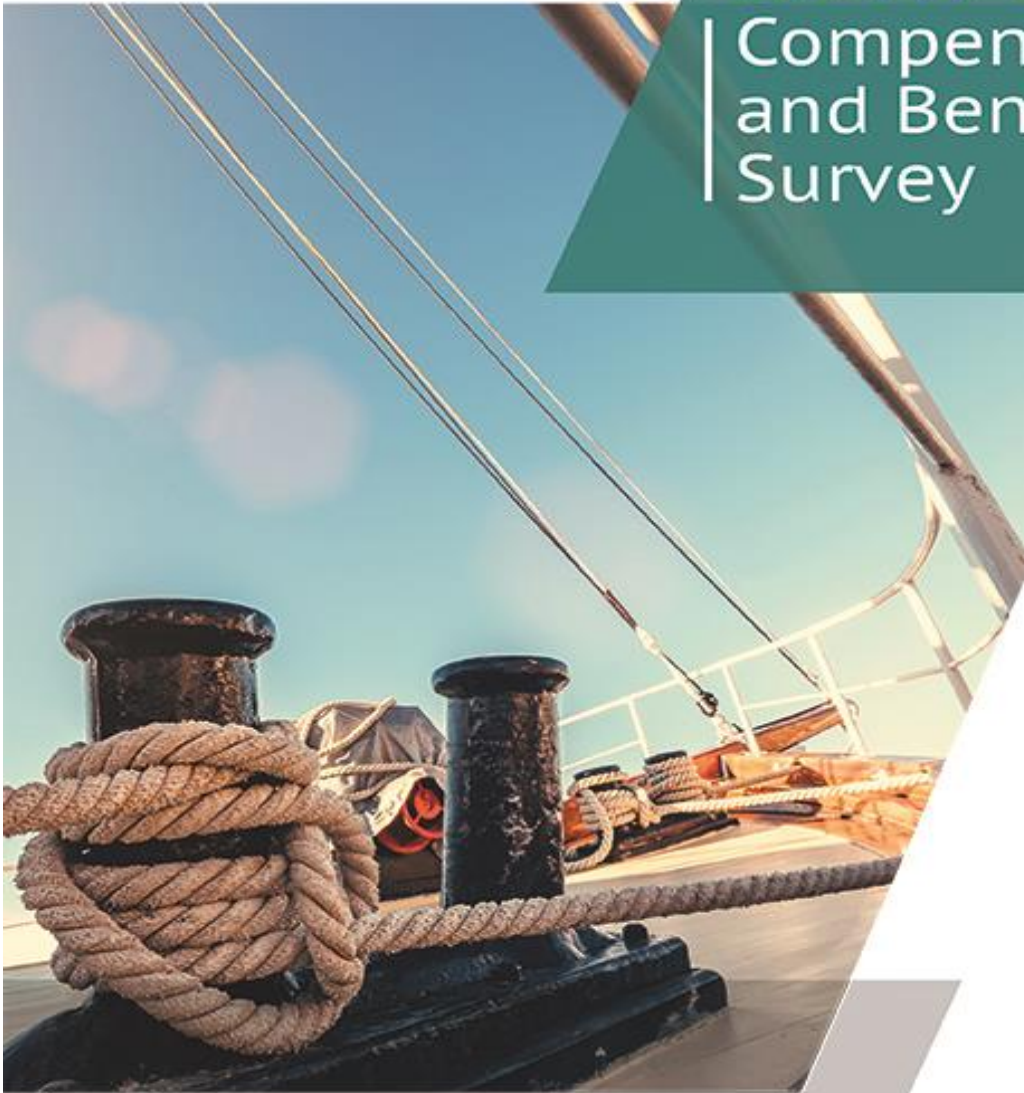




2017 ALA

Compensation
and Benefits
Survey



Association of Legal Administrators

2017 ALA Compensation & Benefits Survey

Coordinated by:

Association of Legal Administrators

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2017 ALA Compensation and Benefits Survey

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The Association of Legal Administrators (ALA) is an international organization representing more than 8,000 professionals who manage such areas as operations, human resources, marketing, accounting and finance, information technology services, and support. Members engage in the administration of private law firms, corporate legal departments, government and nonprofit agencies. ALA continually strives to provide members with information on current practices in the areas of compensation and benefits, thus helping them plan for the future.

ALA thanks the members who provided feedback and welcomes future suggestions about how to improve this valuable annual survey.

The 2017 ALA Compensation and Benefits Survey report provides:

- Annual base salary and total compensation data for 58 individual management positions.


- Wage and bonus information for legal secretaries/administrative assistants and legal assistants/paralegals.

- Information on the benefits offered to and covered by the organizations for the positions surveyed.

- Demographic information that is used to break out the survey results by organization type, number of lawyers/judges, supervisory responsibility, years experience, education, region/country, state/province, and metropolitan area.

The capturing of demographic data is important, not only to identify who is represented in the survey, but also to distinguish differences in compensation and benefits among various breakout groups. Using these breakouts, members are able to compare their organization's compensation and benefit package to the overall progression, to organizations similar in size, and to those within the same geographic area.

Overall, 934 usable questionnaires were returned by the final cut-off date and are included in the results. This represents a response rate of approximately 16% when compared to the 5,911 locations represented by ALA's 8,213 U.S. and Canadian members. The consolidated results encompass data for 9,322 professionals, with additional hourly wage data for 7,129 legal assistants/paralegals, and 15,802 legal secretaries/administrative assistants.



METHODOLOGY

An invitation to participate in an online questionnaire hosted by iLumen was sent on June 22, 2017 to 8,213 U.S. and Canadian ALA members. The email explained the objectives of the survey and encouraged member participation. Email reminders were sent by ALA to non-respondents in July 2017.

ALA members who did not participate in the 2015 and 2016 surveys were provided with a way to register for the survey. Once they registered, an email with the link to the online questionnaire was sent to them.

