



**ALA's 2019**

# **Compensation and Benefits Survey**



Association of Legal Administrators

# 2019 ALA Compensation & Benefits Survey

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# 2019 ALA Compensation and Benefits Survey

## TABLE OF CONTENTS

Executive Summary	1
Background and Purpose	7
Methodology	8
How to Read This Report	9
Confidentiality	11
Management Summary/Charts	12

### I. COMPENSATION BY POSITION

#### ADMINISTRATIVE POSITIONS

Executive Director/Principal Admin/Chief Operating Officer	31
Administrative/Office Manager (Law Firm)	35
Branch Office Manager	39
Practice Area Administrator	43
Legal Project Manager	45
Office Services/Facilities Manager	47
Professional Development Director	51

#### HUMAN RESOURCES POSITIONS

Human Resources Director/Manager	53
Benefits Coordinator/Administrator	57
Legal Staff Recruiter	60
Support Staff Recruiter	63

#### MARKETING POSITIONS

Pricing Director	66
Events Manager/Coordinator	68
Marketing and/or Communications/Business Development Assistant/Coordinator	71
Marketing and/or Communications Senior Coordinator/Specialist	74
Marketing and/or Communications Manager	77
Marketing and/or Communications Senior Manager	80
Marketing and/or Communications Director	82
Marketing and/or Communications Chief	85
Business Development Senior Coordinator/Specialist	87
Business Development Manager	89
Business Development Senior Manager	92
Business Development Director	94
Business Development Chief	96
Marketing and Business Development Senior Coordinator/Specialist	98
Marketing and Business Development Manager	100
Marketing and Business Development Director	102
Marketing and Business Development Chief	104

#### TECHNOLOGY POSITIONS

Information Technology Director/Manager	106
Privacy Director/Specialist	109
Network Administrator	111
Cybercrime Director/Specialist	114
eDiscovery Director/Specialist	116
Systems Manager	118
Applications Support Analyst	121
Word Processing Manager	124
Help Desk/User Training Specialist	126
Web Developer/Manager	130
CRM and eMarketing Specialist	132

#### LIBRARY AND RECORDS POSITIONS

Library Director/Manager	134
Reference Librarian	137
Library Clerk	140
Records Manager/Director	143
Records/File Clerk	146

**ACCOUNTING AND FINANCE POSITIONS**

Finance Director/Controller	150
Accounting Manager/Supervisor	154
Collections Manager	157
Payroll Manager/Specialist	160
Billing Manager/Specialist	163
Accounting Clerk/Bookkeeper	167
Finance Reporting Analyst/Manager	171

**LEGAL SUPPORT SERVICE POSITIONS**

Litigation Support Coordinator	174
Paralegal Manager/Supervisor	177
Paralegal/Legal Assistant	180
Secretarial Supervisor/Coordinator	187
Legal Secretary/Administrative Assistant	189
Docket Clerk/Manager	196
Nurse Consultant	199
Conflicts Analyst/Coordinator	201
Pro Bono Manager/Coordinator	204

**IP PRACTICE AREA POSITIONS**

IP Administrator/Director	206
Patent Agent	208
IP Docket Specialist	211
IP Paralegal	214
IP Secretary	217

**OFFICE SERVICES DEPARTMENT POSITIONS**

Receptionist	220
Copy Clerk	224
Messenger	227

**ASSOCIATE ATTORNEY POSITIONS**

Associate Attorney (1 or fewer years of experience)	230
Associate Attorney (2 years of experience)	232
Associate Attorney (3 years of experience)	234
Associate Attorney (4 years of experience)	236
Associate Attorney (5 years of experience)	238
Associate Attorney (6 years of experience)	240
Associate Attorney (7 years of experience)	242
Associate Attorney (8 years of experience)	244
Associate Attorney (9 years of experience)	246
Associate Attorney (10 or more years of experience)	248
Summer Associate	250

