

**2010**

# **Survey of Legal Career Professionals in Law Firms and Employer Organizations**

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**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 have recognized 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 around nearly as long as NALP. 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 need to revamp the way in which NALP collects these measures became evident. In 2008, a work group of NALP’s Lawyer Professional Development Section was charged with revising the biennial survey not only to be 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 revised survey format, used again in 2010, 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, managers, as well as on the more traditional scheme based on hierarchy or level, e.g., department head or first-level professional. However, the few responses from diversity professionals precluded analyses of that group.

As shown in the table at right, survey responses totaled not quite 300. About 37% of responses were from individuals who identified recruiting as their primary responsibility. A slightly larger percentage, 39%, of responses were received from individuals devoted to professional development. Individuals whose job involves a mixture of both recruiting and professional development accounted for 19% of responses. The remaining responses were from individuals whose primary responsibilities are for diversity initiatives and those whose responsibilities are more generally human resources, with only small bits of time, if any, spent on recruiting, professional development, or diversity. Most respondents were also categorized based on their title, and analyses within re-

sponsibility area are based on both title and level. The title assignments used in this report are generic — directors/chiefs, managers, administrators/coordinators, and assistants — and generally reflect the presence of that word in the title. It should be noted that a small number of respondents were not categorized as to title because their title implied a more generalist role, such as director of human resources, or the title did not contain one of the words above and could not readily be equated with one of them.

Because of changes in the survey format in 2008, not all findings can be compared with those from prior years. It must also 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.

- Directors of professional development are the most highly paid, with a median salary of \$180,000 in 2010. Although this is lower than the overall median of \$197,500 in 2008, the lower figure may be in part attributed to a shift in the respondent pool. For example, compared with 2008, relatively more respondents reported having a JD, rather than another advanced degree. However, as a group, median earnings for those with a JD remain lower than for those with another advanced degree. The median in 2006 was \$176,000. The median for

## Survey Response by Area of Responsibility

	#	%
Recruiting .....	111	37.4%
Professional Development .....	117	39.4
Recruiting and Professional Development...	56	18.9
Other .....	13	4.3
<b>Total</b> .....	297	100.0

directors of legal recruiting was \$117,500, compared with \$120,000 in 2008 and \$101,000 in 2006. However, both the Midwest and Southeast, where salaries are typically lower, were more heavily represented in the respondent pool for this group in 2010 compared with 2008. Medians for coordinators are in the \$60,000-66,000 range, relatively stable since 2006.

- Respondent demographics aside, it is evident that salaries in general have been increasing at a much more moderate pace than had been the case earlier, with salaries often not increasing from 2009 to 2010, or increasing by just 1 or 2%. This compares with one-year increases of 5-7% or more in 2008.
- More lawyers are choosing to forgo traditional practice for careers in lawyer recruitment and development. Over 75% of directors of professional development have a JD; the percentage is even higher, 90%, among those who have been in their current job for two years or less. A JD is not as common among directors of legal recruiting — about 19% — but again the percentage is higher among those new to their job — 58%. The 2008 report found that about 70% of directors and 55% of managers of professional development had a JD, as did about 25% of directors and managers of recruiting. It is also evident that most legal career professionals with a JD have spent at least some time as a practicing attorney: a median of about 3 years among directors of legal recruiting, and a median of 10 years among directors of professional development.
- Among directors, those in recruiting are most likely to be relatively new to their current job — 63% — compared with 20-23% among directors of professional development and directors with responsibility for both. Among managers, the percentage is also highest — 44% — among managers of recruiting; for those in professional development or a blended role, just under one-quarter have been in their current job for two years or less. Compared with 2008, relatively more recruiting professionals are new to their job, whereas the opposite is true of professional development professionals and those in blended roles. However, whereas just over one-third of directors of

professional development have 10 or more years experience in the field, among directors and department heads in recruiting or blended positions, 70% or more have 10 or more years of experience in the field. Figures for 2008 were comparable for directors of professional development, but much lower among directors of recruiting and those in blended roles. Over half in the professional development area reported related experience, e.g., as a legal search consultant, or recruiting in another field. Among professionals in recruiting and blended positions about 40% did so.

A sampling of other findings includes:

- A BA or BS degree is typically the highest degree attained among recruiting professionals (68% of respondents), though less typically so among those in a hybrid role (56% of respondents), and least common among professional development professionals (30% of respondents).
- Although salaries are generally highest in the Northeast and Mid-Atlantic regions, this is not always the case. For example, among directors of recruiting, the median salary was highest in the West/Rocky Mountain region, at almost \$198,000, followed by the Mid-Atlantic region at \$135,000. Among directors, medians are highest for those with global responsibility; for managers this is not always the case. For example, the median salary for managers of recruiting nationwide was about \$107,000, compared with \$93,000 for managers with global responsibilities.
- 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. About 41% of *all* respondents indicated duties in this area; among administrators and assistants, the percentage is higher. 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, the most frequently mentioned among those who did were duties related to diversity, followed by lawyer personnel management, and organizing social events other than for the summer.



# Recruiting

A total of 111 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 75%. About 40% spend a small amount of time on professional development, and about 60% spend some time on lawyer personnel management duties, e.g., orientation for new lawyers, benefits, counseling, exit interviews, and outplacement. About two-thirds reported spending some time, typically 5-10% of their time, on diversity tasks.

## Characteristics of Recruiting Professionals — Education and Job Tenure

Level or Title and Years in Current Job	LEVEL OF EDUCATION				# Reporting
	High School Diploma or 2-year Degree	BA or BS	JD	Other Advanced Degree	
<b>All Respondents</b> .....	1.5%	68.2%	10.0%	6.4%	111
<b>BY LEVEL:</b>					
<b>Department heads</b>					
All Respondents .....	8.3	70.8	12.5	8.3	24
2.5 - 5 years .....	7.1	71.4	14.3	7.1	14
More than 5 years.....	14.3	71.4	0.0	14.3	7
<b>First-level professionals</b>					
All Respondents .....	16.3	60.5	11.6	9.3	43
2 years or less .....	0.0	66.7	16.7	16.7	6
2.5 - 5 years .....	21.7	56.5	8.7	13.0	23
More than 5 years.....	14.3	64.3	14.3	0.0	14
<b>Second-level professionals</b>					
All Respondents .....	15.2	75.8	9.1	0.0	33
2 years or less .....	15.4	76.9	7.7	0.0	13
2.5 - 5 years .....	13.3	73.3	13.3	0.0	15
More than 5 years.....	20.0	80.0	0.0	0.0	5
<b>Third-level/administrative</b>					
All Respondents .....	20.0	70.0	0.0	10.0	10
2 years or less .....	0.0	83.3	0.0	16.7	6
<b>BY TITLE:</b>					
<b>Directors/chiefs</b>					
All Respondents .....	9.4	65.6	18.8	6.3	32
2.5 - 5 years .....	10.0	65.0	20.0	5.0	20
More than 5 years.....	10.0	70.0	10.0	10.0	10
<b>Managers</b>					
All Respondents .....	8.8	70.6	8.8	11.8	34
2 years or less .....	0.0	77.8	11.1	11.1	9
2.5 - 5 years .....	20.0	53.3	6.7	20.0	15
More than 5 years.....	0.0	90.0	10.0	0.0	10
<b>Coordinators/administrators</b>					
All Respondents .....	24.3	64.9	5.4	2.7	37
2 years or less .....	13.3	73.3	6.7	6.7	15
2.5 - 5 years .....	20.0	73.3	6.7	0.0	15
More than 5 years.....	57.1	28.6	0.0	0.0	7
<b>Assistants</b>					
All Respondents .....	14.3	85.7	0.0	0.0	7
2.5 - 5 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. The undergraduate majors mentioned varied widely, from multiple mentions of business/marketing, communications, political science, psychology, English, history, criminal justice, and sociology to art history, biochemistry, and musical theater. Among advanced degrees other than a JD, descriptions included education, organizational psychology, and vocal performance.

## Characteristics of Recruiting Professionals — Years in Current Job

	All Respondents	BY LEVEL				BY TITLE			
		Dept. Heads	First	Second	Third or Administrative	Directors or Chiefs	Managers	Administrators or Coordinators	Assistants
<b>Years in current job</b>									
2 years or less .....	25.2%	12.5%	14.0%	38.2%	60.0%	6.3%	26.5%	39.5%	28.6%
2.5 - 5 years.....	50.5	58.3	53.5	47.1	30.0	62.5	44.1	42.1	71.4
More than 5 years.....	24.3	29.2	32.6	14.7	10.0	31.3	29.4	18.4	0.0
Median # years in current job ....	3.5	4.3	4.5	3.0	1.5	4.5	3.8	3.0	3.0
Number reporting .....	111	24	43	34	10	32	34	38	7

Note: Not all respondents could be assigned a title. Hence the number of title assignments adds to less than the total number of responses.

## Characteristics of Recruiting Professionals — Years in Field and Related Experience

	All Respondents	BY LEVEL				BY TITLE			
		Dept. Heads	First	Second	Third or Administrative	Directors or Chiefs	Managers	Administrators or Coordinators	Assistants
<b>Years in field</b>									
Less than 5 years .....	23.4%	4.2%	11.6%	38.2%	70.0%	6.3%	11.8%	36.8%	85.7%
5 - 9.5 years.....	25.2	12.5	23.3	38.2	20.0	9.4	35.3	31.6	14.3
10 years or more.....	51.4	83.3	65.1	23.5	10.0	84.4	52.9	31.6	0.0
Median # years in field.....	10.0	15.0	12.0	5.3	2.8	15.5	10.0	5.8	3.0
Number reporting .....	111	24	43	34	10	32	34	38	7
<b>Related experience and practice</b>									
% reporting related experience	41.4	41.7	30.2	55.9	40.0	37.5	41.2	44.7	42.9
% reporting previous law practice .....	9.0	12.5	9.3	8.8	0.0	18.8	5.9	5.3	0.0
Median # years related experience .....	3.0	2.0	4.0	3.0	4.5	2.5	4.0	5.0	2.0
Median # years law practice .....	3.0	2.0	4.5	2.5	—	3.0	—	—	—

Note: The vast majority of recruiting professionals, 98%, reported that an advanced degree was not required for their job. Those who did are in director/department-head positions. Medians are not calculated for fewer than five responses.

## Salaries and Percent Raises for Recruiting Professionals by Level and Respondent Demographics — as of August 1, 2010

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Department heads</b>					
All .....	\$120,000	\$149,159	\$86,000 - 191,500	2.3%	24
By level of education					
BA or BS.....	115,000	150,088	85,000 - 193,000	2.5	17
By years in current job					
2.5 - 5 years.....	120,000	145,929	100,000 - 175,000	2.5	14
More than 5 years .....	193,000	167,046	80,000 - 251,320	2.0	7
By years in field					
10 years or more.....	145,000	162,466	101,000 - 196,500	2.5	20
<b>First-level professionals</b>					
All .....	94,210	95,764	75,000 - 112,000	2.0	42
By level of education					
High school or 2-yr degree.....	84,555	91,518	73,000 - 112,000	1.0	6
BA or BS.....	92,210	96,526	70,000 - 120,000	2.0	26
JD.....	105,500	106,300	102,500 - 107,000	—	5
By years in current job					
2 years or less.....	92,000	88,813	70,000 - 96,000	2.5	6
2.5 - 5 years.....	86,750	88,305	65,000 - 105,500	2.0	22
More than 5 years .....	105,500	110,465	87,000 - 124,000	2.0	14
By years in field					
Less than 5 years.....	60,000	66,500	50,000 - 65,000	—	5
5 - 9.5 years.....	86,500	78,457	52,000 - 94,000	1.8	10
10 years or more.....	105,000	107,593	86,500 - 122,000	2.5	27
<b>Second-level professionals</b>					
All .....	59,500	65,681	52,499 - 80,000	3.0	34
By level of education					
High school or 2-yr degree.....	67,500	69,049	58,000 - 72,700	3.0	5
BA or BS.....	57,000	61,216	49,500 - 67,500	2.5	25
By years in current job					
2 years or less.....	57,000	62,554	48,000 - 71,000	3.3	13
2.5 - 5 years.....	58,500	62,094	53,250 - 67,500	3.0	16
More than 5 years .....	84,400	85,289	80,000 - 90,000	—	5
By years in field					
Less than 5 years.....	49,500	49,192	44,000 - 54,000	4.0	13
5 - 9.5 years.....	64,000	70,057	58,000 - 72,700	2.0	13
10 years or more.....	84,700	85,363	75,500 - 90,000	2.5	8
<b>Third-level/administrative positions</b>					
All .....	46,000	53,158	42,000 - 50,000	2.0	9
By level of education					
BA or BS.....	44,000	49,928	36,570 - 50,000	—	6
By years in current job					
2 years or less.....	44,500	51,000	42,000 - 50,000	—	6
By years in field					
Less than 5 years.....	42,500	42,095	36,570 - 46,000	0.0	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. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash indicates fewer than five raise percentages were reported.