Respondents were asked to forward the link to the online questionnaire to the individual in their organization who was best equipped to provide accurate information. One questionnaire was completed for each location. When providing compensation data, respondents were instructed to report the annual compensation employees received for the 12 months ending March 31, 2017. If there are more than one person at a position, firms were advised to average the compensation for all incumbents. U.S. locations reported in U.S. dollars and Canadian locations reported in Canadian dollars.

Data Processing

Before analysis began, responses were edited for inconsistencies, errors and obvious outliers were removed. Survey data were then cleaned and tabulated. This report was prepared by iLumen Inc.



COMPENSATION SUMMARY BY POSITION

Executive Director / Principal Administrator / Chief Operating Officer (Law Firm)

This individual assists in developing organizational and business goals including participation in meetings of the firm's governing body. Participates in developing strategic business plans and administrative policies. Generally directs a supervisory staff responsible for carrying out the firm's day-to-day operations. Reports to managing partner/management/executive/policy committee. If a lawyer, not primarily involved in the practice of law.

	Annual Base Salary					Total Annual Cash Compensation				
	Count	Average	Percentile 25	Median	Percentile 75	Average	Percentile 25	Median	Percentile 75	
<u>TYPE OF ORGANIZATION</u>										
Private law firm	234	\$ 232,623	\$ 130,000	\$ 185,000	\$ 298,388	\$ 284,195	\$ 143,125	\$ 211,250	\$ 353,327	
Corporate law department	1	-	-	-	-	-	-	-	-	
Government agency	1	-	-	-	-	-	-	-	-	
Nonprofit organization	2	-	-	-	-	-	-	-	-	
Other	2	-	-	-	-	-	-	-	-	
<u>NUMBER OF LAWYERS</u>										
Less than 10	21	\$ 124,952	\$ 88,400	\$ 132,500	\$ 186,250	\$ 136,776	\$ 95,125	\$ 139,778	\$ 196,500	
10-24	40	\$ 129,262	\$ 86,481	\$ 108,625	\$ 147,750	\$ 156,244	\$ 92,977	\$ 120,260	\$ 160,625	
25-49	58	\$ 180,479	\$ 132,500	\$ 161,957	\$ 220,000	\$ 207,307	\$ 150,000	\$ 175,300	\$ 240,000	
50-99	45	\$ 251,618	\$ 185,000	\$ 249,500	\$ 290,000	\$ 323,511	\$ 205,000	\$ 307,000	\$ 400,000	
100-199	40	\$ 355,220	\$ 271,875	\$ 349,500	\$ 425,000	\$ 429,198	\$ 321,250	\$ 432,500	\$ 500,000	
200 or more	17	\$ 472,808	\$ 300,000	\$ 400,000	\$ 550,000	\$ 628,119	\$ 340,000	\$ 455,000	\$ 680,000	
<u>SUPERVISORY RESPONSIBILITY</u>										
Exempt employees	83	\$ 319,405	\$ 215,000	\$ 280,000	\$ 378,500	\$ 382,403	\$ 240,000	\$ 328,550	\$ 452,500	
Non-exempt / clerical employees	21	\$ 131,127	\$ 100,000	\$ 112,250	\$ 145,000	\$ 141,427	\$ 102,500	\$ 115,000	\$ 153,000	
Both exempt and Non-exempt	78	\$ 168,661	\$ 101,168	\$ 150,000	\$ 198,125	\$ 198,131	\$ 103,500	\$ 103,500	\$ 247,500	
No consistent supervisory responsibility	7	\$ 173,393	\$ 136,875	\$ 160,000	\$ 205,000	\$ 193,159	\$ 144,356	\$ 166,250	\$ 230,000	
<u>EMPLOYEES SUPERVISED</u>										
1 to 5	30	\$ 190,319	\$ 126,000	\$ 160,000	\$ 249,875	\$ 206,953	\$ 137,309	\$ 175,907	\$ 250,000	
6 to 10	56	\$ 272,326	\$ 146,500	\$ 232,500	\$ 349,250	\$ 340,993	\$ 170,938	\$ 292,500	\$ 438,750	
11 to 25	48	\$ 182,462	\$ 93,658	\$ 150,000	\$ 238,125	\$ 208,045	\$ 101,125	\$ 155,500	\$ 274,000	
26 to 50	31	\$ 143,523	\$ 107,675	\$ 140,000	\$ 158,247	\$ 156,248	\$ 117,840	\$ 150,950	\$ 171,657	
51 to 100	14	\$ 205,071	\$ 145,000	\$ 199,250	\$ 234,750	\$ 254,946	\$ 171,000	\$ 257,875	\$ 294,750	
101 to 250	24	\$ 280,725	\$ 235,625	\$ 269,377	\$ 324,063	\$ 361,669	\$ 297,500	\$ 342,500	\$ 410,000	
250 or more	9	\$ 414,516	\$ 350,000	\$ 400,000	\$ 425,000	\$ 587,576	\$ 445,722	\$ 505,300	\$ 650,000	
None	0	-	-	-	-	-	-	-	-	



COMPENSATION SUMMARY BY POSITION

Executive Director / Principal Administrator / Chief Operating Officer (Law Firm)

