeles/Orange County	5,000	3,441	—	5	16.7
New York	7,500	10,711	1,200 - 20,000	10	0.0
Washington DC/Northern VA	5,000	6,030	2,000 - 9,100	15	0.0
By Years in Field:					
Less than 10 years	3,900	5,089	1,675 - 6,000	28	12.5
10-15 years	5,000	6,259	2,500 - 10,000	23	17.9
More than 15 years	4,500	4,894	1,500 - 7,500	15	6.3
By Education:					
High School or 2-year degree	1,450	2,011	1,000 - 2,500	10	16.7
BA/BS	5,000	5,580	2,500 - 7,600	38	17.4
MA/MS	5,000	8,034	3,000 - 9,500	12	7.7
JD	6,000	8,857	—	7	12.5
Professional Development					
By Scope of Responsibility:					
Global	8,700	10,269	6,000 - 10,000	25	7.4
National	4,750	6,241	2,400 - 6,500	20	4.8
Regional	13,375	15,742	—	6	0.0
Single office	6,668	8,922	3,769 - 10,500	10	0.0

(continued)

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting a Bonus
Professional Development, continued					
By Size of Firm (lawyers in U.S.):					
500 or fewer	5,000	6,732	3,500 - 6,800	22	8.3
More than 500	8,350	10,673	5,820 - 11,000	34	0.0
By Region/Firm Size:					
Northeast/500 or fewer	6,668	9,285	3,769 - 8,000	10	9.1
Northeast/More than 500	18,000	20,725	—	7	0.0
Mid-Atlantic/More than 500	8,850	8,687	6,000 - 10,000	14	0.0
Midwest/More than 500	4,875	5,253	—	6	0.0
By City:					
Boston	7,400	9,306	—	6	0.0
Chicago	4,500	5,190	—	7	0.0
New York	12,750	16,525	3,769 - 30,000	14	12.5
Washington DC/Northern VA	8,000	7,921	5,000 - 10,000	15	0.0
By Years in Field:					
Less than 10 years	6,000	9,414	3,625 - 10,000	36	7.7
10-15 years	6,535	6,919	5,000 - 8,000	13	0.0
More than 15 years	5,500	5,595	—	6	0.0
By Education:					
BA/BS	5,000	6,037	3,500 - 8,000	15	6.3
MA/MS	7,500	8,664	6,000 - 9,000	9	0.0
JD	6,900	11,112	5,000 - 14,500	32	5.9
Recruiting and Professional Development					
By Scope of Responsibility:					
Regional	4,000	8,155	—	5	0.0
By Size of Firm (lawyers in U.S.):					
500 or fewer	3,787	3,098	—	6	25.0
More than 500	7,500	20,600	—	5	0.0
By Years in Field:					
Less than 10 years	4,500	7,829	—	7	30.0
By Education:					
BA/BS	3,887	6,882	—	6	14.3

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 bonuses figures reported. Groupings with fewer than 5 bonuses reported are not shown, and only medians and averages are shown if fewer than 8 bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

Bonuses for Second-level and Third-level Professionals Paid Between April 1, 2013 and April 1, 2014