## Salaries and Percent Raises for Recruiting Professionals by Title and Respondent Demographics — as of August 1, 2010

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Directors</b>					
All .....	\$117,500	\$143,391	\$101,000 - 187,500	2.0%	32
By level of education					
BA or BS.....	120,000	150,486	105,000 - 193,000	2.3	21
JD.....	114,750	123,000	105,500 - 135,000	1.5	6
By years in current job					
2.5 - 5 years.....	117,500	135,550	101,000 - 152,500	2.0	20
More than 5 years .....	150,000	158,002	87,000 - 200,000	2.0	10
By years in field					
10 years or more.....	125,000	151,853	102,000 - 193,000	2.3	27
<b>Managers</b>					
All .....	90,000	90,905	70,000 - 112,000	2.5	34
By level of education					
BA or BS.....	88,500	89,854	70,000 - 110,000	2.0	24
By years in current job					
2 years or less.....	90,000	85,208	70,000 - 96,000	2.5	9
2.5 - 5 years .....	86,000	83,813	60,000 - 98,783	2.8	15
More than 5 years .....	108,750	106,669	90,000 - 124,000	2.0	10
By years in field					
5 - 9.5 years.....	85,500	79,672	64,000 - 90,000	2.5	12
10 years or more.....	100,642	106,233	90,000 - 122,000	3.0	18
<b>Administrators/coordinators</b>					
All .....	61,000	64,378	51,000 - 81,055	2.0	36
By level of education					
High school or 2-yr degree.....	77,555	77,150	70,100 - 87,425	2.0	8
BA or BS.....	55,000	56,778	48,000 - 65,000	3.0	23
By years in current job					
2 years or less.....	55,000	57,813	43,000 - 71,000	3.0	15
2.5 - 5 years .....	60,500	61,929	52,499 - 67,500	2.0	14
More than 5 years .....	84,400	83,343	80,000 - 87,850	1.5	7
By years in field					
Less than 5 years.....	48,000	47,000	42,500 - 52,499	4.0	13
5 - 9.5 years.....	63,000	66,145	57,022 - 70,100	2.0	12
10 years or more.....	84,400	82,987	73,000 - 87,850	2.0	11
<b>Assistants</b>					
All .....	46,000	45,224	40,000 - 50,000	—	7
By level of education					
BA or BS.....	44,000	44,762	40,000 - 50,000	—	6
By years in current job					
2.5 - 5 years.....	48,000	45,714	40,000 - 50,000	—	5
By years in field					
Less than 5 years.....	44,000	44,762	40,000 - 50,000	—	6

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. A dash indicates fewer than five raise percentages reported.

## Salaries and Percent Raises for Recruiting Professionals by Level and Firm or Job Characteristics — as of August 1, 2010

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Department heads</b>					
All .....	\$120,000	\$149,159	\$86,000 - 191,500	2.3%	24
By scope of responsibility					
Regional.....	82,500	88,333	78,000 - 102,000	—	6
National.....	119,000	131,313	103,750 - 162,500	3.0	8
Global .....	251,320	218,474	155,000 - 283,000	2.5	7
By size of firm.....					
250 or fewer lawyers.....	85,000	86,786	78,000 - 102,000	0.0	7
251 - 500 lawyers.....	114,000	125,000	87,000 - 175,000	2.5	6
701+ lawyers.....	200,000	207,474	135,000 - 265,000	3.0	7
By NALP region .....					
Southeast .....	111,250	116,750	100,000 - 125,000	3.0	6
Midwest .....	85,000	88,000	80,000 - 87,000	1.5	5
West/Rocky Mtn. ....	195,000	185,220	102,000 - 251,320	1.0	6
<b>First-level professionals</b>					
All .....	94,210	95,764	75,000 - 112,000	2.0	42
By scope of responsibility .....					
Single office.....	96,000	104,570	86,000 - 107,000	1.0	10
Regional.....	75,000	77,874	60,000 - 90,000	0.0	11
National.....	105,500	104,021	94,419 - 122,000	2.5	13
Global .....	95,000	95,938	84,000 - 108,500	3.5	8
By size of firm.....					
250 or fewer lawyers.....	70,000	81,019	50,000 - 105,000	0.0	10
251 - 500 lawyers.....	97,392	93,820	86,500 - 105,000	2.8	10
501 - 700 lawyers.....	84,555	93,811	75,500 - 118,937	0.0	8
701+ lawyers.....	102,500	111,927	87,000 - 126,000	3.5	11
By NALP region .....					
Northeast.....	96,000	109,000	90,000 - 106,000	2.0	7
Mid-Atlantic.....	117,875	113,125	105,000 - 124,000	5.0	7
Southeast .....	86,000	81,032	45,000 - 112,000	0.0	6
Midwest .....	78,000	90,192	65,000 - 105,500	0.8	13
West/Rocky Mtn. ....	86,500	89,835	75,000 - 94,419	1.3	9
By city .....					
New York .....	95,000	109,500	90,000 - 105,000	1.0	6
Washington, DC.....	119,938	114,479	107,000 - 124,000	4.3	6
<b>Second-level professionals</b>					
All .....	59,500	65,681	52,499 - 80,000	3.0	34
By scope of responsibility .....					
Single office.....	65,750	66,175	57,000 - 77,700	3.6	8
Regional.....	57,000	62,808	48,000 - 80,000	2.0	13
National.....	57,043	64,477	52,499 - 72,700	3.0	11
By size of firm.....					
251 - 500 lawyers.....	56,000	60,742	51,250 - 68,000	2.0	12
701+ lawyers.....	67,500	72,857	57,000 - 85,000	3.0	14
By NALP region .....					
Northeast.....	69,250	69,483	64,000 - 84,400	—	6
Mid-Atlantic.....	59,000	62,454	54,000 - 67,500	4.0	11
Midwest .....	57,043	58,694	49,500 - 60,000	2.0	9
By city .....					
Washington, DC.....	60,500	64,625	56,000 - 72,500	3.0	8

(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 2009	# Reporting
<b>Third-level/administrative positions</b>					
All .....	46,000	53,158	42,000 - 50,000	2.0	9
By size of firm.....					
701+ lawyers.....	46,000	60,684	43,000 - 87,850	—	5

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. A dash indicates fewer than five raise percentages were reported.

## Salaries and Percent Raises for Recruiting Professionals by Title and Firm or Job Characteristics — as of August 1, 2010

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Directors/chiefs</b>					
All .....	\$117,500	\$143,391	\$101,000 - 187,500	2.0%	32
By scope of responsibility					
Single office.....	146,000	146,783	106,000 - 197,700	2.0	6
Regional.....	82,500	87,500	78,000 - 102,000	0.0	6
National.....	116,500	127,583	105,250 - 142,500	3.0	12
Global.....	213,160	206,478	138,750 - 274,000	2.5	8
By size of firm					
250 or fewer lawyers.....	85,000	88,563	79,000 - 104,000	0.0	8
251 - 500 lawyers.....	109,250	120,063	96,000 - 145,000	2.5	8
501 - 700 lawyers.....	138,750	168,750	120,000 - 190,000	3.0	6
701+ lawyers.....	198,850	206,253	164,000 - 258,160	2.5	8
By NALP region					
Mid-Atlantic.....	135,000	161,000	107,000 - 193,000	3.5	5
Southeast.....	115,000	117,214	100,000 - 125,000	2.8	7
Midwest.....	87,000	98,111	80,000 - 113,000	1.5	9
West/Rocky Mtn.....	197,700	187,003	102,000 - 251,320	0.0	7

(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 2009	# Reporting
<b>Managers</b>					
All .....	90,000	90,905	70,000 - 112,000	2.5	34
By scope of responsibility					
Regional.....	78,500	77,250	54,750 - 90,000	2.5	12
National.....	106,892	98,677	86,500 - 122,000	2.5	10
Global.....	93,000	91,125	74,000 - 108,500	3.5	8
By size of firm					
250 or fewer lawyers.....	72,500	80,212	47,250 - 90,000	0.0	8
251 - 500 lawyers.....	94,419	87,300	65,000 - 98,783	3.0	9
501 - 700 lawyers.....	78,000	80,175	70,000 - 87,000	2.0	5
701+ lawyers.....	107,250	105,208	88,000 - 122,000	4.0	12
By NALP region					
Northeast.....	90,000	103,000	87,000 - 96,000	—	6
Mid-Atlantic.....	122,000	115,975	117,875 - 124,000	5.0	5
Southeast .....	82,000	73,239	45,000 - 90,000	—	5
Midwest .....	70,000	77,000	58,000 - 102,500	2.0	11
West/Rocky Mtn.....	94,419	97,100	86,500 - 115,000	2.5	7
By city					
Missouri.....	65,000	68,600	49,500 - 78,000	—	5
New York .....	90,000	109,600	90,000 - 96,000	—	5
Washington, DC.....	122,000	115,975	117,875 - 124,000	5.0	5
<b>Administrators/coordinators</b>					
All .....	61,000	64,378	51,000 - 81,055	2.0	36
By scope of responsibility					
Single office.....	65,750	65,950	47,500 - 85,700	2.0	12
Regional.....	66,250	65,711	52,000 - 80,000	1.9	10
National.....	57,022	59,424	52,499 - 62,000	3.3	10
By size of firm					
251 - 500 lawyers.....	58,000	61,690	50,000 - 71,000	2.0	10
501 - 700 lawyers.....	50,000	56,822	44,000 - 73,000	0.0	5
701+ lawyers.....	67,500	69,418	57,000 - 87,000	3.9	14
By NALP region					
Northeast.....	84,400	82,271	67,500 - 94,000	1.0	7
Mid-Atlantic.....	62,000	65,532	55,000 - 80,000	4.0	11
Southeast .....	42,500	52,600	40,000 - 57,000	4.3	5
Midwest .....	57,043	58,678	50,000 - 72,700	0.0	7
West/Rocky Mtn.....	50,000	57,852	43,000 - 82,110	3.0	6
By city					
New York .....	90,000	84,100	67,500 - 94,000	0.0	5
Washington, DC.....	63,500	68,856	58,000 - 82,500	4.0	8
<b>Assistants</b>					
All .....	46,000	45,224	40,000 - 50,000	—	7

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. A dash indicates fewer than five raise percentages were reported.

## Bonuses for Recruiting Professionals by Level and Respondent Demographics — as of August 1, 2010

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Department heads</b>					
All .....	\$10,000	\$18,625	\$5,000 - 27,500	20	16.7%
By level of education					
BA or BS.....	9,000	17,033	5,000 - 19,000	15	11.8
By years in current job					
2.5 - 5 years.....	10,000	18,591	5,000 - 25,000	11	21.4
More than 5 years .....	13,500	17,833	3,000 - 30,000	6	14.3
By years in field					
10 years or more.....	12,000	21,088	8,500 - 30,000	17	15.0
<b>First-level professionals</b>					
All .....	6,000	7,081	2,500 - 9,625	28	22.2
By level of education					
High school or 2-yr degree.....	1,000	3,072	1,000 - 6,009	5	16.7
BA or BS.....	7,500	8,833	3,000 - 10,000	18	21.7
By years in current job					
2.5 - 5 years.....	4,055	5,327	2,500 - 7,000	18	10.0
More than 5 years .....	9,625	10,796	4,500 - 13,060	8	27.3
By years in field					
10 years or more.....	6,505	7,765	2,500 - 10,000	22	8.3
<b>Second-level professionals</b>					
All .....	1,900	2,782	893 - 4,663	20	25.9
By level of education					
BA or BS.....	1,250	2,315	400 - 3,510	14	30.0
By years in current job					
2 years or less.....	985	2,484	400 - 5,000	7	30.0
2.5 - 5 years.....	1,900	2,042	1,100 - 2,806	10	28.6
By years in field					
Less than 5 years.....	893	1,074	300 - 1,250	8	27.3
5 - 9.5 years.....	2,806	3,955	2,000 - 4,825	7	30.0
10 years or more.....	5,000	3,870	1,100 - 5,000	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 bonuses reported are not shown. 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, 2010

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/chiefs</b>					
All .....	\$10,000	\$16,780	\$5,000 - 24,000	25	13.8%
By level of education					
BA or BS .....	9,500	16,222	5,000 - 19,000	18	10.0
By years in current job					
2.5 - 5 years .....	8,750	15,406	5,000 - 21,500	16	15.8
More than 5 years .....	12,000	16,714	3,000 - 30,000	7	12.5
By years in field					
10 years or more .....	10,000	18,500	5,000 - 25,000	22	12.0
<b>Managers</b>					
All .....	6,000	7,395	3,700 - 9,250	21	22.2
By level of education					
BA or BS .....	7,500	8,398	4,350 - 10,000	16	23.8
By years in current job					
2.5 - 5 years .....	5,205	5,262	3,000 - 7,000	10	16.7
More than 5 years .....	9,250	11,553	5,000 - 16,120	7	22.2
By years in field					
5 - 9.5 years .....	6,000	5,800	5,000 - 6,000	5	44.4
10 years or more .....	7,000	8,366	3,700 - 10,000	15	6.3
<b>Administrators/coordinators</b>					
All .....	1,800	2,598	985 - 3,510	21	34.4
By level of education					
High school or 2-yr degree .....	1,100	2,968	1,000 - 4,825	7	22.2
BA or BS .....	993	1,783	400 - 2,806	10	44.4
By years in current job					
2 years or less .....	1,000	2,676	400 - 5,000	7	46.2
2.5 - 5 years .....	1,450	1,899	920 - 2,806	10	28.6
By years in field					
Less than 5 years .....	985	1,309	400 - 2,150	7	36.4
5 - 9.5 years .....	3,653	4,281	2,754 - 4,825	6	45.5
10 years or more .....	1,050	2,463	675 - 4,250	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. 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, 2010