	Annual Base Salary					Total Annual Cash Compensation				
	Count	Average	Percentile 25	Median	Percentile 75	Average	Percentile 25	Median	Percentile 75	
YEARS OF EXPERIENCE										
Less than 1 year	0	-	-	-	-	-	-	-	-	-
1 up to 2 years	2	-	-	-	-	-	-	-	-	-
2 up to 5 years	21	\$ 178,534	\$ 104,670	\$ 153,750	\$ 235,000	\$ 205,221	\$ 110,000	\$ 155,000	\$ 300,000	\$ 300,000
5 up to 10 years	26	\$ 161,315	\$ 92,000	\$ 126,750	\$ 236,875	\$ 190,327	\$ 95,750	\$ 134,500	\$ 276,625	\$ 276,625
10 up to 15 years	25	\$ 189,735	\$ 105,000	\$ 175,182	\$ 260,000	\$ 212,535	\$ 118,019	\$ 180,000	\$ 285,000	\$ 285,000
15 up to 20 years	32	\$ 218,987	\$ 118,750	\$ 160,000	\$ 342,500	\$ 285,029	\$ 126,500	\$ 193,500	\$ 406,250	\$ 406,250
20 years or more	111	\$ 253,575	\$ 150,000	\$ 212,000	\$ 315,000	\$ 304,218	\$ 160,000	\$ 252,000	\$ 395,000	\$ 395,000
EDUCATION										
High school or equivalent (no college)	1	-	-	-	-	-	-	-	-	-
Some college (no degree)	17	\$ 120,440	\$ 87,136	\$ 105,000	\$ 153,750	\$ 137,447	\$ 95,000	\$ 117,000	\$ 172,000	\$ 172,000
AA degree (2 years)	5	\$ 163,934	\$ 105,000	\$ 130,000	\$ 180,000	\$ 177,558	\$ 112,791	\$ 160,000	\$ 205,000	\$ 205,000
BA/BS/BBA degree	92	\$ 241,113	\$ 139,000	\$ 189,320	\$ 297,839	\$ 288,089	\$ 151,363	\$ 208,750	\$ 370,675	\$ 370,675
MBA degree	43	\$ 273,271	\$ 153,000	\$ 250,000	\$ 362,500	\$ 341,541	\$ 154,250	\$ 305,000	\$ 461,250	\$ 461,250
MA/MS/MLS degree	14	\$ 175,970	\$ 97,000	\$ 156,290	\$ 252,500	\$ 219,711	\$ 108,270	\$ 174,290	\$ 329,500	\$ 329,500
JD/LLB degree	19	\$ 237,218	\$ 171,500	\$ 240,000	\$ 274,377	\$ 265,224	\$ 173,157	\$ 240,000	\$ 324,500	\$ 324,500
CLM Certified	24	\$ 177,453	\$ 110,135	\$ 149,400	\$ 218,250	\$ 217,994	\$ 119,198	\$ 155,000	\$ 274,500	\$ 274,500
GEOGRAPHIC REGION										
Northeastern	34	\$ 336,780	\$ 163,000	\$ 255,000	\$ 437,500	\$ 450,947	\$ 180,260	\$ 325,525	\$ 496,944	\$ 496,944
Southern	75	\$ 235,773	\$ 140,000	\$ 200,000	\$ 314,600	\$ 277,187	\$ 151,250	\$ 240,000	\$ 363,450	\$ 363,450
Midwestern	35	\$ 237,151	\$ 150,000	\$ 234,000	\$ 320,000	\$ 281,840	\$ 157,475	\$ 264,000	\$ 355,000	\$ 355,000
North Central	22	\$ 223,662	\$ 136,875	\$ 182,740	\$ 276,750	\$ 252,916	\$ 168,501	\$ 202,240	\$ 339,280	\$ 339,280
Southwestern	24	\$ 196,975	\$ 115,638	\$ 155,000	\$ 267,188	\$ 265,379	\$ 117,914	\$ 161,856	\$ 321,766	\$ 321,766
Mountain	21	\$ 151,693	\$ 87,136	\$ 110,000	\$ 152,580	\$ 173,472	\$ 105,000	\$ 130,000	\$ 179,800	\$ 179,800
Pacific	31	\$ 172,331	\$ 102,335	\$ 150,000	\$ 200,350	\$ 197,919	\$ 107,250	\$ 153,000	\$ 233,500	\$ 233,500
Canada	2	-	-	-	-	-	-	-	-	-



COMPENSATION SUMMARY BY POSITION

Executive Director / Principal Administrator / Chief Operating Officer (Law Firm)

	Annual Base Salary					Total Annual Cash Compensation			
	Count	Average	Percentile 25	Median	Percentile 75	Average	Percentile 25	Median	Percentile 75
STATE									
Alabama	5	\$ 387,928	\$ 375,000	\$ 420,000	\$ 525,000	\$ 473,656	\$ 450,000	\$ 520,000	\$ 650,000
Arizona	10	\$ 138,380	\$ 101,250	\$ 106,750	\$ 150,000	\$ 158,615	\$ 105,000	\$ 127,500	\$ 176,600
California	12	\$ 194,225	\$ 141,250	\$ 187,500	\$ 219,000	\$ 250,902	\$ 150,125	\$ 201,850	\$ 259,500
Colorado	6	\$ 227,528	\$ 153,833	\$ 193,795	\$ 263,750	\$ 257,195	\$ 162,958	\$ 222,045	\$ 314,875
Connecticut	6	\$ 217,000	\$ 136,500	\$ 203,000	\$ 265,000	\$ 246,597	\$ 145,875	\$ 203,000	\$ 286,000
Delaware	5	\$ 207,000	\$ 157,500	\$ 247,500	\$ 280,000	\$ 312,000	\$ 307,500	\$ 340,000	\$ 350,000
District of Columbia	6	\$ 318,667	\$ 246,500	\$ 350,000	\$ 387,500	\$ 380,542	\$ 291,500	\$ 380,000	\$ 514,063
Florida	15	\$ 167,900	\$ 122,500	\$ 167,000	\$ 187,500	\$ 205,267	\$ 137,000	\$ 175,000	\$ 223,750
Georgia	10	\$ 294,652	\$ 203,125	\$ 270,000	\$ 367,750	\$ 299,427	\$ 203,125	\$ 286,375	\$ 375,261
Illinois	9	\$ 268,889	\$ 234,000	\$ 255,000	\$ 350,000	\$ 310,833	\$ 264,000	\$ 300,000	\$ 360,000
Massachusetts	5	\$ 282,400	\$ 250,000	\$ 250,000	\$ 340,000	\$ 323,403	\$ 250,000	\$ 300,000	\$ 370,000
Michigan	7	\$ 291,744	\$ 167,500	\$ 210,000	\$ 390,075	\$ 356,386	\$ 190,000	\$ 317,500	\$ 465,075
Minnesota	6	\$ 247,951	\$ 193,750	\$ 228,500	\$ 292,280	\$ 313,368	\$ 258,000	\$ 316,354	\$ 387,677
Missouri	7	\$ 326,571	\$ 205,000	\$ 290,000	\$ 420,000	\$ 345,543	\$ 210,000	\$ 305,000	\$ 472,650
New York	7	\$ 447,293	\$ 230,000	\$ 265,000	\$ 574,275	\$ 714,023	\$ 294,275	\$ 385,000	\$ 747,500
Ohio	13	\$ 198,629	\$ 100,000	\$ 168,550	\$ 275,000	\$ 238,726	\$ 115,000	\$ 172,250	\$ 300,000
Pennsylvania	9	\$ 455,550	\$ 250,000	\$ 452,776	\$ 499,000	\$ 603,328	\$ 450,000	\$ 487,776	\$ 649,000
Tennessee	10	\$ 211,240	\$ 112,385	\$ 155,000	\$ 291,250	\$ 254,312	\$ 121,135	\$ 182,500	\$ 330,000
Texas	22	\$ 199,882	\$ 110,914	\$ 153,500	\$ 271,565	274504.591	\$ 117,703	\$ 161,856	\$ 321,766
Virginia	5	\$ 209,467	\$ 150,000	\$ 240,000	\$ 245,000	252605.4	\$ 213,000	\$ 240,000	\$ 300,000
Washington	13	\$ 177,673	\$ 96,000	\$ 150,000	\$ 257,500	184066.769	\$ 102,000	\$ 150,000	\$ 257,500