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting a Bonus
Second-Level Positions					
By General Job Function					
Recruiting	\$3,000	\$4,773	\$1,920 - 6,000	46	24.6%
Professional Development	3,500	6,192	1,750 - 7,000	24	11.1
Recruiting					
By Scope of Responsibility:					
Global	2,800	3,611	1,300 - 7,500	11	15.4
National	3,000	3,908	1,850 - 5,500	12	20.0
Regional	3,000	3,915	1,500 - 7,000	11	35.3
Single office	5,250	7,491	3,000 - 8,900	12	25.0
By Size of Firm (lawyers in U.S.):					
500 or fewer	2,300	3,001	1,000 - 4,000	15	34.8
More than 500	3,000	5,390	2,000 - 7,000	25	16.7
By Region/Firm Size:					
Northeast/More than 500	7,800	6,300	—	5	16.7
Mid-Atlantic/More than 500	3,000	3,520	—	5	16.7
Midwest/More than 500	2,483	7,078	—	6	0.0
West/More than 500	7,000	6,560	—	5	28.6
By City:					
Dallas	1,920	2,344	—	5	28.6
New York	7,650	7,000	—	6	40.0
San Francisco Bay area	7,000	7,600	—	5	16.7
By Years in Field:					
Less than 10 years	3,250	4,116	1,920 - 6,000	30	28.6
10-15 years	5,000	7,027	1,500 - 8,000	11	15.4
More than 15 years	2,300	3,760	—	5	16.7
By Education:					
High School or 2-year degree	2,200	3,633	—	6	14.3
BA/BS	4,000	5,131	1,587 - 7,300	31	27.9
MA/MS	2,800	3,389	—	7	0.0
Professional Development					
By Scope of Responsibility:					
Global	3,600	7,944	3,000 - 17,000	15	6.3
Regional	1,500	3,240	—	5	0.0
By Size of Firm (lawyers in U.S.):					
500 or fewer	1,500	2,728	1,000 - 3,100	9	0.0
More than 500	5,250	8,797	2,000 - 17,000	10	16.7
By Region/Firm Size:					
Northeast/More than 500	17,000	14,193	—	5	16.7
By City:					
Boston	7,000	11,193	—	5	16.7

(continued)

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting a Bonus
Professional Development, continued					
By Years in Field:					
Less than 10 years	3,100	6,095	1,500 - 5,000	17	15.0
10-15 years	4,750	6,333	—	6	0.0
By Education:					
High School or 2-year degree	1,000	2,600	—	5	0.0
BA/BS	3,000	4,606	1,500 - 3,500	9	0.0
JD	7,250	10,883	4,300 - 19,000	8	27.3
Third-Level Positions*					
Recruiting	1,000	1,330	200 - 1,750	15	21.0
Professional Development	1,000	2,505	900 - 4,355	7	30.0

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 bonuses figures reported. Groupings with fewer than 5 bonuses reported are not shown, and only medians and averages are shown if fewer than 8 bonuses were reported. The last column shows the percentage of respondents who reported receiving no bonus.

* Third-level also includes a few positions reported as “administrative” positions.



Demographics

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

	All	AREA OF RESPONSIBILITY		
		Recruiting	Professional Development	Both Recruiting and Professional Development
Directors/Chiefs				
Years in Field:				
5 years or less	9.6%	6.0%	9.4%	16.7%
5.5 – 10 years	27.9	14.0	41.5	30.0
More than 10 years	62.5	80.0	49.1	53.3
# Reporting Years of Experience	136	50	53	30
% Reporting Previous Practice	45.4%	19.6%	64.3%	54.8%
Managers				
Years in Field:				
5 years or less	22.2%	14.0%	34.2%	8.3%
5.5 – 10 years	40.9	45.3	32.9	66.7
More than 10 years	36.9	40.7	32.9	25.0
# Reporting Years of Experience	176	86	73	12
% Reporting Previous Practice	49.5%	11.7%	52.0%	3.8%
Coordinators				
Years in Field:				
5 years or less	44.6%	44.3%	44.0%	*
5.5 – 10 years	36.4	32.9	48.0	*
More than 10 years	19.1	22.8	8.0	*
# Reporting Years of Experience	110	79	25	*
% Reporting Previous Practice	4.5%	2.5%	11.5%	*

* Fewer than five respondents in this category.

Note: Among directors reporting prior law practice, the median number of years reported was 6, with half of responses in the 4-10 year range. For managers, the median was about 4 years, with half of responses in the 3-7 year range. For the few coordinators reporting prior law practice, the highest figure reported was 7 years. The handful of assistants responding to the survey not surprisingly all have less than 5 years of experience in the field and have not practiced law.