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Department heads</b>					
All .....	\$10,000	\$18,625	\$5,000 - 27,500	20	16.7%
By scope of responsibility					
National.....	8,750	12,563	4,500 - 11,000	8	0.0
Global .....	30,000	34,500	19,000 - 45,000	6	14.3
By size of firm					
251 - 500 lawyers.....	4,000	9,500	3,000 - 19,000	6	0.0
701+ lawyers.....	15,000	21,500	10,000 - 30,000	7	0.0
By NALP region					
Southeast .....	8,500	9,500	6,000 - 9,000	5	16.7
West/Rocky Mtn. ....	30,000	30,000	15,000 - 45,000	5	16.7
<b>First-level professionals</b>					
All .....	6,000	7,081	2,500 - 9,625	28	22.2
By scope of responsibility					
Single office.....	7,500	8,774	1,000 - 10,000	7	12.5
Regional.....	2,600	3,258	1,000 - 6,000	6	33.3
National.....	6,000	8,478	3,500 - 10,000	10	16.7
Global .....	6,009	6,502	6,000 - 8,000	5	28.6
By size of firm					
250 or fewer lawyers.....	6,000	7,764	1,000 - 7,500	7	22.2
251 - 500 lawyers.....	6,000	6,364	3,955 - 9,000	8	0.0
701+ lawyers.....	7,630	7,760	4,850 - 10,000	8	20.0
By NALP region					
Southeast .....	3,100	3,343	1,500 - 6,000	6	14.3
Midwest .....	5,250	7,031	1,750 - 8,625	8	20.0
West/Rocky Mtn. ....	3,705	4,388	1,000 - 7,000	6	25.0
<b>Second-level professionals</b>					
All .....	1,900	2,782	893 - 4,663	20	25.9
By scope of responsibility					
Single office.....	3,158	3,003	1,800 - 4,500	6	14.3
Regional.....	1,300	1,792	893 - 2,377	8	20.0
National.....	2,913	3,879	250 - 8,000	6	40.0
By size of firm					
701+ lawyers.....	1,500	2,300	985 - 2,806	11	8.3
By NALP region					
Mid-Atlantic.....	750	1,369	250 - 2,754	6	25.0
Midwest .....	2,000	3,365	800 - 4,825	5	37.5
By city					
Washington, DC.....	400	1,423	250 - 2,754	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.

## Bonuses for Recruiting Professionals by Title and Firm or Job Characteristics — as of August 1, 2010

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/chiefs</b>					
All .....	\$10,000	\$16,780	\$5,000 - 24,000	25	13.8%
By scope of responsibility					
National .....	7,250	11,292	3,250 - 11,000	12	0.0
Global .....	30,000	34,500	19,000 - 45,000	6	14.3
By size of firm					
251 - 500 lawyers .....	4,250	8,188	3,000 - 12,000	8	0.0
701+ lawyers .....	13,500	20,063	10,000 - 30,000	8	0.0
By NALP region					
Southeast .....	7,250	8,333	5,000 - 9,000	6	14.3
Midwest .....	3,500	6,786	3,000 - 7,000	7	12.5
West/Rocky Mtn. ....	22,500	26,667	10,000 - 45,000	6	14.3
<b>Managers</b>					
All .....	6,000	7,395	3,700 - 9,250	21	22.2
By scope of responsibility					
Regional .....	3,700	3,429	1,500 - 5,000	7	22.2
National .....	8,000	8,254	4,409 - 10,000	7	22.2
Global .....	6,009	6,502	6,000 - 8,000	5	16.7
By size of firm					
250 or fewer lawyers .....	5,000	9,700	5,000 - 6,000	5	28.6
251 - 500 lawyers .....	7,500	7,068	4,409 - 10,000	6	0.0
701+ lawyers .....	7,005	7,635	4,850 - 9,625	8	11.1
By NALP region					
Midwest .....	2,500	4,510	2,000 - 8,000	5	37.5
West/Rocky Mtn. ....	5,000	5,482	4,409 - 7,000	5	0.0
<b>Administrators/coordinators</b>					
All .....	1,800	2,598	985 - 3,510	21	34.4
By scope of responsibility					
Single office .....	2,806	3,048	1,000 - 4,500	9	18.2
Regional .....	1,000	1,238	985 - 1,100	5	37.5
National .....	1,000	3,055	250 - 4,825	5	44.4
By size of firm					
701+ lawyers .....	1,100	1,859	985 - 2,806	11	15.4
By NALP region					
Mid-Atlantic .....	1,927	1,919	400 - 3,500	6	25.0
By city					
Washington, DC .....	2,754	2,083	400 - 3,500	5	16.7

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. The last column shows the percentage of respondents who reported receiving no bonus.

## Additional Duties Indicated by Recruiting Professionals

Other Duties	% of Respondents
<b>BY LEVEL:</b>	
<b>Department heads (N=24)</b>	
Organize social events other than for summer program.....	37.5%
Alumni initiatives.....	25.0
Pro bono coordinator.....	16.7
CLE compliance.....	16.7
Paralegal hiring/supervision/evaluation.....	8.3
Other non-lawyer personnel hiring/supervision/evaluation.....	8.3
Maintain professional licenses or bar memberships.....	8.3
Knowledge management.....	4.2
<b>First-level professionals (N=43)</b>	
Organize social events other than for summer program.....	39.5
Other non-lawyer personnel hiring/supervision/evaluation.....	27.9
Marketing/business development/public relations.....	16.3
Paralegal hiring/supervision/evaluation.....	14.0
Alumni initiatives.....	11.6
Office/facilities management.....	9.3
Maintain professional licenses or bar memberships.....	7.0
Knowledge management.....	4.7
Practice management.....	4.7
Other.....	4.7
Pro bono coordinator.....	2.3
CLE compliance.....	2.3
<b>Second-level professionals (N=34)</b>	
Organize social events other than for summer program.....	41.2
Maintain professional licenses or bar memberships.....	23.5
Marketing/business development/public relations.....	17.6
Other non-lawyer personnel hiring/supervision/evaluation.....	14.7
CLE compliance.....	14.7
Knowledge management.....	14.7
Alumni initiatives.....	11.8
Paralegal hiring/supervision/evaluation.....	11.8
Pro bono coordinator.....	5.9
Office/facilities management.....	2.9
Benefits or payroll administration for non-lawyer personnel.....	2.9
Practice management.....	2.9
Other.....	
<b>Third-level/administrative positions (N=10)</b>	
Organize social events other than for summer program.....	50.0
Office/facilities management.....	20.0
Marketing/business development/public relations.....	20.0
Paralegal hiring/supervision/evaluation.....	20.0
Other non-lawyer personnel hiring/supervision/evaluation.....	20.0
Pro bono coordinator.....	10.0
Benefits or payroll administration for non-lawyer personnel.....	10.0
CLE compliance.....	10.0
Maintain professional licenses or bar memberships.....	10.0

(continued)

## Additional Duties Indicated by Recruiting Professionals, continued

Other Duties	% of Respondents
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=32)</b>	
Organize social events other than for summer program.....	34.4
Alumni initiatives.....	28.1
Paralegal hiring/supervision/evaluation.....	15.6
Other non-lawyer personnel hiring/supervision/evaluation.....	15.6
Pro bono coordinator.....	12.5
CLE compliance.....	12.5
Other.....	12.5
Marketing/business development/public relations.....	9.4
Maintain professional licenses or bar memberships.....	9.4
Knowledge management.....	9.4
Office/facilities management.....	3.1
<b>Managers (N=34)</b>	
Organize social events other than for summer program.....	35.3
Other non-lawyer personnel hiring/supervision/evaluation.....	20.6
Alumni initiatives.....	8.8
Paralegal hiring/supervision/evaluation.....	8.8
Maintain professional licenses or bar memberships.....	8.8
Marketing/business development/public relations.....	5.9
Pro bono coordinator.....	5.9
Practice management.....	5.9
Other.....	5.9
Office/facilities management.....	2.9
CLE compliance.....	2.9
<b>Administrators/coordinators (N=38)</b>	
Organize social events other than for summer program.....	47.4
Maintain professional licenses or bar memberships.....	21.1
Marketing/business development/public relations.....	18.4
Other non-lawyer personnel hiring/supervision/evaluation.....	18.4
Paralegal hiring/supervision/evaluation.....	13.2
CLE compliance.....	13.2
Knowledge management.....	13.2
Other.....	13.2
Alumni initiatives.....	7.9
Office/facilities management.....	7.9
Benefits or payroll administration for non-lawyer personnel.....	5.3
Pro bono coordinator.....	2.6
Practice management.....	2.6
<b>Assistants (N=7)</b>	
Organize social events other than for summer program.....	57.1
Marketing/business development/public relations.....	42.9
Office/facilities management.....	28.6
Other non-lawyer personnel hiring/supervision/evaluation.....	28.6
Pro bono coordinator.....	14.3
Paralegal hiring/supervision/evaluation.....	14.3
CLE compliance.....	14.3
Other.....	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 community service, university relations, website and systems, and surveys/statistical reporting.

## Duties Added Between August 2008 and August 2010 as Reported by Recruiting Professionals

Duties	% of Respondents Adding Duty
<b>BY LEVEL:</b>	
<b>Department heads (N=24)</b>	
Alumni initiatives.....	12.5%
Law firm diversity initiatives.....	8.3
Pro bono coordinator.....	8.3
Lawyer professional development .....	4.2
CLE compliance.....	4.2
Maintain professional licenses or bar memberships.....	4.2
Knowledge management.....	4.2
<b>First-level professionals (N=39)</b>	
Law firm diversity initiatives.....	12.8
Lawyer professional development .....	10.3
Lawyer personnel management.....	5.1
Marketing/business development/public relations.....	5.1
Organize social events other than for summer program.....	5.1
Alumni initiatives.....	2.6
Pro bono coordinator.....	2.6
Other non-lawyer personnel hiring/supervision/evaluation.....	2.6
<b>Second-level professionals (N=25)</b>	
Law firm diversity initiatives.....	24.0
Lawyer professional development .....	20.0
Organize social events other than for summer program.....	20.0
CLE compliance.....	12.0
Marketing/business development/public relations.....	8.0
Other non-lawyer personnel hiring/supervision/evaluation.....	8.0
Maintain professional licenses or bar memberships.....	8.0
Lawyer personnel management.....	4.0
Alumni initiatives.....	4.0
Pro bono coordinator.....	4.0
Paralegal hiring/supervision/evaluation .....	4.0
Benefits or payroll administration for non-lawyer personnel .....	4.0
Knowledge management.....	4.0
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=32)</b>	
Alumni initiatives.....	12.5
Law firm diversity initiatives.....	9.4
Pro bono coordinator.....	6.3
Lawyer professional development .....	3.1
CLE compliance.....	3.1
Maintain professional licenses or bar memberships.....	3.1
Knowledge management.....	3.1

(continued)

## Duties Added Between August 2008 and August 2010 as Reported by Recruiting Professionals, continued

Duties	% of Respondents Adding Duty
<b>Managers (N=34)</b>	
Law firm diversity initiatives.....	11.8
Lawyer professional development .....	8.8
Organize social events other than for summer program.....	8.8
Lawyer personnel management.....	5.9
Alumni initiatives.....	2.9
Marketing/business development/public relations.....	2.9
Pro bono coordinator.....	2.9
Other non-lawyer personnel hiring/supervision/evaluation.....	2.9
<b>Administrators/coordinators (N=38)</b>	
Law firm diversity initiatives.....	15.8
Lawyer professional development .....	13.2
Other non-lawyer personnel hiring/supervision/evaluation.....	7.9
Organize social events other than for summer program.....	7.9
Marketing/business development/public relations.....	5.3
CLE compliance .....	5.3
Maintain professional licenses or bar memberships.....	5.3
Lawyer personnel management.....	2.6
Paralegal hiring/supervision/evaluation .....	2.6
Benefits or payroll administration for non-lawyer personnel .....	
Knowledge management.....	2.6
<b>Assistants (N=7)</b>	
Lawyer professional development .....	14.3
Law firm diversity initiatives.....	14.3
Office/facilities management.....	14.3
Marketing/business development/public relations.....	14.3
Pro bono coordinator.....	14.3
Paralegal hiring/supervision/evaluation .....	14.3
Other non-lawyer personnel hiring/supervision/evaluation.....	14.3
CLE compliance .....	14.3
Organize social events other than for summer program.....	14.3

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 once each include lawyer professional development activities, office facilities/management, paralegal and other non-lawyer hiring and supervision, and planning events other than for the summer program.