COMPENSATION SUMMARY BY POSITION

Executive Director / Principal Administrator / Chief Operating Officer (Law Firm)

	Annual Base Salary					Total Annual Cash Compensation			
	Count	Average	Percentile 25	Median	Percentile 75	Average	Percentile 25	Median	Percentile 75
U.S. METROPOLITAN CITIES									
Atlanta, GA	10	\$ 294,652	\$ 203,125	\$ 270,000	\$ 367,750	\$ 299,427	\$ 203,125	\$ 286,375	\$ 375,261
Boston, Andover, Worcester, MA	5	\$ 282,400	\$ 250,000	\$ 250,000	\$ 340,000	\$ 323,403	\$ 250,000	\$ 300,000	\$ 370,000
Chicago, IL	9	\$ 268,889	\$ 234,000	\$ 255,000	\$ 350,000	\$ 310,833	\$ 264,000	\$ 300,000	\$ 360,000
Cleveland-Akron, OH	6	\$ 151,833	\$ 100,000	\$ 105,000	\$ 222,500	\$ 203,375	\$ 115,000	\$ 143,625	\$ 256,813
Dallas, TX	7	\$ 191,380	\$ 113,276	\$ 168,100	\$ 273,753	\$ 212,057	\$ 117,809	\$ 200,600	\$ 305,883
Denver, CO	6	\$ 227,528	\$ 153,833	\$ 193,795	\$ 263,750	\$ 257,195	\$ 162,958	\$ 222,045	\$ 314,875
Ft. Worth, TX	6	\$ 113,167	\$ 86,750	\$ 111,000	\$ 142,750	\$ 122,785	\$ 91,625	\$ 127,750	\$ 159,750
Houston-The Woodlands, TX	6	\$ 328,125	\$ 265,000	\$ 291,875	\$ 417,188	\$ 559,915	\$ 345,000	\$ 397,500	\$ 757,703
Kansas City-Overland Park, KS-MO	6	\$ 243,083	\$ 151,875	\$ 205,000	\$ 357,500	\$ 268,848	\$ 179,464	\$ 210,000	\$ 390,000
Los Angeles-Santa Monica, CA	5	\$ 181,540	\$ 130,000	\$ 198,700	\$ 202,000	\$ 269,840	\$ 141,500	\$ 198,700	\$ 227,000
Minneapolis-St. Paul, MN	6	\$ 247,951	\$ 193,750	\$ 228,500	\$ 292,280	\$ 313,368	\$ 258,000	\$ 316,354	\$ 387,677
Nashville, TN	7	\$ 228,103	\$ 109,000	\$ 170,000	\$ 300,000	\$ 258,103	\$ 116,500	\$ 195,000	\$ 320,000
New York, NY	8	\$ 406,006	\$ 198,125	\$ 262,500	\$ 433,913	\$ 639,395	\$ 249,903	\$ 356,775	\$ 568,750
Phoenix-Mesa-Scottsdale, AZ	10	\$ 138,380	\$ 101,250	\$ 106,750	\$ 150,000	\$ 158,615	\$ 105,000	\$ 127,500	\$ 176,600
Philadelphia-Cherry Hill, PA-NJ	6	\$ 440,379	\$ 310,069	\$ 470,388	\$ 496,250	\$ 602,046	\$ 451,944	\$ 530,388	\$ 630,000
San Francisco-Oakland, CA	5	\$ 208,000	\$ 180,000	\$ 185,000	\$ 190,000	\$ 248,225	\$ 197,000	\$ 205,000	\$ 240,000
Seattle-Bellevue, WA	12	\$ 171,021	\$ 92,625	\$ 135,000	\$ 203,887	\$ 177,947	\$ 99,000	\$ 137,500	\$ 222,637
Washington-Bethesda-Alexandria, DC, MD, VA	9	\$ 282,682	\$ 212,000	\$ 324,636	\$ 350,000	\$ 335,120	\$ 257,500	\$ 350,000	\$ 422,327
Wilmington-Dover, DE	5	\$ 207,000	\$ 157,500	\$ 247,500	\$ 280,000	\$ 312,000	\$ 307,500	\$ 340,000	\$ 350,000



STAFFING RATIOS AND TURNOVER

Staffing ratios were calculated by dividing the number of attorneys by the total number of full time equivalent employees in each category.

Turnover percentage was calculated by dividing the number of separations for attorneys and staff by the total number for each.