Characteristics of Legal Career Professionals — Education and Years in Field

Job Type/Area of Responsibility/ Years in Field	LEVEL OF EDUCATION				# Reporting
	High School or 2-Year Degree	BA or BS	MA/MS/MBA	JD	
Directors/Chiefs — All	5.7%	28.6%	9.3%	50.0%	140
By Area of Responsibility:					
Recruiting	12.0	50.0	14.0	22.0	50
5.5-10 years	0.0	42.9	0.0	42.9	7
More than 10 years	12.8	56.4	15.4	15.4	39
Professional Development	0.0	14.3	8.9	69.6	56
5 years or less	0.0	0.0	0.0	80.0	5
5.5-10 years	0.0	13.6	0.0	81.8	22
More than 10 years	0.0	30.8	7.7	53.9	26
Both Recruiting & Professional Development	6.4	19.4	3.2	58.1	31
5 years or less	0.0	20.0	0.0	80.0	5
5.5-10 years	0.0	22.2	0.0	77.8	9
More than 10 years	12.5	18.7	6.3	43.8	16
Managers — All	10.0	42.6	13.2	32.6	190
By Area of Responsibility:					
Recruiting	11.7	55.3	17.0	13.8	94
5 years or less	0.0	41.7	16.7	41.7	12
5.5-10 years	7.7	64.1	12.8	15.4	39
More than 10 years	17.1	54.3	20.0	5.7	35
Professional Development	3.9	24.7	11.7	58.4	77
5 years or less	0.0	4.0	16.0	80.0	25
5.5-10 years	0.0	33.3	4.2	62.5	24
More than 10 years	12.5	33.3	16.7	33.3	24
Both Recruiting & Professional Development	8.3	58.3	0.0	33.3	12
5.5-10 years	12.5	37.5	0.0	50.0	8
Human Resources with Some Recruiting	57.1	42.9	0.0	0.0	7
Coordinators — All	20.9	61.8	10.9	4.5	110
By Area of Responsibility:					
Recruiting	18.0	70.5	6.4	2.6	78
5 years or less	2.9	85.3	5.9	5.9	34
5.5-10 years	7.7	73.1	11.5	0.0	26
More than 10 years	61.1	38.9	0.0	0.0	18
Professional Development	30.8	34.6	23.1	11.5	26
5 years or less	9.1	36.4	27.3	27.3	11
5.5-10 years	33.3	41.7	25.0	0.0	12

Note: A few respondents reported either a PhD or “other” educational attainment. Hence percentages do not add to 100. Groupings with fewer than 5 respondents are not shown. Assistants almost all reported having earned a BA/BS.

Overall, about 15% of respondents indicated that an advanced degree (e.g., education beyond a BA/BS) was required for their current job. Individuals working in professional development were twice as likely to report this. Most typically, that required degree is a JD. About 30% of respondents indicated that an advanced degree was preferred for their current job, with a JD overwhelmingly the preferred degree. Again respondents working in professional development were more likely to report this (about half), followed by respondents with responsibilities for both recruiting and professional development (about 40%).



Other Duties and Benefits

Additional Duties Indicated by Directors/Chiefs — By Area of Responsibility

Other Duties	% of Respondents
Recruiting (N = 51)	
Organize social events other than for summer program	31.4%
Paralegal hiring/supervision/evaluation	17.6
Other	17.6
Alumni initiatives	15.7
Other non-lawyer personnel hiring/supervision/evaluation	13.7
CLE compliance	13.7
Maintain professional licenses or bar memberships	11.8
Marketing/business development/public relations	9.8
Pro bono coordination	9.8
Office/facilities management	5.9
Knowledge management	5.9
Practice management	3.9
Professional Development (N = 56)	
CLE compliance	55.4
Maintain professional licenses or bar memberships	30.4
Organize social events other than for summer program	30.4
Knowledge management	23.2
Pro bono coordination	17.9
Other	17.9
Alumni initiatives	16.1
Practice management	16.1
Marketing/business development/public relations	10.7
Other non-lawyer personnel hiring/supervision/evaluation	10.7
Paralegal hiring/supervision/evaluation	8.9
Office/facilities management	3.6
Benefits or payroll administration for non-lawyer personnel	1.8
Recruiting and Professional Development (N = 31)	
CLE compliance	67.7
Organize social events other than for summer program	54.8
Maintain professional licenses or bar memberships	48.4
Paralegal hiring/supervision/evaluation	25.8
Practice management	25.8
Alumni initiatives	22.6
Other non-lawyer personnel hiring/supervision/evaluation	22.6
Knowledge management	22.6
Other	19.4
Marketing/business development/public relations	16.1
Pro bono coordination	12.9
Office/facilities management	6.5
Benefits or payroll administration for non-lawyer personnel	3.2