## Additional Benefits Indicated by Recruiting Professionals

Item/Service Provided	% of Respondents
<b>BY LEVEL:</b>	
<b>Department heads (N=24)</b>	
Mobile hand-held device.....	91.7%
Industry conferences.....	83.3
Association memberships.....	79.2
Corporate credit card.....	62.5
Laptop.....	54.2
Parking.....	33.3
Broadband remote access.....	20.8
Cell phone.....	16.7
<b>First-level professionals (N=35)</b>	
Mobile hand-held device.....	81.4
Association memberships.....	81.4
Industry conferences.....	72.1
Laptop.....	46.5
Corporate credit card.....	39.5
Parking.....	23.3
Broadband remote access.....	11.6
Cell phone.....	7.0
<b>Second-level professionals (N=34)</b>	
Association memberships.....	73.5
Mobile hand-held device.....	67.6
Corporate credit card.....	29.4
Industry conferences.....	26.5
Parking.....	17.6
Laptop.....	17.6
Broadband remote access.....	5.9
<b>Third-level/administrative positions (N=10)</b>	
Association memberships.....	70.0
Mobile hand-held device.....	50.0
Corporate credit card.....	30.0
Industry conferences.....	30.0
Parking.....	10.0
Laptop.....	10.0
Cell phone.....	10.0
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=32)</b>	
Mobile hand-held device.....	90.6
Industry conferences.....	84.4
Association memberships.....	78.1
Laptop.....	59.4
Corporate credit card.....	59.4
Parking.....	31.3
Broadband remote access.....	21.9
Cell phone.....	15.6

(continued)

## Additional Benefits Indicated by Recruiting Professionals, continued

Item/Service Provided	% of Respondents
<b>Managers (N=34)</b>	
Mobile hand-held device.....	88.2
Association memberships.....	79.4
Industry conferences.....	70.6
Laptop.....	41.2
Corporate credit card.....	41.2
Parking.....	26.5
Broadband remote access.....	8.8
<b>Administrators/coordinators (N=38)</b>	
Association memberships.....	76.3
Mobile hand-held device.....	63.2
Corporate credit card.....	31.6
Industry conferences.....	28.9
Laptop.....	18.4
Parking.....	15.8
Cell phone.....	7.9
Broadband remote access.....	5.3
<b>Assistants (N=7)</b>	
Association memberships.....	71.4
Mobile hand-held device.....	28.6
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 state and local bar associations, the ABA, and ALA, among others. Other benefits mentioned include transit benefits, and a stipend for personal professional development. Percentages for parking benefits include respondents who indicated that they receive a partial subsidy.



# Professional Development

A total of 117 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 80%. Over half of respondents in this category, about 57%, 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 45% 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 Job Tenure

Level or Title and Years in Current Job	LEVEL OF EDUCATION				# Reporting
	High School Diploma or 2-year Degree	BA or BS	JD	Other Advanced Degree	
<b>All Respondents</b> .....	4.3%	29.9%	51.3%	13.7%	117
<b>BY LEVEL:</b>					
<b>Department heads</b>					
All Respondents.....	0.0	9.8	80.5	9.8	41
2 years or less.....	0.0	8.3	83.3	8.3	12
2.5 - 5 years.....	0.0	0.0	86.7	13.3	15
More than 5 years .....	0.0	21.4	71.4	7.1	14
<b>First-level professionals</b>					
All Respondents.....	1.9	37.0	44.4	16.7	54
2 years or less.....	0.0	25.0	58.3	16.7	12
2.5 - 5 years.....	4.0	28.0	60.0	8.0	25
More than 5 years .....	0.0	58.8	11.8	29.4	17
<b>Second-level professionals</b>					
All Respondents.....	7.7	53.8	15.4	15.4	13
2.5 - 5 years.....	0.0	66.7	16.7	0.0	6
<b>Third-level/administrative</b>					
All Respondents.....	33.3	44.4	11.1	11.1	9
2 years or less.....	16.7	50.0	16.7	16.7	6
<b>BY TITLE:</b>					
<b>Directors/chiefs</b>					
All Respondents.....	0.0	9.3	76.7	14.0	43
2 years or less.....	0.0	0.0	90.0	10.0	10
2.5 - 5 years.....	0.0	5.0	80.0	15.0	20
More than 5 years .....	0.0	23.1	61.5	15.4	13
<b>Managers</b>					
All Respondents.....	4.2	39.6	41.7	12.5	48
2 years or less.....	0.0	18.2	63.6	18.2	11
2.5 - 5 years.....	4.8	38.1	47.6	4.8	21
More than 5 years .....	6.3	56.3	18.8	18.8	16
<b>Coordinators/administrators</b>					
All Respondents.....	12.5	50.0	18.8	18.8	16
2 years or less.....	12.5	37.5	12.5	37.5	8

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, undergraduate majors mentioned most frequently include communications, sociology and psychology, political science and history, business, management, and organizational development. English, family studies, and social work were also mentioned. For respondents obtaining an advanced degree other than a JD, most mentioned were in the areas of human resources, education and adult education, and organizational development.

## Characteristics of Professional Development Professionals — Years in Current Job

	All Respondents	BY LEVEL				BY TITLE		
		Dept. Heads	First	Second	Third or Administrative	Directors or Chiefs	Managers	Administrators or Coordinators
<b>Years in current job</b>								
2 years or less.....	28.2%	29.3%	22.2%	23.1%	66.7%	23.3%	22.9%	50.0%
2.5 - 5 years.....	40.2	36.6	46.3	46.2	11.1	46.5	43.8	25.0
More than 5 years.....	31.6	34.1	31.5	30.8	22.2	30.2	33.3	25.0
Median # years in current job.....	4.0	4.0	4.0	3.5	2.0	4.5	3.8	2.3
Number reporting.....	117	41	54	13	9	43	48	16

Note: Not all respondents could be assigned a title. Hence the number of title assignments adds to less than the total number of responses. Groupings with fewer than five respondents are not shown.

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

	All Respondents	BY LEVEL				BY TITLE		
		Dept. Heads	First	Second	Third or Administrative	Directors or Chiefs	Managers	Administrators or Coordinators
<b>Years in field</b>								
Less than 5 years.....	29.9%	26.8%	22.2%	46.2%	66.7%	23.3%	27.1%	43.8%
5 - 9.5 years.....	35.0	41.5	35.2	23.1	22.2	39.5	37.5	31.3
10 years or more.....	35.0	31.7	42.6	30.8	11.1	37.2	35.4	25.0
Median # years in field.....	7.0	6.0	8.0	5.0	3.0	6.0	7.0	5.8
Number reporting.....	117	41	54	13	9	43	48	16
<b>Related experience and practice</b>								
% reporting related experience.....	55.6	43.9	66.7	30.8	77.8	53.5	58.3	56.3
% reporting previous law practice.....	46.2	73.2	38.9	15.4	11.1	67.4	39.6	12.5
Median # years related experience.....	6.0	4.5	7.0	5.5	2.0	5.0	7.8	2.0
Median # years law practice.....	7.0	10.0	5.0	7.0	3.0	10.0	4.5	—

Note: About 39% of professional development professionals reported that an advanced degree was required for their job. The majority of those who did are in director or manager positions and at the department-head or first-level professional position. Groupings with fewer than five respondents are not shown. Medians are not calculated on fewer than five responses.

## Salaries and Percent Raises for Professional Development Professionals by Level and Respondent Demographics — as of August 1, 2010

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Department heads</b>					
All.....	\$185,000	\$201,323	\$145,000 - 260,000	0.0%	37
By level of education					
JD.....	180,000	193,654	143,000 - 230,000	0.0	29
By years in current job					
2 years or less.....	175,000	165,223	125,000 - 185,000	0.0	11
2.5 - 5 years.....	177,000	179,500	140,000 - 230,000	2.0	13
More than 5 years.....	265,000	253,692	200,000 - 300,000	0.0	13
By years in field					
Less than 5 years.....	146,500	151,050	140,000 - 177,000	1.0	10
5 - 9.5 years.....	220,000	207,667	145,000 - 270,000	0.0	15
10 years or more.....	220,000	235,288	182,500 - 300,000	0.0	12
<b>First-level professionals</b>					
All.....	109,000	113,549	92,000 - 130,000	3.0	49
By level of education					
BA or BS.....	94,700	98,982	79,000 - 113,500	2.5	19
JD.....	115,000	121,345	104,000 - 130,000	2.8	21
Other advanced degree.....	133,000	128,250	92,500 - 163,000	3.0	8
By years in current job					
2 years or less.....	125,000	129,228	95,000 - 161,262	3.0	11
2.5 - 5 years.....	113,000	115,605	104,000 - 137,000	3.0	21
More than 5 years.....	94,000	100,865	80,000 - 109,000	2.5	17
By years in field					
Less than 5 years.....	117,500	120,222	105,000 - 130,000	2.0	9
5 - 9.5 years.....	104,000	103,313	77,700 - 113,000	3.3	19
10 years or more.....	117,000	119,951	94,000 - 156,000	3.0	21
<b>Second-level professionals</b>					
All.....	70,000	76,348	60,500 - 95,500	2.5	13
By level of education					
BA or BS.....	65,000	74,829	59,700 - 99,000	2.5	7
By years in current job					
2.5 - 5 years.....	88,550	90,804	70,726 - 110,000	2.8	6
By years in field					
Less than 5 years.....	65,613	76,871	50,000 - 110,000	2.5	6
<b>Third-level/administrative positions</b>					
All.....	48,000	51,056	43,000 - 58,500	1.0	9
By years in current job					
2 years or less.....	45,500	44,500	41,000 - 48,000	1.0	6
By years in field					
Less than 5 years.....	48,000	48,500	43,000 - 55,000	1.0	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. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash indicates fewer than five raise percentages were reported.

## Salaries and Percent Raises for Professional Development Professionals by Title and Respondent Demographics — as of August 1, 2010

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Directors</b>					
All .....	\$180,000	\$194,576	\$140,000 - 240,000	1.0%	39
By level of education					
JD.....	180,000	187,136	140,000 - 220,000	0.0	29
Other advanced degree.....	255,000	235,250	161,500 - 275,000	2.0	6
By years in current job					
2 years or less.....	180,000	176,939	140,000 - 185,000	0.0	9
2.5 - 5 years.....	166,500	166,559	117,500 - 200,000	3.0	17
More than 5 years.....	260,000	243,423	180,000 - 300,000	0.0	13
By years in field					
Less than 5 years.....	140,000	148,333	117,500 - 177,000	2.0	9
5 - 9.5 years.....	205,000	199,800	137,000 - 260,000	0.0	15
10 years or more.....	188,000	217,097	166,500 - 300,000	1.0	15
<b>Managers</b>					
All .....	106,000	109,864	92,000 - 125,000	2.5	45
By level of education					
BA or BS.....	96,850	97,078	79,000 - 110,000	2.0	18
JD.....	113,000	121,013	102,000 - 130,000	2.3	19
Other advanced degree.....	129,000	129,500	105,000 - 164,500	3.0	5
By years in current job					
2 years or less.....	125,000	128,659	95,000 - 150,000	1.0	11
2.5 - 5 years.....	107,500	109,496	99,000 - 122,000	2.8	18
More than 5 years.....	94,750	97,356	78,350 - 108,500	2.3	16
By years in field					
Less than 5 years.....	113,500	115,111	102,000 - 130,000	2.3	11
5 - 9.5 years.....	97,750	100,497	77,700 - 109,000	2.0	18
10 years or more.....	113,000	116,794	94,350 - 133,500	3.0	16
<b>Administrators/coordinators</b>					
All .....	60,100	63,519	49,000 - 68,250	2.0	16
By level of education					
BA or BS.....	65,000	64,225	53,850 - 74,050	5.0	8
By years in current job					
2 years or less.....	49,000	50,563	44,500 - 57,750	2.0	8
By years in field					
Less than 5 years.....	50,000	61,786	48,000 - 60,500	2.0	7
5 - 9.5 years.....	65,000	60,200	58,500 - 66,500	—	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. A dash indicates fewer than five raise percentages were reported.