Average Staffing Ratios and Turnover										
	Attorneys Per Secretary	Attorneys Per Paralegal	Attorneys Per HR Staff	Attorneys Per Finance / Accounting Staff	Attorneys Per IT Staff	Attorneys Per Library and Records Staff	Attorneys Per Marketing Staff	Attorneys Per Other Administrative Staff	Staff Turnover	Attorney Turnover
TYPE OF ORGANIZATION										
Private law firm	3.3	7.2	31.2	13.1	17.5	26.8	26.2	8.4	42.7%	17.1%
Corporate law department	3.5	11.8	24.5	32.6	13.0	28.5	22.4	7.2	44.6%	24.5%
Government agency	-	-	-	-	-	-	-	-	-	-
Nonprofit organization	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
NUMBER OF LAWYERS										
Less than 10	3.0	3.4	7.6	5.9	7.0	6.4	6.4	4.2	68.2%	31.7%
10-24	3.4	7.7	15.4	12.5	15.9	13.7	15.4	8.1	47.5%	17.4%
25-49	3.4	8.3	26.0	14.5	21.1	21.5	26.5	9.9	32.5%	14.9%
50-99	3.3	8.2	36.3	15.2	19.6	36.2	33.6	10.6	28.3%	12.8%
100-199	3.5	8.8	41.5	12.2	13.0	33.0	25.4	9.2	19.2%	11.8%
200 or more	3.8	8.6	32.8	13.5	8.4	38.0	22.0	10.6	16.1%	11.2%
GEOGRAPHIC REGION										
Northeastern	3.5	9.0	32.3	12.6	15.5	28.3	25.1	8.8	34.6%	14.7%
Southern	3.2	6.5	32.4	13.7	18.5	28.7	25.8	7.6	49.8%	16.7%
Midwestern	3.1	8.9	39.1	14.3	17.6	29.2	26.7	10.2	29.2%	13.4%
North Central	3.0	5.2	23.9	11.3	15.2	29.7	23.9	11.2	32.5%	11.4%
Southwestern	4.0	8.3	26.4	13.7	19.7	19.7	30.4	9.4	59.9%	25.7%
Mountain	3.3	6.4	26.5	12.1	15.9	18.6	27.2	7.0	43.1%	16.4%
Pacific	3.6	6.4	21.2	13.3	17.7	25.7	25.6	7.2	44.1%	23.5%
Canada	-	-	-	-	-	-	-	-	-	-



STAFFING RATIOS AND TURNOVER

Staffing ratios were calculated by dividing the number of attorneys by the total number of full time equivalent employees in each category.

Turnover percentage was calculated by dividing the number of separations for attorneys and staff by the total number for each.

Median Staffing Ratios and Turnover										
	Attorneys Per Secretary	Attorneys Per Paralegal	Attorneys Per HR Staff	Attorneys Per Finance/Accounting Staff	Attorneys Per IT Staff	Attorneys Per Library and Records Staff	Attorneys Per Marketing Staff	Attorneys Per Other Administrative Staff	Staff Turnover	Attorney Turnover
TYPE OF ORGANIZATION										
Private law firm	3.0	6.1	25.4	10.5	14.6	20.5	23.0	6.0	25.0%	14.3%
Corporate law department	3.4	9.7	24.5	32.6	13.0	28.5	22.4	8.0	31.7%	20.9%
Government agency	-	-	-	-	-	-	-	-	-	-
Nonprofit organization	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
NUMBER OF LAWYERS										
Less than 10	2.6	2.7	8.0	6.0	6.5	7.0	6.0	3.5	40.9%	50.0%
10-24	3.0	6.0	15.0	12.0	17.0	12.0	16.0	6.0	30.0%	15.0%
25-49	3.1	6.3	29.0	11.7	17.0	19.5	29.0	7.0	21.2%	12.8%
50-99	3.3	6.8	28.0	10.4	14.5	28.8	26.5	7.5	19.3%	9.8%
100-199	3.4	7.8	30.4	9.7	10.3	24.3	23.9	5.9	13.0%	9.8%
200 or more	3.6	8.2	25.4	9.0	6.4	24.5	15.6	4.6	13.6%	8.7%
GEOGRAPHIC REGION										
Northeastern	3.1	8.0	28.0	8.4	13.1	20.3	20.5	6.2	17.3%	11.1%
Southern	3.0	5.5	25.3	11.2	16.0	22.0	20.0	5.5	32.3%	16.0%
Midwestern	3.0	7.0	28.0	10.4	12.5	22.7	23.7	7.3	20.0%	11.1%
North Central	2.9	4.9	21.4	10.6	14.0	18.5	19.3	6.3	20.0%	10.3%
Southwestern	3.4	7.5	23.0	10.3	15.5	16.0	23.0	6.6	50.0%	20.5%
Mountain	3.0	6.0	29.1	9.8	12.2	12.5	29.8	6.0	25.0%	13.0%
Pacific	3.3	5.9	20.7	10.7	16.4	20.1	23.5	4.7	25.0%	18.8%
Canada	-	-	-	-	-	-	-	-	-	-



STAFFING RATIOS AND TURNOVER

Staffing ratios were calculated by dividing the number of attorneys by the total number of full time equivalent employees in each category.

Turnover percentage was calculated by dividing the number of separations for attorneys and staff by the total number for each.