**II. BENEFITS AND PAID TIME OFF**

By Organization Type	252
By Number of Lawyers and Judges	254
By Region	256

### III. COMPENSATION AND BENEFITS BY U.S. METROPOLITAN AREAS

Atlanta, GA	258
Austin, TX	262
Birmingham, AL	266
Charlotte, NC	270
Chicago, IL	274
Cincinnati, OH	278
Cleveland-Akron, OH	282
Columbus, OH	286
Dallas, TX	290
Denver, CO	294
Detroit-Ann Arbor, MI	298
Ft. Lauderdale-Boca Raton, FL	302
Ft. Myers-Naples, FL	306
Grand Rapids-Holland-Kalamazoo, MI	310
Houston-The Woodlands, TX	314
Indianapolis, IN	318
Jacksonville, FL	322
Kansas City-Overland Park, KS-MO	326
Los Angeles-Santa Monica, CA	330
Miami-Coral Gables, FL	334
Minneapolis-St. Paul, MN	338
New Orleans-Metairie, LA	342
New York, NY	346
Orlando-Melbourne-Winter Park, FL	350
Philadelphia, PA-Cherry Hill, NJ	354
Phoenix-Mesa-Scottsdale, AZ	358
Portland, OR	362
San Francisco-Oakland, CA	366
Seattle-Bellevue, WA	370
St. Louis, MO	374
Tampa-St. Petersburg-Sarasota, FL	378
Washington, DC-Bethesda, MD-Alexandria, VA	382

### IV. STAFFING RATIOS

Staffing Ratios by Firm Size and Geographic Location	386
Staffing Ratios by State and Metropolitan Areas	388
Staffing Ratios by State and Metropolitan Areas	390

### V. BILLABLE HOURS GOAL

Billable Hours Goal by Firm Size and Geographic Location	392
Billable Hours Goal by State and Metropolitan Areas	393

### VI. WAGE INCREASE PER POSITION

Wage Increase by Firm Size and Geographic Location	395
Wage Increase by State and Metropolitan Areas	396

### IX. APPENDIX

Job Descriptions	398
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## 2019 Compensation and Benefits Survey Executive Summary



### Executive Summary

This year's ALA Compensation and Benefits Survey revealed a dramatic increase in billable hour goals for paralegals in the Northeast; a sizeable 23% spike in total compensation for summer associates—and an average attorney turnover rate in large law firms that was nearly triple the 2018 number.

Those findings—along with other input related to more than 10,000 legal industry professionals, compiled and analyzed by intelligence solutions provider iLumen Inc.—provide an exclusive look at salary, staffing and other trends that are emerging within U.S. law firms and legal departments.

In addition to information about salaries, bonuses and benefits for well-known, widely employed roles, this year's survey encompasses compensation for more than 25 additional positions, including CRM and eMarketing Specialist, Knowledge Management Technology Administrator and Business Development Chief, a marketing role that is currently the industry's highest paid position.

In total, annual base salary information is offered for more than 90 management positions. ALA's 2019 Compensation and Benefits Survey also breaks down numerous results by size, location and type of organization to allow industry members to see differences in pay, turnover and other factors similar organizations are experiencing—which can help inform the budgetary, staffing and other decisions they make this year and beyond.

Other insights are included in the following report highlights.

## Benefits

Approximately 8% fewer legal organizations offered medical plans for employees this year compared to 2018 and employers covered less of the cost—87.5% of the medical plan expense, on average, compared to 96.5% last year. Coverage for dependents also declined.

However, the amount of U.S. locations that currently cover 75–99% of the premiums associated with their employee medical plan remained unchanged from 2018, holding steady at 67%. That total had declined last year; in 2017, 73% of organizations funded 75–99% of employees' medical plan premiums. The percentage of locations that cover the entire premium also remained at the 2018 level, 24%, this year.