## Salaries and Percent Raises for Professional Development Professionals by Level and Firm or Job Characteristics — as of August 1, 2010

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Department heads</b>					
All .....	\$185,000	\$201,323	\$145,000 - 260,000	0.0%	37
By scope of responsibility					
Single office.....	177,000	195,891	140,000 - 200,000	0.0	5
Regional.....	137,500	148,188	102,750 - 177,500	0.0	8
National .....	177,500	180,917	157,500 - 194,000	3.0	12
Global .....	267,500	259,417	225,000 - 300,000	1.0	12
By size of firm					
250 or fewer lawyers.....	147,500	152,913	112,978 - 176,000	0.0	12
251 - 500 lawyers.....	175,000	170,625	137,500 - 192,500	5.0	8
701+ lawyers.....	265,000	251,615	220,000 - 300,000	1.0	13
By NALP region					
Northeast.....	200,000	212,897	145,000 - 275,000	0.0	15
Mid-Atlantic.....	200,000	214,600	188,000 - 260,000	1.5	5
Southeast .....	202,500	202,500	140,000 - 240,000	1.0	6
Midwest .....	185,000	195,400	180,000 - 220,000	—	5
West/Rocky Mtn. ....	176,000	165,083	113,500 - 180,000	3.3	6
By city					
New York .....	200,000	214,860	143,000 - 300,000	0.0	11
<b>First-level professionals</b>					
All .....	109,000	113,549	92,000 - 130,000	3.0	49
By scope of responsibility					
Regional.....	113,500	112,835	80,000 - 130,000	3.0	9
National .....	103,500	105,469	77,000 - 127,000	3.5	16
Global .....	115,000	120,852	100,000 - 130,000	2.0	21
By size of firm					
250 or fewer lawyers.....	94,700	88,940	70,000 - 102,000	3.0	5
251 - 500 lawyers.....	81,500	91,925	77,250 - 110,000	3.0	10
501 - 700 lawyers.....	128,500	121,882	95,000 - 139,000	2.0	11
701+ lawyers.....	117,250	125,194	104,000 - 156,000	3.0	22
By NALP region					
Northeast.....	117,500	129,500	108,000 - 156,000	2.0	13
Mid-Atlantic.....	109,000	116,192	104,000 - 128,500	4.0	13
Southeast .....	82,500	95,701	77,250 - 105,000	3.0	11
Midwest .....	87,350	88,783	70,000 - 102,000	1.5	6
West/Rocky Mtn. ....	130,000	131,900	124,000 - 139,000	2.7	5
By city/state					
New York .....	130,000	133,136	108,000 - 161,500	2.0	11
Texas .....	82,500	84,640	77,700 - 83,000	3.0	5
Washington, DC.....	121,000	126,375	101,500 - 133,000	4.0	8

(continued)

**Salaries and Percent Raises for Professional Development Professionals by Level and Firm or Job Characteristics, continued**

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Second-level professionals</b>					
All .....	70,000	76,348	60,500 - 95,500	2.5	13
By scope of responsibility					
National .....	65,000	78,840	64,000 - 95,500	2.0	5
Global .....	70,726	80,445	60,500 - 99,000	2.5	5
By size of firm					
251 - 500 lawyers.....	65,000	74,400	50,000 - 99,000	3.5	5
701+ lawyers.....	70,726	82,545	64,000 - 95,500	2.0	5
By NALP region					
Mid-Atlantic.....	65,000	72,443	50,000 - 95,500	2.0	7
By city					
Washington, DC.....	69,300	73,683	50,000 - 95,500	1.9	6
<b>Third-level/administrative positions</b>					
All .....	48,000	51,056	43,000 - 58,500	1.0	9
By scope of responsibility					
Global .....	55,000	52,500	48,000 - 58,500	—	5

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. A dash indicates fewer than five raise percentages were reported.

**Salaries and Percent Raises for Professional Development Professionals by Title and Firm or Job Characteristics — as of August 1, 2010**

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Directors/chiefs</b>					
All.....	\$180,000	\$194,576	\$140,000 - 240,000	1.0%	39
By scope of responsibility					
Single office.....	177,000	195,891	140,000 - 200,000	0.0	5
Regional.....	140,000	161,000	113,500 - 205,000	0.0	7
National.....	175,000	174,615	145,000 - 188,000	3.5	13
Global.....	235,000	229,429	180,000 - 300,000	2.0	14
By size of firm					
250 or fewer lawyers.....	160,000	160,996	113,500 - 177,000	0.0	10
251 - 500 lawyers.....	170,000	163,333	135,000 - 185,000	7.5	9
501 - 700 lawyers.....	170,750	188,583	137,000 - 188,000	2.5	6
701+ lawyers.....	240,000	239,769	200,000 - 300,000	2.0	13
By NALP region					
Northeast.....	200,000	211,964	145,000 - 275,000	0.0	15
Mid-Atlantic.....	162,500	178,750	120,000 - 230,000	3.0	8
Southeast .....	175,000	184,000	140,000 - 230,000	0.0	5
Midwest .....	185,000	195,400	180,000 - 220,000	—	5
West/Rocky Mtn.....	176,000	180,333	166,500 - 180,000	3.8	6
By city					
New York.....	200,000	213,587	140,000 - 300,000	0.0	11

(continued)

**Salaries and Percent Raises for Professional Development Professionals by Title and Firm or Job Characteristics, continued**

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Managers</b>					
All.....	106,000	109,864	92,000 - 125,000	2.5	45
By scope of responsibility					
Regional.....	94,000	100,306	75,000 - 124,000	3.0	9
National.....	102,000	104,808	83,000 - 113,000	2.8	13
Global.....	109,000	117,781	96,850 - 129,500	2.0	20
By size of firm					
250 or fewer lawyers.....	94,700	95,671	70,000 - 109,000	0.0	7
251 - 500 lawyers.....	99,000	97,417	79,000 - 110,000	3.0	9
501 - 700 lawyers.....	101,500	105,533	94,000 - 128,500	—	6
701+ lawyers.....	115,000	120,874	100,000 - 137,000	3.0	22
By NALP region					
Northeast.....	126,000	129,964	108,000 - 150,000	2.3	14
Mid-Atlantic.....	109,500	121,250	104,000 - 128,500	2.5	10
Southeast.....	80,750	84,118	77,250 - 92,000	3.0	10
Midwest.....	94,700	90,540	70,000 - 102,000	1.5	5
West/Rocky Mtn.....	100,000	98,600	75,000 - 124,000	0.0	5
By city/state					
New York.....	137,000	134,409	108,000 - 156,000	1.0	11
Texas.....	82,750	87,033	77,700 - 99,000	3.3	6
Washington, DC.....	111,750	124,938	102,250 - 128,750	2.5	8
<b>Administrators/coordinators</b>					
All.....	60,100	63,519	49,000 - 68,250	2.0	16
By scope of responsibility					
National.....	65,000	73,314	59,700 - 70,000	4.0	7
Global.....	56,750	56,000	50,000 - 60,500	—	6
By size of firm					
251 - 500 lawyers.....	57,500	59,583	48,000 - 66,500	4.0	6
501 - 700 lawyers.....	59,700	72,760	55,000 - 78,100	2.0	5
By NALP region					
Mid-Atlantic.....	62,750	62,013	49,000 - 72,300	2.0	8
By city					
Washington, DC.....	60,500	63,320	50,000 - 78,100	—	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. A dash indicates fewer than five raise percentages were reported.

## Bonuses for Professional Development Professionals by Level and Respondent Demographics — of August 1, 2010

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Department heads</b>					
All.....	\$15,000	\$18,904	\$8,000 - 22,000	33	13.2%
By level of education					
JD.....	15,000	16,030	5,000 - 23,400	27	10.0
By years in current job					
2 years or less.....	15,000	12,657	1,200 - 20,000	7	30.0
2.5 - 5 years.....	8,750	11,575	3,000 - 17,500	14	6.7
More than 5 years.....	21,000	31,100	14,500 - 27,500	12	7.7
By years in field					
Less than 5 years.....	9,000	10,810	2,500 - 17,500	10	9.1
5 - 9.5 years.....	15,000	18,553	8,500 - 25,000	14	17.6
10 years or more.....	20,000	28,444	10,000 - 22,000	9	10.0
<b>First-level professionals</b>					
All.....	5,000	6,637	2,500 - 8,000	50	5.7
By level of education					
BA or BS.....	3,338	6,246	1,250 - 8,750	20	0.0
JD.....	5,000	5,971	3,000 - 6,000	21	8.7
Other advanced degree.....	5,000	8,568	3,520 - 7,000	8	11.1
By years in current job					
2 years or less.....	3,600	6,370	1,000 - 6,000	10	9.1
2.5 - 5 years.....	5,375	6,490	2,500 - 9,150	24	4.0
More than 5 years.....	3,338	7,026	2,850 - 6,250	16	5.9
By years in field					
Less than 5 years.....	3,200	3,444	2,000 - 5,000	9	18.2
5 - 9.5 years.....	4,500	5,332	1,000 - 8,000	18	5.3
10 years or more.....	5,000	8,908	3,000 - 14,000	23	0.0
All.....	2,000	2,401	2,000 - 3,000	9	30.8
By years in field					
Less than 5 years.....	2,000	1,919	911 - 3,000	6	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 bonuses reported are not shown. 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, 2010

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/chiefs</b>					
All .....	\$10,401	\$16,158	\$5,750 - 20,000	37	9.8%
By level of education					
JD.....	12,701	13,929	5,500 - 19,000	28	9.7
Other advanced degree.....	8,000	8,617	3,040 - 10,000	5	16.7
By years in current job					
2 years or less.....	16,500	14,567	10,000 - 20,000	6	25.0
2.5 - 5 years.....	8,500	10,747	5,000 - 15,000	19	5.0
More than 5 years.....	18,500	25,520	12,000 - 25,000	12	7.7
By years in field					
Less than 5 years.....	10,000	11,544	5,000 - 17,500	9	10.0
5 - 9.5 years.....	14,000	13,583	6,000 - 18,000	15	11.8
10 years or more.....	15,000	22,322	10,000 - 20,000	13	7.1
<b>Managers</b>					
All .....	4,500	6,572	2,250 - 7,750	40	14.9
By level of education					
BA or BS.....	3,500	6,092	1,750 - 8,750	16	15.8
JD.....	5,000	5,824	3,000 - 6,000	17	10.5
Other advanced degree.....	5,000	10,500	4,000 - 6,000	5	16.7
By years in current job					
2 years or less.....	3,000	5,088	1,100 - 5,000	8	20.0
2.5 - 5 years.....	5,000	6,132	2,000 - 8,300	19	9.5
More than 5 years.....	5,000	8,129	3,000 - 7,500	13	18.8
By years in field					
Less than 5 years.....	3,250	3,541	1,200 - 5,000	10	16.7
5 - 9.5 years.....	5,000	5,732	2,000 - 8,300	15	16.7
10 years or more.....	5,000	9,433	3,000 - 14,000	15	11.8
<b>Administrators/coordinators</b>					
All .....	1,500	1,445	500 - 2,000	11	21.4
By level of education					
BA or BS.....	1,750	1,650	1,000 - 2,600	6	25.0
By years in current job					
2 years or less.....	1,000	1,120	500 - 2,000	5	28.6
By years in field					
Less than 5 years.....	1,000	1,120	500 - 2,000	5	28.6

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. 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, 2010

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Department heads</b>					
All.....	\$15,000	\$18,904	\$8,000 - 22,000	33	13.2%
By scope of responsibility					
Single office.....	17,500	15,700	10,000 - 20,000	5	0.0
Regional.....	3,000	6,100	1,200 - 10,000	7	30.0
National.....	15,000	14,327	8,000 - 20,000	11	8.3
Global.....	23,500	34,505	10,000 - 40,000	10	9.1
By size of firm					
251 - 500 lawyers.....	4,000	9,500	3,000 - 19,000	6	16.7
701+ lawyers.....	15,000	21,500	10,000 - 30,000	7	7.1
By NALP region					
Southeast.....	8,500	9,500	6,000 - 9,000	5	0.0
West/Rocky Mtn.....	30,000	30,000	15,000 - 45,000	5	14.3
By city					
New York.....	12,000	24,142	8,250 - 26,000	12	0.0
<b>First-level professionals</b>					
All.....	5,000	6,637	2,500 - 8,000	50	5.7
By scope of responsibility					
Regional.....	4,500	5,640	2,000 - 5,000	10	0.0
National.....	3,100	3,666	1,500 - 5,875	16	0.0
Global.....	5,800	9,229	3,040 - 14,000	21	8.7
By size of firm					
250 or fewer lawyers.....	6,000	7,764	1,000 - 7,500	7	0.0
251 - 500 lawyers.....	6,000	6,364	3,955 - 9,000	8	0.0
701+ lawyers.....	7,630	7,760	4,850 - 10,000	8	8.0
By NALP region					
Southeast.....	3,100	3,343	1,500 - 6,000	6	9.1
Midwest.....	5,250	7,031	1,750 - 8,625	8	0.0
West/Rocky Mtn.....	3,705	4,388	1,000 - 7,000	6	0.0
By city					
Chicago.....	5,000	4,100	2,000 - 5,000	5	0.0
New York.....	5,500	10,404	3,000 - 15,000	10	9.1
Washington, DC.....	5,000	7,367	4,000 - 8,000	9	0.0
<b>Second-level professionals</b>					
All.....	2,000	2,401	2,000 - 3,000	9	30.8
By size of firm					
701+ lawyers.....	1,500	2,300	985 - 2,806	11	20.0
By NALP region					
Mid-Atlantic.....	750	1,369	250 - 2,754	6	14.3
Midwest.....	2,000	3,365	800 - 4,825	5	50.0
By city					
Washington, DC.....	2,000	2,620	2,000 - 3,500	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.