Average Staffing Ratios and Turnover

STATE	Attorneys Per Secretary	Attorneys Per Paralegal	Attorneys Per HR Staff	Attorneys Per Finance / Accounting Staff	Attorneys Per IT Staff	Attorneys Per Library and Records Staff	Attorneys Per Marketing Staff	Attorneys Per Other Administrative Staff	Staff Turnover	Attorney Turnover
Alabama	2.8	7.7	53.3	14.2	15.8	53.1	31.2	5.5	17.6%	10.3%
Arizona	2.5	5.3	24.8	9.6	16.1	12.7	29.4	7.9	34.1%	13.8%
California	3.6	7.7	17.4	15.7	18.6	19.1	22.9	5.8	39.7%	24.0%
Colorado	4.2	7.0	28.0	11.2	17.6	26.1	25.1	7.0	50.5%	14.7%
Connecticut	2.7	5.9	28.9	10.0	15.9	14.2	19.1	6.6	51.3%	7.9%
Delaware	4.3	13.2	34.5	27.2	26.2	32.7	18.1	10.4	53.6%	25.0%
District of Columbia	3.4	6.9	22.4	10.9	11.2	45.3	29.5	9.2	30.8%	15.2%
Florida	2.6	4.9	26.1	9.2	15.0	17.2	25.4	4.1	72.0%	22.9%
Georgia	3.3	6.7	28.0	11.7	23.7	24.7	30.3	8.3	43.3%	17.5%
Hawaii	2.5	5.1	28.3	13.3	25.2	109.3	56.0	26.8	76.6%	47.4%
Iowa	2.1	7.5	38.7	14.0	21.0	44.7	42.0	9.2	42.4%	15.2%
Idaho	4.8	6.6	-	8.5	6.7	-	20.0	5.6	55.7%	20.4%
Illinois	3.4	10.0	35.6	14.4	14.1	21.6	23.4	9.3	37.5%	13.0%
Indiana	2.9	7.5	28.8	8.2	17.9	20.5	27.4	12.5	40.6%	15.6%
Kansas	2.4	1.3	17.0	7.1	15.5	17.4	17.0	16.8	-	-
Kentucky	2.6	7.3	30.9	8.4	22.2	19.6	15.2	7.1	42.3%	23.1%
Louisiana	6.0	6.0	-	-	-	-	-	-	-	-
Massachusetts	3.1	8.7	39.0	21.3	20.5	24.9	18.6	4.9	17.0%	10.4%
Maryland	3.1	9.4	31.3	8.4	13.7	41.0	23.8	7.5	61.5%	7.6%
Maine	2.2	3.7	57.5	7.2	14.4	57.5	25.3	7.2	10.0%	10.3%
Michigan	2.3	8.2	37.3	10.8	14.5	30.1	27.5	9.6	16.2%	9.9%
Minnesota	3.3	5.0	19.2	9.7	11.9	23.2	18.6	9.1	17.1%	15.2%
Missouri	3.6	5.5	22.5	11.0	14.5	33.8	24.3	13.2	46.7%	8.1%
Mississippi	3.6	6.4	-	-	-	-	-	2.7	46.1%	-
Nebraska	2.7	4.9	25.9	14.8	21.7	24.0	19.2	5.7	19.6%	6.8%
New Hampshire	2.9	7.8	63.0	12.5	12.6	63.0	63.0	8.6	13.6%	7.5%
New Jersey	2.7	5.3	30.0	11.6	17.4	77.0	58.3	11.9	39.6%	17.1%
Nevada	2.8	7.8	20.0	16.3	11.5	10.2	26.0	3.9	32.4%	8.0%
New York	4.5	11.7	33.3	16.2	19.1	25.1	26.0	10.7	32.0%	15.8%
Ohio	3.3	8.9	44.1	17.3	18.9	31.9	28.2	11.2	26.8%	15.0%
Oklahoma	2.6	5.4	41.0	9.1	13.7	-	-	4.6	1.0	-
Oregon	3.2	4.4	24.6	4.3	6.4	15.0	17.3	3.5	21.1%	16.2%
Pennsylvania	3.4	8.4	27.1	9.5	7.9	23.0	23.5	7.2	38.1%	21.0%
South Carolina	3.8	4.2	9.8	20.6	20.8	15.6	27.4	5.8	51.6%	13.7%
Tennessee	3.2	7.9	75.4	14.4	14.3	41.2	22.3	10.6	21.0%	7.0%
Texas	4.0	8.4	25.5	14.1	19.9	19.7	30.4	9.6	58.7%	25.7%
Utah	3.8	5.0	34.1	37.0	18.5	-	37.0	17.1	72.0%	48.3%
Virginia	2.6	5.9	15.0	9.0	11.3	20.1	33.4	5.9	44.8%	7.8%
Washington	4.1	4.3	22.3	11.5	16.1	27.3	27.6	6.7	50.7%	19.7%
Wisconsin	3.3	6.7	23.9	12.0	20.1	45.2	24.8	3.9	20.1%	8.4%
West Virginia	2.7	3.0	6.7	12.2	13.0	16.1	15.4	6.0	36.1%	10.9%



BILLABLE HOURS GOAL

	Full-Time Associates, Annual Billable Hours Goal					Full-Time Paralegals, Annual Billable Hours Goal				
	Count	Average	Percentile 25	Median	Percentile 75	Count	Average	Percentile 25	Median	Percentile 75
<u>TYPE OF ORGANIZATION</u>										
Private law firm	551	1,839	1,800	1,850	1,900	512	1,495	1,440	1,500	1,600
Corporate law department	12	1,779	1,750	1,750	1,750	12	1,508	1,500	1,500	1,500
Government agency	0	-	-	-	-	0	-	-	-	-
Nonprofit organization	0	-	-	-	-	0	-	-	-	-
Other	1	-	-	-	-	1	-	-	-	-
<u>NUMBER OF LAWYERS</u>										
Less than 10	118	1,806	1,800	1,850	1,950	104	1,481	1,500	1,550	1,650
10-24	151	1,838	1,800	1,850	1,900	137	1,478	1,440	1,500	1,600
25-49	113	1,835	1,800	1,850	1,900	105	1,481	1,400	1,500	1,600
50-99	84	1,868	1,800	1,850	1,900	81	1,504	1,450	1,500	1,600
100-199	48	1,815	1,800	1,850	1,900	50	1,505	1,500	1,525	1,600
200 or more	12	1,895	1,850	1,900	1,950	12	1,556	1,500	1,600	1,606
<u>GEOGRAPHIC REGION</u>										
Northeastern	80	1,835	1,800	1,850	1,900	78	1,464	1,440	1,500	1,569
Southern	211	1,886	1,800	1,900	1,950	206	1,540	1,500	1,500	1,650
Midwestern	84	1,830	1,750	1,850	1,900	78	1,500	1,440	1,500	1,600
North Central	33	1,755	1,800	1,800	1,900	32	1,414	1,200	1,500	1,600
Southwestern	47	1,785	1,800	1,850	1,980	39	1,532	1,500	1,600	1,682
Mountain	43	1,791	1,800	1,850	1,900	36	1,455	1,400	1,500	1,600
Pacific	76	1,812	1,800	1,850	1,900	66	1,456	1,400	1,500	1,600
Canada	0	-	-	-	-	0	-	-	-	-

Administrative Positions

Executive Director / Principal Administrator / Chief Operating Officer (Law Firm)

This individual assists in developing organizational and business goals including participation in meetings of the firm's governing body. Participates in developing strategic business plans and administrative policies. Generally directs a supervisory staff responsible for carrying out the firm's day-to-day operations. Reports to managing partner/management/executive/policy committee. If a lawyer, not primarily involved in the practice of law.