Note: Percentages are based on all respondents in each group, as indicated by “N = ” for each group. Examples of other duties described include firm retreat planning, website duties, secondments, practicing law, lawyer compensation, risk management, strategic planning, and library services.

Additional Duties Indicated by Managers — By Area of Responsibility

Other Duties	% of Respondents
Recruiting (N = 96)	
Organize social events other than for summer program	33.3%
Other	24.0
CLE compliance	17.7
Maintain professional licenses or bar memberships	17.7
Other non-lawyer personnel hiring/supervision/evaluation	16.7
Marketing/business development/public relations	13.5
Paralegal hiring/supervision/evaluation	9.4
Alumni initiatives	8.3
Pro bono coordination	5.2
Office/facilities management	3.1
Knowledge management	3.1
Practice management	3.1
Benefits or payroll administration for non-lawyer personnel	1.0
Professional Development (N = 75)	
CLE compliance	42.7
Organize social events other than for summer program	37.3
Maintain professional licenses or bar memberships	26.7
Alumni initiatives	13.3
Pro bono coordination	13.3
Other	13.3
Knowledge management	12.0
Practice management	12.0
Other non-lawyer personnel hiring/supervision/evaluation	10.7
Marketing/business development/public relations	9.3
Paralegal hiring/supervision/evaluation	9.3
Office/facilities management	1.3
Benefits or payroll administration for non-lawyer personnel	1.3
Recruiting and Professional Development (N = 12)	
CLE compliance	41.7
Organize social events other than for summer program	41.7
Maintain professional licenses or bar memberships	33.3
Marketing/business development/public relations	25.0
Pro bono coordination	25.0
Alumni initiatives	16.7
Paralegal hiring/supervision/evaluation	16.7
Knowledge management	16.7
Practice management	16.7
Other	16.7
Office/facilities management	8.3
Other non-lawyer personnel hiring/supervision/evaluation	8.3

(continued)

Other Duties	% of Respondents
Human Resources with Some Recruiting (N = 7)	
Office/facilities management	85.7
Other non-lawyer personnel hiring/supervision/evaluation	85.7
Paralegal hiring/supervision/evaluation	71.4
Organize social events other than for summer program	71.4
Benefits or payroll administration for non-lawyer personnel	57.1
CLE compliance	42.9
Maintain professional licenses or bar memberships	42.9
Other	42.9
Knowledge management	28.6
Alumni initiatives	14.3
Pro bono coordination	14.3
Practice management	14.3

Note: Percentages are based on all respondents in each group, as indicated by "N = " for each group. Examples of other duties described include external and internal newsletters; general firm policies, procedures, and operations; managing technology systems; organizing community outreach programs; safety and transportation management; surveys and firm-wide data tracking; work visas for legal staff; and budget.

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

Other Duties	% of Respondents
Recruiting (N = 91)	
Organize social events other than for summer program	56.0%
CLE compliance	20.9
Other non-lawyer personnel hiring/supervision/evaluation	18.7
Maintain professional licenses or bar memberships	18.7
Paralegal hiring/supervision/evaluation	14.3
Marketing/business development/public relations	13.2
Other	9.9
Alumni initiatives	8.8
Office/facilities management	5.5
Pro bono coordination	4.4
Knowledge management	4.4
Benefits or payroll administration for non-lawyer personnel	2.2
Practice management	1.1
Professional Development (N = 33)	
CLE compliance	63.6
Organize social events other than for summer program	42.4
Maintain professional licenses or bar memberships	27.3
Pro bono coordination	21.2
Other	21.2
Knowledge management	18.2
Marketing/business development/public relations	15.2
Alumni initiatives	9.1
Office/facilities management	9.1
Practice management	9.1

Note: Percentages are based on all respondents in each group, as indicated by "N = " for each group. Examples of other duties described include human resources duties, a paralegal caseload, and firm philanthropic initiatives.