## Bonuses for Professional Development Professionals by Title and Firm or Job Characteristics — as of August 1, 2010

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/chiefs</b>					
All .....	\$10,401	\$16,158	\$5,750 - 20,000	37	9.8%
By scope of responsibility					
Single office .....	17,500	15,700	10,000 - 20,000	5	0.0
Regional .....	8,500	7,414	2,500 - 10,401	7	22.2
National .....	14,500	13,613	6,875 - 19,000	12	7.7
Global .....	15,000	23,391	6,000 - 25,000	13	7.1
By size of firm					
250 or fewer lawyers .....	10,000	9,722	2,500 - 17,000	9	42.9
251 - 500 lawyers .....	7,375	9,658	3,000 - 10,000	6	0.0
501 - 700 lawyers .....	13,000	14,740	6,000 - 23,400	6	20.0
701+ lawyers .....	16,500	24,318	10,000 - 25,000	14	0.0
By NALP region					
Northeast .....	14,500	21,609	6,750 - 23,500	16	33.3
Mid-Atlantic .....	15,000	15,393	6,000 - 25,000	7	0.0
Southeast .....	5,000	5,900	3,000 - 9,000	5	14.3
West/Rocky Mtn .....	15,000	13,764	10,000 - 20,000	7	14.3
By city					
New York .....	14,000	23,349	8,500 - 22,000	13	0.0
<b>Managers</b>					
All .....	4,500	6,572	2,250 - 7,750	40	14.9
By scope of responsibility					
Regional .....	2,500	2,775	1,100 - 4,500	8	20.0
National .....	5,000	4,591	2,500 - 6,000	11	8.3
Global .....	4,900	9,288	3,000 - 14,000	18	14.3
By size of firm					
250 or fewer lawyers .....	2,000	2,886	1,000 - 5,000	7	28.6
251 - 500 lawyers .....	2,250	2,375	1,000 - 3,500	8	0.0
501 - 700 lawyers .....	3,175	6,635	3,000 - 4,000	5	60.0
701+ lawyers .....	6,750	9,526	4,500 - 11,500	20	11.1
By NALP region					
Northeast .....	5,000	8,092	1,200 - 8,000	13	20.0
Mid-Atlantic .....	5,000	7,191	4,000 - 8,300	11	25.0
Southeast .....	2,250	3,011	1,000 - 3,338	8	20.0
Midwest .....	5,000	4,100	2,000 - 5,000	5	37.5
By city					
New York .....	6,000	10,022	1,200 - 14,000	9	10.0
Washington, DC .....	5,000	7,311	4,000 - 5,800	9	0.0
<b>Administrators/coordinators</b>					
All .....	1,500	1,445	500 - 2,000	11	21.4
By scope of responsibility					
National .....	1,500	1,633	1,000 - 2,600	6	14.3
By size of firm					
251 - 500 lawyers .....	1,500	1,220	500 - 2,000	5	83.3
By NALP region					
Mid-Atlantic .....	1,750	1,350	500 - 2,000	6	25.0

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. The last column shows the percentage of respondents who reported receiving no bonus.

## Additional Duties Indicated by Professional Development Professionals

Other Duties	% of Respondents
<b>BY LEVEL:</b>	
<b>Department heads (N=41)</b>	
CLE compliance.....	70.7%
Maintain professional licenses or bar memberships.....	39.0
Organize social events other than for summer program.....	34.1
Practice management.....	17.1
Other.....	17.1
Marketing/business development/public relations.....	14.6
Pro bono coordinator .....	14.6
Knowledge management.....	14.6
Alumni initiatives.....	7.3
Other non-lawyer personnel hiring/supervision/evaluation.....	7.3
Office/facilities management.....	2.4
Paralegal hiring/supervision/evaluation .....	2.4
Benefits or payroll administration for non-lawyer personnel .....	2.4
<b>First-level professionals (N=54)</b>	
CLE compliance.....	70.4
Maintain professional licenses or bar memberships.....	31.5
Knowledge management.....	31.5
Organize social events other than for summer program.....	25.9
Marketing/business development/public relations.....	18.5
Practice management.....	16.7
Other.....	16.7
Other non-lawyer personnel hiring/supervision/evaluation.....	13.0
Alumni initiatives.....	11.1
Pro bono coordinator .....	11.1
Paralegal hiring/supervision/evaluation .....	5.6
Office/facilities management.....	1.9
<b>Second-level professionals (N=13)</b>	
CLE compliance.....	84.6
Maintain professional licenses or bar memberships.....	46.2
Organize social events other than for summer program.....	46.2
Knowledge management.....	38.5
Pro bono coordinator .....	23.1
Paralegal hiring/supervision/evaluation .....	15.4
Marketing/business development/public relations.....	7.7
Other non-lawyer personnel hiring/supervision/evaluation.....	7.7
Practice management.....	7.7
Other.....	7.7
<b>Third-level/administrative positions (N=9)</b>	
CLE compliance.....	55.6
Maintain professional licenses or bar memberships.....	44.4
Organize social events other than for summer program.....	44.4
Knowledge management.....	22.2
Alumni initiatives.....	11.1
Office/facilities management.....	11.1
Paralegal hiring/supervision/evaluation .....	11.1
Other non-lawyer personnel hiring/supervision/evaluation.....	11.1

(continued)

## Additional Duties Indicated by Professional Development Professionals, continued

Other Duties	% of Respondents
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=43)</b>	
CLE compliance .....	69.8
Maintain professional licenses or bar memberships.....	44.2
Organize social events other than for summer program.....	32.6
Other.....	23.3
Marketing/business development/public relations.....	18.6
Pro bono coordinator .....	16.3
Knowledge management.....	14.0
Practice management.....	14.0
Alumni initiatives.....	7.0
Other non-lawyer personnel hiring/supervision/evaluation.....	4.7
Office/facilities management.....	2.3
Paralegal hiring/supervision/evaluation .....	2.3
Benefits or payroll administration for non-lawyer personnel .....	2.3
<b>Managers (N=48)</b>	
CLE compliance .....	70.8
Knowledge management.....	31.3
Organize social events other than for summer program.....	29.2
Maintain professional licenses or bar memberships.....	27.1
Other.....	22.9
Practice management.....	14.6
Marketing/business development/public relations.....	12.5
Pro bono coordinator .....	10.4
Other non-lawyer personnel hiring/supervision/evaluation.....	10.4
Alumni initiatives.....	8.3
Paralegal hiring/supervision/evaluation .....	6.3
<b>Administrators/coordinators (N=16)</b>	
CLE compliance .....	75.0
Maintain professional licenses or bar memberships.....	43.8
Organize social events other than for summer program.....	37.5
Knowledge management.....	31.3
Other.....	18.8
Pro bono coordinator .....	12.5
Other non-lawyer personnel hiring/supervision/evaluation.....	12.5
Marketing/business development/public relations.....	6.3
Paralegal hiring/supervision/evaluation .....	6.3
Practice management.....	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 employee relations, alternative billing strategies, technology training for all staff, professional development for non-lawyer staff, women's leadership initiative, billable work, and firm charitable events.

## Duties Added Between August 2008 and August 2010 as Reported by Professional Development Professionals

Duties	% of Respondents Adding Duty
<b>Department heads (N=35)</b>	
Lawyer recruiting.....	5.7%
Law firm diversity initiatives.....	5.7
Lawyer personnel management.....	5.7
Alumni initiatives.....	5.7
Pro bono coordinator .....	5.7
CLE compliance .....	5.7
Marketing/business development/public relations.....	2.9
Paralegal hiring/supervision/evaluation .....	2.9
Maintain professional licenses or bar memberships.....	2.9
Practice management.....	2.9
Other.....	2.9
<b>First-level professionals (N=46)</b>	
Marketing/business development/public relations.....	10.9
Lawyer personnel management.....	8.7
Alumni initiatives.....	8.7
Law firm diversity initiatives.....	6.5
CLE compliance .....	6.5
Knowledge management.....	6.5
Pro bono coordinator .....	4.3
Paralegal hiring/supervision/evaluation .....	4.3
Other non-lawyer personnel hiring/supervision/evaluation.....	4.3
Maintain professional licenses or bar memberships.....	4.3
Organize social events other than for summer program.....	4.3
Lawyer recruiting.....	2.2
<b>Second-level professionals (N=11)</b>	
Paralegal hiring/supervision/evaluation .....	18.2
Lawyer recruiting.....	9.1
Law firm diversity initiatives.....	9.1
Pro bono coordinator .....	9.1
Other non-lawyer personnel hiring/supervision/evaluation.....	9.1
<b>Third-level/administrative positions (N=6)</b>	
CLE compliance .....	33.3
Maintain professional licenses or bar memberships.....	33.3
Organize social events other than for summer program.....	33.3
Lawyer recruiting.....	16.7
Lawyer personnel management.....	16.7
Alumni initiatives.....	16.7
Office/facilities management.....	16.7
Paralegal hiring/supervision/evaluation .....	16.7
Other non-lawyer personnel hiring/supervision/evaluation.....	16.7
Knowledge management.....	16.7

(continued)

**Duties Added Between August 2008 and August 2010 as Reported by Professional Development Professionals, continued**

Duties	% of Respondents Adding Duty
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=43)</b>	
Law firm diversity initiatives.....	9.3
Lawyer recruiting.....	4.7
Lawyer personnel management.....	4.7
Alumni initiatives.....	4.7
Pro bono coordinator .....	4.7
Marketing/business development/public relations.....	2.3
Paralegal hiring/supervision/evaluation .....	2.3
CLE compliance .....	2.3
Maintain professional licenses or bar memberships.....	2.3
Knowledge management.....	2.3
Practice management.....	2.3
Other.....	2.3
<b>Managers (N=48)</b>	
CLE compliance .....	8.3
Marketing/business development/public relations.....	6.3
Knowledge management.....	6.3
Law firm diversity initiatives.....	4.2
Alumni initiatives.....	4.2
Paralegal hiring/supervision/evaluation .....	4.2
Maintain professional licenses or bar memberships.....	4.2
Organize social events other than for summer program.....	4.2
Lawyer recruiting.....	2.1
Lawyer personnel management.....	2.1
Pro bono coordinator .....	2.1
Other non-lawyer personnel hiring/supervision/evaluation.....	2.1
<b>Administrators/coordinators (N=16)</b>	
Other non-lawyer personnel hiring/supervision/evaluation.....	12.5
Lawyer recruiting.....	6.3
Pro bono coordinator .....	6.3
Paralegal hiring/supervision/evaluation .....	6.3
CLE compliance .....	6.3
Maintain professional licenses or bar memberships.....	6.3

Note: Percentages are based on respondents in each group who had been in their jobs at least two years at the time of the survey. Few respondents reported relinquishing any duties; those that were mentioned include lawyer recruiting activities, lawyer personnel management, diversity initiatives, paralegal hiring and supervision, planning events other than for the summer program, alumni initiatives, CLE compliance, and maintaining professional licenses or bar memberships.

## Additional Benefits Indicated by Professional Development Professionals

Item/Service Provided	% of Respondents
<b>Department heads (N=41)</b>	
Mobile hand-held device.....	95.1%
Association memberships.....	87.8
Industry conferences.....	87.8
Laptop.....	51.2
Corporate credit card.....	51.2
Broadband remote access.....	24.4
Cell phone.....	22.0
Parking.....	19.5
<b>First-level professionals (N=54)</b>	
Mobile hand-held device.....	85.2
Association memberships.....	85.2
Industry conferences.....	72.2
Corporate credit card.....	50.0
Laptop.....	42.6
Broadband remote access.....	20.4
Parking.....	14.8
Cell phone.....	5.6
<b>Second-level professionals (N=13)</b>	
Association memberships.....	69.2
Mobile hand-held device.....	38.5
Laptop.....	30.8
Industry conferences.....	30.8
Parking.....	15.4
Corporate credit card.....	15.4
Cell phone.....	7.7
<b>Third-level/administrative positions (N=9)</b>	
Mobile hand-held device.....	44.4
Association memberships.....	44.4
Industry conferences.....	22.2
Parking.....	11.1
Corporate credit card.....	11.1
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=43)</b>	
Mobile hand-held device.....	
Association memberships.....	88.4
Industry conferences.....	86.0
Laptop.....	51.2
Corporate credit card.....	44.2
Broadband remote access.....	23.3
Cell phone.....	20.9
Parking.....	18.6

(continued)

## Additional Benefits Indicated by Professional Development Professionals, continued

Item/Service Provided	% of Respondents
<b>Managers (N=48)</b>	
Association memberships.....	85.4
Mobile hand-held device.....	79.2
Industry conferences.....	70.8
Corporate credit card.....	56.3
Laptop.....	39.6
Broadband remote access.....	18.8
Parking.....	14.6
Cell phone.....	8.3
<b>Administrators/coordinators (N=16)</b>	
Association memberships.....	56.3
Mobile hand-held device.....	37.5
Industry conferences.....	31.3
Parking.....	18.8
Laptop.....	18.8
Corporate credit card.....	18.8
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, the PDC, and a local city group. Also mentioned were state and local bar associations, the ABA, SHRM, ASTD, and ACLEA, among others. Other benefits mentioned include attorney license fees, transit benefits, job-related training, and health club membership. Percentages for parking benefits include respondents who indicated that they receive a partial subsidy.