Corporate / Government Administrator

This individual is responsible for business management of the corporate legal department/government legal department. Participates in finance, personnel and general administration. Responsible for day-to-day operations of the department. Generally reports to the general counsel or attorney manager of the department. If a lawyer, not primarily involved in the practice of law.

Administrative / Office Manager (Law Firm)

This individual is responsible for the day-to-day administrative operations of all or most support functions as contrasted with the broader role of the Principal Administrator. May be responsible for facilities management, including equipment, lease compliance, telecommunications systems, and environmental concerns such as ADA compliance. Reports to a supervising lawyer, Principal Administrator, or committee of lawyers responsible for the daily operations. May supervise staff responsible for carrying out the organization's day-to-day operations.

Branch Office Manager

This individual is the administrator of the second and/or succeeding locations of a multi-office organization. Responsible for the business management, operations and procedures of that office; may have responsibility for accounting, staffing, facilities and maintenance, and other functions. Reports to the partner in charge of the office and/or the firm's Principal Administrator.

Practice Area Administrator

This individual coordinates the efforts of a practice group team and oversees the group's strategic plan. Completes the due diligence requirements for case acceptance. Manages workload distribution among the team; administers quality control standards; enhances the development of knowledge, skills and abilities of legal assistants. Reviews the performance of the practice group team and individual team members as needed.

Legal Project Manager

This individual provides leadership for the development and maintenance of tools and services to enhance practice efficiency, quality and profitability. Directs efforts to promote and adopt project management tools and best practices, and oversees evaluation and improvement of project management program.

Office Services / Facilities Manager

This individual supervises the auxiliary support services of the organization. May include supervision of messengers, receptionists, telephone operators, supply clerks, copy center personnel, and other general support staff. May include responsibility for leasehold improvements and maintenance, internal moves, inventory control, etc.

Professional Development Director

This individual is responsible for overseeing and implementing all attorney development and training programs, including substantive legal education, business skills, mentoring and career planning. Develops orientation programs for lateral partners and new associates; directs summer associate program. Oversees attorney evaluations; monitors CLE compliance.

ALA 2017 Benchmark Job Descriptions



Compliance Director/Manager

This individual is responsible for overseeing and managing compliance issues, ensuring that a company is complying with regulatory requirements and that the company and its employees are complying with internal policies and procedures.

Human Resources Positions

Human Resources Director / Manager

This is a senior-level position with overall responsibility for all personnel matters regarding support staff. May include hiring, assignments, supervision, orientation, training, evaluation, maintenance of personnel records, and salary and benefits administration.

Benefits Coordinator / Administrator

This individual is responsible for the implementation and day-to-day administration of the firm's benefits programs, including insurance (life, health, disability), profit sharing, pension and other retirement vehicles. Analyzes programs; educates employees on programs and processes.

Legal Staff Recruiter

This individual is responsible for the overall coordination and administration of the legal staff recruitment program and works with law school placement offices and recruiting agencies, reviews candidate qualifications, verifies references and schedules interviews. May include orientation and training for new attorneys.

Support Staff Recruiter

This individual is responsible for the overall coordination and administration of the support staff recruitment program, possibly including orientation and training.

Marketing Positions

Marketing Director / Manager

This individual is responsible for the marketing program and its related activities such as budgeting, idea generation, supervision of the marketing staff, etc. Develops individual and practice area marketing plans, creates new business proposals and RFP responses. Oversees: development of organizational communications and promotional materials; media relations; client service analysis; prospect development.

Marketing Coordinator

This individual is responsible for coordinating preparation and distribution of internal and external communications, such as client newsletters, print and digital collateral material, and materials for business meetings and seminars. Assists in conducting client and industry research. May develop website and/or social media communications.

ALA 2017 Benchmark Job Descriptions



Business Development Manager

This individual is responsible for development and implementation of business initiatives and marketing strategies. Identifies new business opportunities; plans programs, seminars and other client development events; works with practice groups and/or individual attorneys to create and carry out business plans.

Pricing Director

This individual is responsible for developing alternate pricing arrangements to meet both client expectations and profitability objectives. In collaboration with project management team and practice group leaders, develops, monitors and analyzes case budgets.

Events Manager / Coordinator

This individual is responsible for planning, overseeing and evaluating client events, seminars, etc. Reviews venues and catering providers, creates and distributes event invitations, and handles RSVPs. Provides on-site support during events for registration and meeting logistics.

Technology Positions

Information Technology Director / Manager

This is a senior-level position with overall responsibility for planning, managing and directing the technology and communications systems of the organization. Directs planning, budgeting, reviews new products and systems; oversees applications development/support, training, etc., and supervises all staff directly engaged in these activities.

Privacy Director/Specialist

This individual is responsible for information privacy, overseeing and applying privacy procedures, checking and analyzing information for accuracy, making sure that confidential information is secure from unauthorized users and data breaches, and improving systems for auditing and monitoring to resolve any privacy issues.

Network Administrator

This individual is responsible for all aspects of the firm's LAN/WAN: installing, configuring, monitoring and maintaining hardware and software. Identifies areas for upgrading and enhancement, and makes recommendations for improvement. Maintains security and disaster recovery plans.

ALA 2017 Benchmark Job Descriptions



Cybercrime Director/Specialist

This individual is responsible for planning, coordinating and implementing information security programs to protect against web threats, including malware, phishing, viruses, denial-of-service attacks, information warfare and hacking.

eDiscovery Director/Specialist

This individual is responsible for overseeing eDiscovery procedures, developing processes and applying industry trends and technology.

Systems Manager

This individual is responsible for the operation and maintenance of all computers. In a larger organization, may report to the Director of Information Technology.