Additional Benefits Indicated by Directors/Chiefs — By Area of Responsibility

Item/Service Provided	% of Respondents
Recruiting (N = 51)	
Association memberships	80.4%
Mobile handheld device	66.7
Industry conferences	66.7
Laptop	58.8
Corporate credit card	58.8
Broadband remote access	25.5
Parking	19.6
Cell phone	19.6
Other	7.8
Tablet	5.9
Professional Development (N = 56)	
Association memberships	87.5
Industry conferences	78.6
Mobile handheld device	71.4
Corporate credit card	58.9
Laptop	57.1
Cell phone	25.0
Parking	19.6
Broadband remote access	19.6
Other	8.9
Tablet	7.1
Recruiting and Professional Development (N = 31)	
Association memberships	87.1
Mobile handheld device	74.2
Industry conferences	71.0
Corporate credit card	67.7
Laptop	48.4
Parking	38.7
Broadband remote access	19.4
Cell phone	16.1
Other	6.5
Tablet	3.2

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, the PDC, SHRM, ALA, the Legal Marketing Association (LMA), and the Association of Law Firm Diversity Professionals (ALFDP), among others. Other benefit items/services provided mentioned include bar dues and a transit subsidy or benefit. Percentages for parking benefits may include respondents who indicated a partial subsidy. Provision of a cell phone or mobile device may include just the data plan.

Additional Benefits Indicated by Managers — By Area of Responsibility

Item/Service Provided	% of Respondents
Recruiting (N = 96)	
Association memberships	83.3%
Mobile handheld device	69.8
Corporate credit card	64.6
Industry conferences	63.5
Laptop	46.9
Parking	24.0
Broadband remote access	12.5
Cell phone	11.5
Tablet	3.1
Professional Development (N = 75)	
Association memberships	92.0
Industry conferences	74.7
Mobile handheld device	60.0
Laptop	48.0
Corporate credit card	44.0
Broadband remote access	17.3
Parking	12.0
Cell phone	5.3
Tablet	1.3
Recruiting and Professional Development (N = 12)	
Association memberships	91.7
Industry conferences	83.3
Corporate credit card	75.0
Mobile handheld device	66.7
Laptop	66.7
Parking	16.7
Cell phone	8.3
Broadband remote access	8.3
Human Resources with Some Recruiting (N = 7)	
Association memberships	85.7
Parking	57.1
Corporate credit card	57.1
Mobile handheld device	42.9
Laptop	28.6
Cell phone	14.3
Broadband remote access	14.3
Industry conferences	14.3

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 and a local city group. Also mentioned were the PDC, SHRM, the Association of Law Firm Diversity Professionals (ALFDP), and the Association for Talent Development (ATD, formerly ASTD), among others. Other benefit items/services provided include bar membership, tuition reimbursement, and a transit benefit or subsidy. Percentages for parking benefits may include respondents who indicated a partial subsidy. Provision of a cell phone or mobile device may include just the data plan.

Additional Benefits Indicated by Coordinators and Assistants — By Area of Responsibility

Item/Service Provided	% of Respondents
Recruiting (N = 91)	
Association memberships	73.6%
Mobile handheld device	53.8
Industry conferences	40.7
Corporate credit card	30.8
Parking	20.9
Laptop	13.2
Cell phone	6.6
Broadband remote access	5.5
Professional Development (N = 33)	
Association memberships	66.7
Mobile handheld device	45.5
Industry conferences	39.4
Laptop	36.4
Parking	9.1
Corporate credit card	9.1
Cell phone	6.1

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 the PDC and SHRM, among others. Other benefit items/services provided include a transit benefit or subsidy. Percentages for parking benefits may include respondents who indicated a partial subsidy. Provision of a cell phone or mobile device may include just the data plan.