# Recruiting and Professional Development

A total of 56 survey respondents indicated that their area of responsibility includes both recruiting and professional development. Individuals in this category typically spend 20-60% of their time on recruiting and 15-50% of their time on professional development. The median percentages spent on recruiting and professional development were 30% and 35%, respectively. Almost all 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 Job Tenure

Level or Title and Years in Current Job	LEVEL OF EDUCATION			# Reporting
	BA or BS	JD	Other Advanced Degree	
<b>All Respondents</b> .....	56.4%	29.1%	14.5%	56
<b>BY LEVEL:</b>				
<b>Department heads</b>				
All Respondents .....	44.8	41.4	13.8	29
2 years or less .....	0.0	66.7	33.3	6
2.5 - 5 years .....	50.0	50.0	0.0	10
More than 5 years.....	61.5	23.1	15.4	13
<b>First-level professionals</b>				
All Respondents .....	61.1	22.2	16.7	18
2 years or less .....	60.0	40.0	0.0	5
2.5 - 5 years .....	60.0	0.0	40.0	5
More than 5 years.....	62.5	25.0	12.5	8
<b>Second-level professionals</b>				
All Respondents .....	83.3	0.0	16.7	6
<b>BY TITLE:</b>				
<b>Directors/chiefs</b>				
All Respondents .....	48.3	37.9	13.8	29
2 years or less .....	16.7	50.0	33.3	6
2.5 - 5 years .....	55.6	44.4	0.0	9
More than 5 years.....	57.1	28.6	14.3	14
<b>Managers</b>				
All Respondents .....	53.8	38.5	7.7	13
More than 5 years.....	83.3	16.7	0.0	6
<b>Coordinators/administrators</b>				
All Respondents .....	75.0	0.0	25.0	12
2 years or less .....	100.0	0.0	0.0	5
2.5 - 5 years .....	66.7	0.0	33.3	6

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, or communications. Others mentioned include criminal justice, fine arts, music, sports management, sociology, and psychology. Concentrations described for advanced degrees were mostly in the areas of human resources and management. Music was also mentioned.

## Characteristics of Professionals with Responsibility for Both Recruiting and Professional Development — Years in Current Job

	All Respondents	BY LEVEL			BY TITLE		
		Dept. Heads	First	Second	Directors or Chiefs	Managers	Administrators or Coordinators
<b>Years in current job</b>							
2 years or less .....	26.8%	20.0%	27.8%	50.0%	20.0%	23.1%	41.7%
2.5 - 5 years.....	35.7	36.7	27.8	50.0	33.3	30.8	50.0
More than 5 years .....	37.5	43.3	44.4	0.0	46.7	46.2	8.3
Median # years in current job .....	3.8	4.0	5.0	2.3	4.3	5.0	2.5
Number reporting .....	56	30	18	6	30	13	12

Note: Not all respondents could be assigned a title. Hence the number of title assignments adds to less than the total number of responses. Groupings with fewer than five respondents are not shown.

## 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
<b>Years in field</b>							
Less than 5 years .....	10.7%	6.7%	5.6%	33.3%	6.7%	7.7%	16.7%
5 - 9.5 years.....	30.4	20.0	38.9	66.7	23.3	15.4	66.7
10 years or more.....	58.9	73.3	55.6	0.0	70.0	76.9	16.7
Median # years in field .....	11.0	12.0	10.0	6.3	12.0	10.5	6.0
Number reporting.....	56	30	18	6	30	13	12
<b>Related experience and practice</b>							
% reporting related experience..	44.6	56.7	27.8	33.3	50.0	46.2	33.3
% reporting previous law practice.....	25.0	33.3	22.2	0.0	30.0	38.5	0.0
Median # years related experience .....	5.0	4.0	10.0	5.3	4.0	11.5	3.8
Median # years law practice.....	3.8	3.8	3.5	—	4.0	3.5	—

Note: About 14% of these professionals reported that an advanced degree was required for their job. Those who did are in director or manager positions and at the department-head or first-level professional position. Groupings with fewer than five respondents are not shown.

## Salaries and Percent Raises for Professionals with Responsibility for both Recruiting and Professional Development by Level and Respondent Demographics — as of August 1, 2010

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Department heads</b>					
All .....	\$130,000	\$152,408	\$110,000 - 175,000	3.5%	27
By level of education					
BA or BS .....	155,000	171,977	127,000 - 200,000	2.0	13
JD .....	116,200	128,190	110,000 - 152,000	5.5	10
By years in current job					
2 years or less .....	110,000	129,700	110,000 - 130,000	—	5
2.5 - 5 years.....	124,700	141,565	110,000 - 175,000	1.5	10
More than 5 years.....	155,000	170,905	118,500 - 200,000	3.5	12
By years in field					
5 - 9.5 years.....	118,500	129,083	107,500 - 175,000	2.5	6
10 years or more.....	144,180	162,275	115,450 - 195,000	5.0	20
<b>First-level professionals</b>					
All .....	105,000	97,265	75,000 - 110,000	0.5	17
By level of education					
BA or BS .....	88,250	86,270	72,000 - 106,000	1.0	10
By years in current job					
2.5 - 5 years.....	76,500	84,700	72,000 - 105,000	—	5
More than 5 years.....	105,500	107,125	92,250 - 109,750	1.5	8
By years in field					
5 - 9.5 years.....	75,750	80,133	60,000 - 106,300	1.0	6
10 years or more.....	105,500	106,770	84,500 - 113,200	1.0	10
<b>Second-level professionals</b>					
All .....	66,200	65,317	62,000 - 73,000	2.0	6
By level of education					
BA or BS .....	62,400	64,380	62,000 - 73,000	1.0	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. The number of raise percentage figures reported, including zero, is somewhat smaller. A dash indicates fewer than five raise percentages were reported.

## Salaries and Percent Raises for Professionals with Responsibility for Both Recruiting and Professional Development by Title and Respondent Demographics — as of August 1, 2010

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Directors</b>					
All.....	\$136,360	\$154,541	\$110,000 - 180,000	5.0%	27
By level of education					
BA or BS.....	155,000	171,977	127,000 - 200,000	1.5	13
JD.....	117,500	133,950	110,000 - 175,000	6.0	10
By years in current job					
2 years or less.....	110,000	129,700	110,000 - 130,000	—	5
2.5 - 5 years.....	127,000	143,694	110,000 - 175,000	1.0	9
More than 5 years.....	155,000	171,605	125,000 - 180,000	5.0	13
By years in field					
5 - 9.5 years.....	118,500	129,083	107,500 - 175,000	0.0	6
10 years or more.....	153,500	165,155	115,450 - 195,000	5.5	20
<b>Managers</b>					
All.....	106,150	104,742	102,500 - 116,600	0.5	12
By level of education					
BA or BS.....	105,000	95,457	72,000 - 110,000	2.0	7
By years in current job					
More than 5 years.....	105,500	98,750	100,000 - 106,300	1.5	6
By years in field					
10 years or more.....	106,000	102,844	100,000 - 113,200	1.0	9
<b>Administrators/coordinators</b>					
All.....	66,200	64,521	53,500 - 75,750	1.0	12
By level of education					
BA or BS.....	62,400	62,194	47,000 - 75,000	1.0	9
By years in current job					
2 years or less.....	73,000	63,100	47,000 - 75,000	1.0	5
2.5 - 5 years.....	62,200	62,375	60,000 - 70,000	2.0	6
By years in field					
5 - 9.5 years.....	67,700	66,175	61,000 - 75,750	1.0	8

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. A dash indicates fewer than five raise percentages reported.

## 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, 2010

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Department heads</b>					
All .....	\$130,000	\$152,408	\$110,000 - 175,000	3.5%	27
By scope of responsibility					
Single office .....	141,000	134,500	95,000 - 175,000	0.0	6
Regional.....	125,000	146,680	118,900 - 152,000	0.0	5
National .....	110,000	123,694	110,000 - 122,400	7.5	9
Global .....	190,000	208,766	155,000 - 240,000	2.5	7
By size of firm					
250 or fewer lawyers.....	110,000	118,031	95,000 - 127,000	3.5	11
251 - 500 lawyers .....	136,360	169,237	118,900 - 230,000	5.0	7
701+ lawyers .....	175,000	209,400	155,000 - 200,000	2.0	5
By NALP region					
Mid-Atlantic .....	155,000	166,429	110,000 - 230,000	6.0	7
Southeast.....	142,500	144,333	108,500 - 175,000	—	6
Midwest.....	127,000	142,140	118,900 - 175,000	2.5	9
By city					
Washington, DC .....	155,000	169,000	110,000 - 230,000	6.0	5
<b>First-level professionals</b>					
All .....	105,000	97,265	75,000 - 110,000	0.5	17
By scope of responsibility					
Single office .....	95,250	93,367	76,500 - 113,200	—	6
Regional.....	72,000	71,400	62,000 - 75,000	1.0	5
National .....	106,300	111,260	105,000 - 110,000	0.0	5
By size of firm					
251 - 500 lawyers .....	100,000	95,643	75,000 - 110,000	0.0	7
By NALP region					
Mid-Atlantic .....	113,200	124,640	110,000 - 120,000	—	5
West/Rocky Mtn. ....	76,500	82,429	60,000 - 106,000	0.5	7
<b>Second-level professionals</b>					
All .....	66,200	65,317	62,000 - 73,000	2.0	6
By scope of responsibility					
Single office .....	62,400	63,780	62,000 - 70,000	3.0	5

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. A dash indicates fewer than five raise percentages were reported.

## 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, 2010

	Median	Average	Half of Salaries Fell in the Range	Median % Increase from August 2009	# Reporting
<b>Directors/chiefs</b>					
All.....	\$136,360	\$154,541	\$110,000 - 180,000	5.0%	27
By scope of responsibility					
Single office.....	141,000	134,500	95,000 - 175,000	1.0	6
Regional.....	125,000	146,680	118,900 - 152,000	0.0	5
National.....	110,000	123,856	109,250 - 121,000	7.5	8
Global.....	185,000	205,170	165,000 - 220,000	5.0	8
By size of firm					
250 or fewer lawyers.....	110,000	118,031	95,000 - 127,000	1.0	11
251 - 500 lawyers.....	180,680	177,043	118,900 - 230,000	5.5	6
701+ lawyers.....	177,500	204,500	155,000 - 200,000	3.5	6
By NALP region					
Mid-Atlantic.....	167,500	168,125	110,000 - 227,500	6.0	8
Southeast.....	142,500	144,333	108,500 - 175,000	0.0	6
Midwest.....	127,000	142,140	118,900 - 175,000	5.0	9
By city					
Washington, DC.....	155,000	169,000	110,000 - 230,000	6.0	5
<b>Managers</b>					
All.....	106,150	104,742	102,500 - 116,600	0.5	12
By scope of responsibility					
National.....	108,150	113,117	105,000 - 122,400	0.5	6
By size of firm					
251 - 500 lawyers.....	110,000	114,480	105,000 - 122,400	0.0	5
<b>Administrators/coordinators</b>					
All.....	66,200	64,521	53,500 - 75,750	1.0	12
By scope of responsibility					
Single office.....	66,200	67,488	61,000 - 77,000	2.0	8
By size of firm					
251 - 500 lawyers.....	62,400	65,050	60,000 - 75,000	—	5
By NALP region					
West/Rocky Mtn.....	70,000	67,000	60,000 - 76,500	1.5	7

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. A dash indicates fewer than five raise percentages were reported.