Applications Support Analyst

This individual is responsible for support of firm's LAN and PC software applications, including testing, installing, configuring and upgrading software packages.

Word Processing Manager

Responsible for supervision of word processing operators. Coordinates workflow and schedules, assists in document production, and maintains quality standards.

Help Desk / User Training Specialist

This individual responds to end-user requests for service, solving problems with hardware and software. Develops and conducts effective training programs for firm technology; may also develop training and reference materials.

Web Developer / Manager

This individual is responsible for developing and maintaining the organization's website. Determines layout; creates graphics and applications; interacts with outside vendors as necessary. Ensures that all professional biographies, articles and similar materials are accurate and current.

Library and Records Positions

Library Director / Manager

This individual is responsible for managing all aspects of the law library, including acquisitions, budget, legal research services, library catalog and interlibrary loans. Evaluates electronic and print research resources and library management software. May hire and supervise library staff.

Reference Librarian

This individual performs legal and non-legal research, evaluates print and electronic resources, and provides training for attorneys and paralegals on research and reference resources. Processes interlibrary loans.

Library Clerk

This individual provides clerical and administrative support: processes incoming material and invoices, prepares printed journals for routing, maintains library database, and shelves library materials after use.

Records Manager / Director

This individual is responsible for managing the organization's legal files and other vital records. Creates and maintains records management systems and procedures, including retention and destruction policies. May be responsible for conflict of interest procedures.

Records / File Clerk

This individual is responsible for filing, coding and data entry for all incoming firm records. Responsible for indexing and retrieving files stored off-site.

Accounting / Finance Positions

Finance Director / Controller

This individual is responsible for financial projections, reports and treasurer functions of the firm, including budgeting and trust account administration. Oversees all aspects of the firm's financial, time, billing and collection systems.

Accounting Manager / Supervisor

This individual is responsible for supervising or performing accounting activities, which may include financial reporting, timekeeping, billing, trust accounts, accounts receivable, accounts payable, payroll, petty cash, etc. In a larger organization, may report to the Finance Director / Controller.

Finance Reporting Analyst/Manager

This individual is responsible for preparing management reports and compiling and analyzing data with written analysis. Also responsible for analyzing revenue and budgets, trend analysis profitability, compensation analysis and business metrics review.

Collections Manager

This individual organizes and manages the firm's financial relationship with clients, makes client intake recommendations, establishes credit thresholds, and monitors work-in-progress to ensure timely billing. Develops strategies for collection of past due client accounts. Responsible for the development and distribution of cash-flow reports to management and the coordination of the collection plan.

Payroll Manager / Specialist

This individual is responsible for all payroll tasks, including calculating overtime, processing deductions and maintaining accurate records. May require use of specialized software.

Billing Manager / Specialist

This individual manages all tasks necessary to achieve timely and accurate client bill processing: preparing prebills and final bills, monitoring write-offs and other adjustments, reporting on WIP, etc.

Accounting Clerk / Bookkeeper

This individual is responsible for processing cash receipts, account statements, accounts payable and data entry.

Legal Support Services Positions

Litigation Support Coordinator

This individual creates databases for depositions and other documents, coordinates data conversion and input. Provides litigation support software training. Assists with data searching and retrieval. Evaluates new software and other technology tools. May be responsible for budgets, production timelines and quality review.

Paralegal Manager / Supervisor

This individual is responsible for the organization's legal assistant program. In cooperation with department leader(s), determines staffing needs, hires and supervises paralegal staff, conducts performance evaluations and monitors billable hours.

Paralegal / Legal Assistant

This individual assists the firm's lawyers in the delivery of legal services. Performs work of a substantial legal nature under the supervision of a lawyer.

Secretarial Supervisor / Coordinator

This individual directly supervises legal secretaries/administrative assistants, either for the entire secretarial staff or for a floor or department in a larger firm. Responsible for hiring, performance evaluation, scheduling and workload adjustments.

Legal Secretary / Administrative Assistant

This individual performs complete secretarial duties for a lawyer or supervisor. Requires knowledge of policies, procedures, formats and specialized terminology. Maintains a working knowledge of a lawyer's area of practice.

Docket Clerk / Manager

This individual is responsible for tracking client, legal and filing deadlines, and notifying responsible attorneys to ensure those deadlines are met.

Nurse Consultant

This individual organizes and analyzes medical records and case files; assists in developing case management and trial strategy.

Conflicts Analyst / Coordinator

This individual screens potential new clients for conflicts with current clients, and updates related files. Screens new hires for potential client conflicts, assists with monitoring professional liability insurance and malpractice claims, and assists with ensuring attorney compliance with ethics rules.

Pro Bono Manager/Coordinator

This individual is responsible for the pro bono program and its related activities such as volunteer recruitment and recognition, fundraising, public relations and outreach, developing and implementing pro bono projects, placing matters with volunteers, and tracking pro bono cases.

Intellectual Property Practice Area Positions

IP Administrator / Director

This individual is responsible for oversight of the firm's IP practice groups and support staff. Manages the groups' organization and workflow, and ensures quality of work product.

Patent Agent

This individual provides scientific support to attorneys involved in patent litigation. Reviews and analyzes patents and technical documents as part of case preparation; files applications and registrations. May be involved in litigating infringements and other IP matters.

IP Docket Specialist

This individual maintains docket database for IP department, assists in tracking deadlines for IP and litigation matters, verifies filings and generates reports. Maintains PTO debit account and calendar. Updates rule sets, reviews pleadings and filings.

IP Paralegal

This individual assists attorneys with preparation, filing and prosecution of trademark and copyright applications. Assists in maintaining registrations and in transferring patents, trademarks and copyrights. Performs trademark and patent screening searches. Drafts documents; compiles and analyzes data.

IP Secretary

This individual provides high-level secretarial support to patent or trademark attorneys. Requires knowledge of specialized terminology and USPTO practice and procedures.

Associate Attorney

Associate Attorney

This individual is a practicing attorney that does not hold an ownership interest in the firm.

Summer Associate

This individual is a practicing attorney that does not hold an ownership interest in the firm.