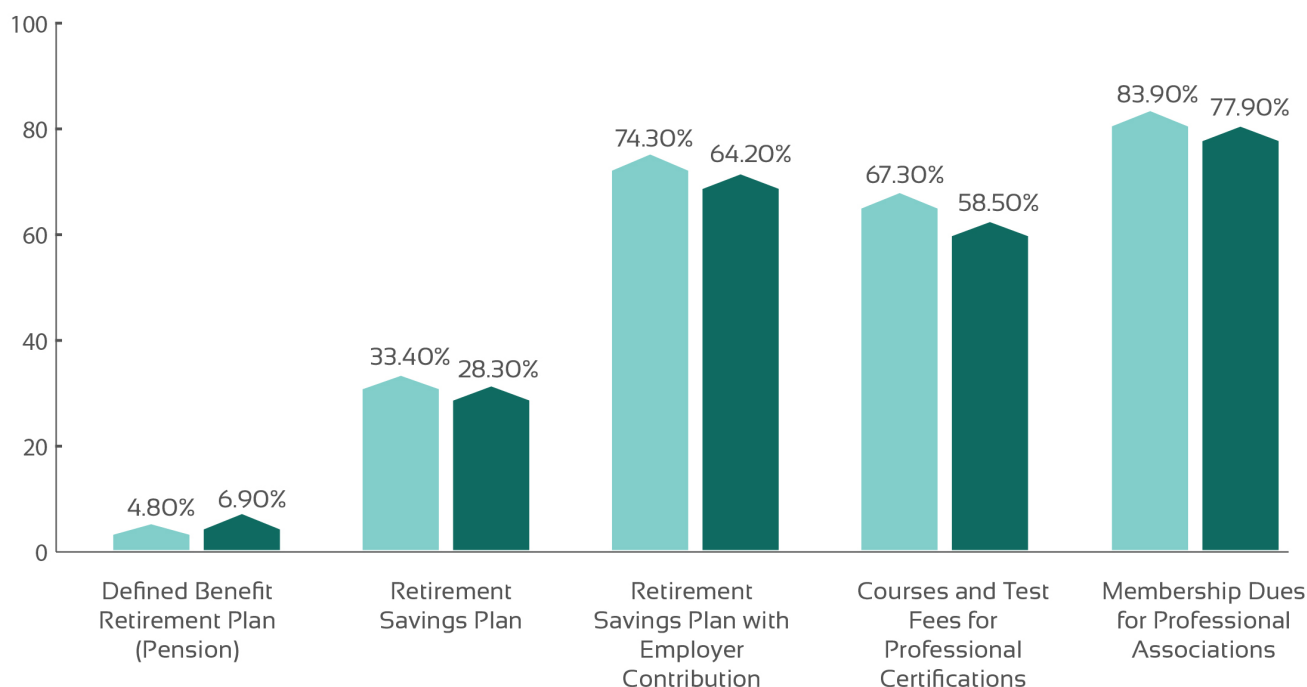
The amount of organizations that extend dental coverage to employees—41% stayed the same this year as well. But 17% more locations now fund 100% of employee dental premiums.

More than 13% fewer legal organizations are offering retirement savings plans without an employer contribution component; more, though, are offering defined benefit retirement plans.



### ADDITIONAL BENEFITS

■ % of U.S. Firms that Offered (2018)  
■ % of U.S. Firms that Offer (2019)