## Bonuses for Professionals with Responsibility for Both Recruiting and Professional Development by Level and Respondent Demographics — as of August 1, 2010

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Department heads</b>					
All.....	\$10,000	\$17,771	\$6,250 - 20,000	24	11.1%
By level of education					
BA or BS.....	15,000	25,500	8,000 - 30,000	11	15.4
JD.....	12,000	12,611	6,000 - 20,000	9	10.0
By years in current job					
2 years or less.....	6,000	7,800	6,000 - 10,000	5	0.0
2.5 - 5 years.....	8,000	11,556	6,500 - 15,000	9	10.0
More than 5 years.....	20,000	28,350	8,000 - 30,000	10	16.7
By years in field					
5 - 9.5 years.....	6,500	14,900	5,000 - 30,000	5	16.7
10 years or more.....	11,000	19,111	7,500 - 20,000	18	10.0
<b>First-level professionals</b>					
All.....	4,000	4,400	1,250 - 5,000	13	23.5
By level of education					
BA or BS.....	4,000	3,828	1,000 - 5,000	9	18.2
By years in current job					
More than 5 years.....	5,100	6,325	1,500 - 10,000	6	25.0
By years in field					
5 - 9.5 years.....	1,125	1,917	750 - 3,000	6	0.0
10 years or more.....	5,000	6,529	4,000 - 10,000	7	30.0
<b>Second-level professionals</b>					
All.....	1,750	2,050	1,500 - 3,000	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 bonuses reported are not shown. 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, 2010

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/chiefs</b>					
All.....	\$9,000	\$17,083	\$60,00 - 20,000	24	11.1%
By level of education					
BA or BS.....	11,500	23,417	6,500 - 29,750	12	14.3
JD.....	10,750	12,063	6,000 - 17,500	8	11.1
By years in current job					
2 years or less.....	6,000	5,500	5,000 - 6,000	5	0.0
2.5 - 5 years.....	7,750	10,500	5,750 - 15,000	8	11.1
More than 5 years.....	20,000	27,136	8,000 - 30,000	11	15.4
By years in field					
5 - 9.5 years.....	5,750	12,500	3,000 - 30,000	6	14.3
10 years or more.....	10,000	19,235	7,500 - 20,000	17	10.5
<b>Managers</b>					
All.....	5,500	7,806	4,100 - 11,000	8	33.3
By level of education					
BA or BS.....	5,000	5,840	4,200 - 6,000	5	28.6
By years in field					
10 years or more.....	6,000	8,743	4,200 - 12,000	7	30.0
<b>Administrators/coordinators</b>					
All.....	1,625	2,150	1,000 - 3,000	10	16.7
By level of education					
BA or BS.....	1,500	1,714	1,000 - 3,000	7	22.2
By years in current job					
2.5 - 5 years.....	1,500	2,300	1,000 - 3,000	5	16.7
By years in field					
5 - 9.5 years.....	1,625	2,125	1,000 - 3,000	8	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 bonuses reported are not shown. 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, 2010

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Department heads</b>					
All .....	\$10,000	\$17,771	\$6,250 - 20,000	24	11.1%
By scope of responsibility					
Single office .....	8,000	13,714	5,000 - 30,000	7	0.0
National .....	6,500	11,667	6,000 - 20,000	9	0.0
By size of firm					
250 or fewer lawyers.....	6,000	11,500	5,000 - 20,000	10	9.1
251 - 500 lawyers .....	15,000	15,714	8,000 - 20,000	7	0.0
By NALP region					
Mid-Atlantic .....	8,000	10,429	6,000 - 15,000	7	0.0
Midwest .....	12,000	16,500	7,500 - 29,500	9	10.0
By city					
Washington, DC .....	8,000	9,000	6,000 - 10,000	5	0.0
<b>First-level professionals</b>					
All .....	4,000	4,400	1,250 - 5,000	13	23.5
By scope of responsibility					
Regional.....	4,200	4,590	3,000 - 5,000	5	0.0
By size of firm					
250 or fewer lawyers.....	4,200	4,090	750 - 5,000	5	0.0
251 - 500 lawyers .....	4,000	3,900	3,000 - 5,000	5	28.6
By NALP region					
West/Rocky Mtn. ....	1,500	2,650	1,000 - 5,000	5	28.6
<b>Second-level professionals</b>					
All .....	1,750	2,050	1,500 - 3,000	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.

## Bonuses for Professionals with Responsibility for Both Recruiting and Professional Development by Title and Firm or Job Characteristics — as of August 1, 2010

	Median	Average	Half of Bonuses Fell in the Range	# Reporting a Bonus	% Reporting No Bonus
<b>Directors/chiefs</b>					
All.....	\$9,000	\$17,083	\$6,000 - 20,000	24	11.1%
By scope of responsibility					
Single office.....	8,000	14,000	5,000 - 30,000	6	0.0
National.....	6,000	9,500	5,000 - 10,000	9	0.0
Global.....	15,000	36,600	10,000 - 25,000	5	28.6
By size of firm					
250 or fewer lawyers.....	6,000	10,500	3,000 - 20,000	11	42.9
251 - 500 lawyers.....	12,500	15,000	8,000 - 20,000	6	0.0
701+ lawyers.....	15,000	37,600	15,000 - 25,000	5	0.0
By NALP region					
Mid-Atlantic.....	9,000	11,000	7,000 - 15,000	8	0.0
Midwest.....	14,000	17,063	7,000 - 29,750	8	11.1
By city					
Washington, DC.....	8,000	9,000	6,000 - 10,000	5	0.0
<b>Managers</b>					
All.....	5,500	7,806	4,100 - 11,000	8	33.3
<b>Administrators/coordinators</b>					
All.....	1,625	2,150	1,000 - 3,000	10	16.7
By scope of responsibility					
Single office.....	1,500	2,286	1,000 - 3,000	7	12.5
By NALP region					
West/Rocky Mtn.....	1,500	2,071	1,000 - 3,000	7	0.0

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. 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
<b>BY LEVEL:</b>	
<b>Department heads (N=30)</b>	
CLE compliance .....	63.3%
Maintain professional licenses or bar memberships.....	40.0
Organize social events other than for summer program.....	36.7
Paralegal hiring/supervision/evaluation.....	33.3
Alumni initiatives .....	30.0
Other non-lawyer personnel hiring/supervision/evaluation.....	26.7
Practice management.....	23.3
Other.....	23.3
Knowledge management.....	16.7
Office/facilities management.....	13.3
Marketing/business development/public relations.....	13.3
Pro bono coordinator.....	13.3
<b>First-level professionals (N=18)</b>	
CLE compliance .....	66.7
Organize social events other than for summer program.....	66.7
Maintain professional licenses or bar memberships.....	33.3
Pro bono coordinator.....	22.2
Knowledge management.....	16.7
Practice management.....	16.7
Other.....	16.7
Alumni initiatives .....	11.1
Office/facilities management.....	11.1
Paralegal hiring/supervision/evaluation.....	5.6
Other non-lawyer personnel hiring/supervision/evaluation.....	5.6
<b>Second-level professionals (N=6)</b>	
Organize social events other than for summer program.....	83.3
CLE compliance .....	50.0
Maintain professional licenses or bar memberships.....	50.0
Marketing/business development/public relations.....	33.3
Alumni initiatives .....	16.7
Pro bono coordinator.....	16.7
Knowledge management.....	16.7
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=30)</b>	
CLE compliance .....	66.7
Maintain professional licenses or bar memberships.....	43.3
Organize social events other than for summer program.....	40.0
Alumni initiatives .....	30.0
Paralegal hiring/supervision/evaluation.....	30.0
Other non-lawyer personnel hiring/supervision/evaluation.....	26.7
Practice management.....	23.3
Knowledge management.....	20.0
Other.....	20.0
Office/facilities management.....	13.3
Pro bono coordinator.....	13.3
Marketing/business development/public relations.....	6.7

(continued)

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

Other Duties	% of Respondents
<b>Managers (N=13)</b>	
Organize social events other than for summer program.....	61.5
CLE compliance .....	53.8
Other.....	30.8
Pro bono coordinator.....	23.1
Maintain professional licenses or bar memberships.....	23.1
Practice management.....	23.1
Marketing/business development/public relations.....	15.4
Paralegal hiring/supervision/evaluation.....	15.4
Knowledge management.....	15.4
Alumni initiatives.....	7.7
Office/facilities management.....	7.7
Other non-lawyer personnel hiring/supervision/evaluation.....	7.7
<b>Administrators/coordinators (N=12)</b>	
Organize social events other than for summer program.....	66.7
CLE compliance .....	58.3
Maintain professional licenses or bar memberships.....	41.7
Alumni initiatives.....	16.7
Marketing/business development/public relations.....	16.7
Pro bono coordinator.....	16.7
Office/facilities management.....	8.3
Knowledge management.....	8.3

Note: Percentages are based on all respondents in each group, as indicated by N= for each group. Examples of other duties described include working on womens programs, work-life programs, and ethics committee support.

## Duties Added Between August 2008 and August 2010 as Reported by Professionals with Responsibility for Both Recruiting and Professional Development

Duties	% of Respondents Adding Duty
<b>BY LEVEL:</b>	
<b>Department heads (N=27)</b>	
CLE compliance .....	22.2%
Lawyer professional development.....	14.8
Paralegal hiring/supervision/evaluation.....	14.8
Other non-lawyer personnel hiring/supervision/evaluation.....	14.8
Law firm diversity initiatives.....	11.1
Lawyer personnel management.....	11.1
Office/facilities management.....	11.1
Marketing/business development/public relations.....	11.1
Maintain professional licenses or bar memberships.....	11.1
Organize social events other than for summer program.....	11.1
Alumni initiatives .....	7.4
Pro bono coordinator.....	7.4
Lawyer recruiting.....	3.7
Practice management.....	3.7
Other.....	3.7
<b>First-level professionals (N=14)</b>	
Lawyer professional development.....	28.6
Law firm diversity initiatives.....	21.4
Lawyer personnel management.....	21.4
Practice management.....	14.3
Other.....	14.3
Office/facilities management.....	7.1
Knowledge management.....	7.1
Organize social events other than for summer program.....	7.1
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=30)</b>	
CLE compliance .....	20.0
Lawyer professional development.....	13.3
Paralegal hiring/supervision/evaluation.....	13.3
Other non-lawyer personnel hiring/supervision/evaluation.....	13.3
Law firm diversity initiatives.....	10.0
Lawyer personnel management.....	10.0
Office/facilities management.....	10.0
Maintain professional licenses or bar memberships.....	10.0
Organize social events other than for summer program.....	10.0
Lawyer recruiting.....	6.7
Alumni initiatives .....	6.7
Marketing/business development/public relations.....	6.7
Pro bono coordinator.....	6.7
Practice management.....	3.3
Other.....	3.3

(continued)

**Duties Added Between August 2008 and August 2010 as Reported by Professionals with Responsibility for Both Recruiting and Professional Development, continued**

Duties	% of Respondents Adding Duty
<b>Managers (N=13)</b>	
Lawyer professional development.....	23.1
Law firm diversity initiatives.....	15.4
Lawyer personnel management.....	15.4
Practice management.....	15.4
Other.....	15.4
Marketing/business development/public relations.....	7.7
CLE compliance.....	7.7
Knowledge management.....	7.7
<b>Administrators/coordinators (N=12)</b>	
Law firm diversity initiatives.....	16.7
Organize social events other than for summer program.....	16.7
Lawyer professional development.....	8.3
Lawyer personnel management.....	8.3
Office/facilities management.....	8.3

Note: Percentages are based on respondents in each group who had been in their jobs at least two years at the time of the survey. A few respondents reported relinquishing duties related to CLE compliance.

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

Item/Service Provided	% of Respondents
<b>BY LEVEL:</b>	
<b>Department heads (N=30)</b>	
Association memberships .....	96.7%
Mobile hand-held device .....	90.0
Industry conferences .....	73.3
Corporate credit card .....	53.3
Laptop .....	50.0
Cell phone.....	36.7
Parking .....	30.0
Broadband remote access.....	26.7
<b>First-level professionals (N=18)</b>	
Association memberships .....	100.0
Mobile hand-held device .....	77.8
Industry conferences .....	72.2
Corporate credit card .....	66.7
Parking .....	38.9
Laptop .....	33.3
Cell phone.....	5.6
Broadband remote access.....	5.6
<b>Second-level professionals (N=6)</b>	
Mobile hand-held device .....	100.0
Association memberships .....	100.0
Corporate credit card .....	66.7
Parking .....	50.0
<b>BY TITLE:</b>	
<b>Directors/chiefs (N=30)</b>	
Association memberships .....	100.0
Mobile hand-held device .....	86.7
Industry conferences .....	73.3
Corporate credit card .....	53.3
Laptop .....	46.7
Cell phone.....	36.7
Parking .....	30.0
Broadband remote access.....	26.7
<b>Managers (N=13)</b>	
Mobile hand-held device .....	92.3
Association memberships .....	92.3
Corporate credit card .....	76.9
Industry conferences .....	76.9
Laptop .....	53.8
Parking .....	38.5
Cell phone.....	7.7
Broadband remote access.....	7.7

(continued)

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

Item/Service Provided	% of Respondents
<b>Administrators/coordinators (N=12)</b>	
Association memberships .....	100.0
Mobile hand-held device .....	75.0
Corporate credit card .....	50.0
Parking .....	41.7
Industry conferences.....	25.0

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, the PDC, and a local city group. Also mentioned were state and local bar associations, the ABA, SHRM, ASTD, and ALA, among others. Other benefits mentioned include transit benefits, attorney license fees, and fitness center. Percentages for parking benefits include respondents who indicated that they receive a partial subsidy.