## Compensation

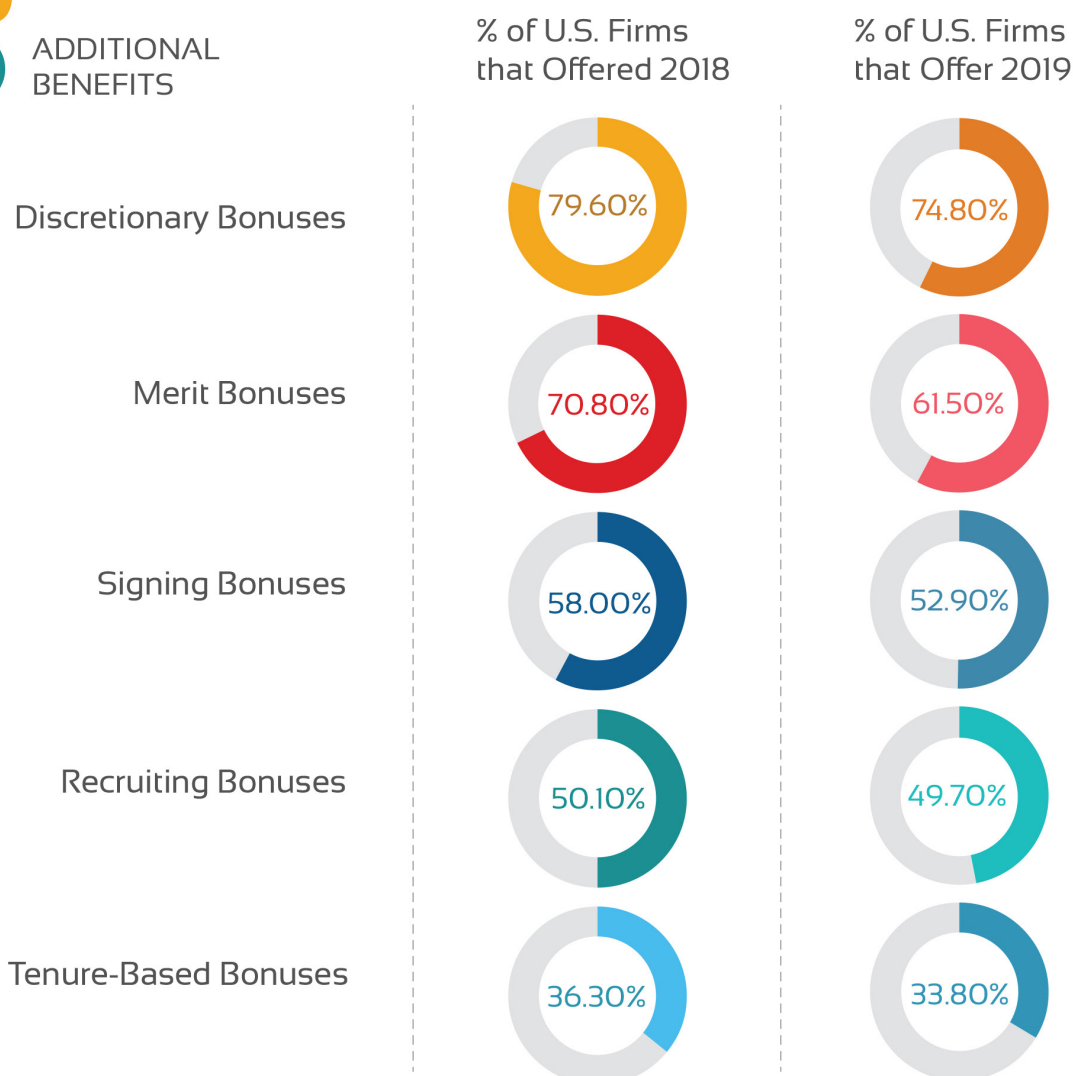
Two roles that were included for the first time in the survey, Business Development Chief and Marketing and Business Development Chief, had the highest paid base salary—\$326,060 and \$325,093, respectively. The Law Firm Principal Administrator role, which was the top-paid position last year, currently has an average base salary of \$278,254, making it the third-highest paid role in 2019.

Fewer non-associate attorney positions experienced reductions in average total compensation; and total compensation for some non-associate attorney and associate attorney roles notably increased this year. Summer Associates, for instance, are being paid 23.6%, or \$19,697 more than last year, and IP Administrator/Directors took home 19.45% more, a \$27,678 increase from 2018.

Several roles, however, experienced a reduction in average total compensation, including Corporate/Government Administrator, which saw a 14.23% decline; Privacy Director/Specialist, which dropped 6.67% and eDiscovery Director/Specialists, whose compensation also decreased by more than 6%. In addition, fewer U.S. firms handed out bonuses in 2019, as shown in the table below.



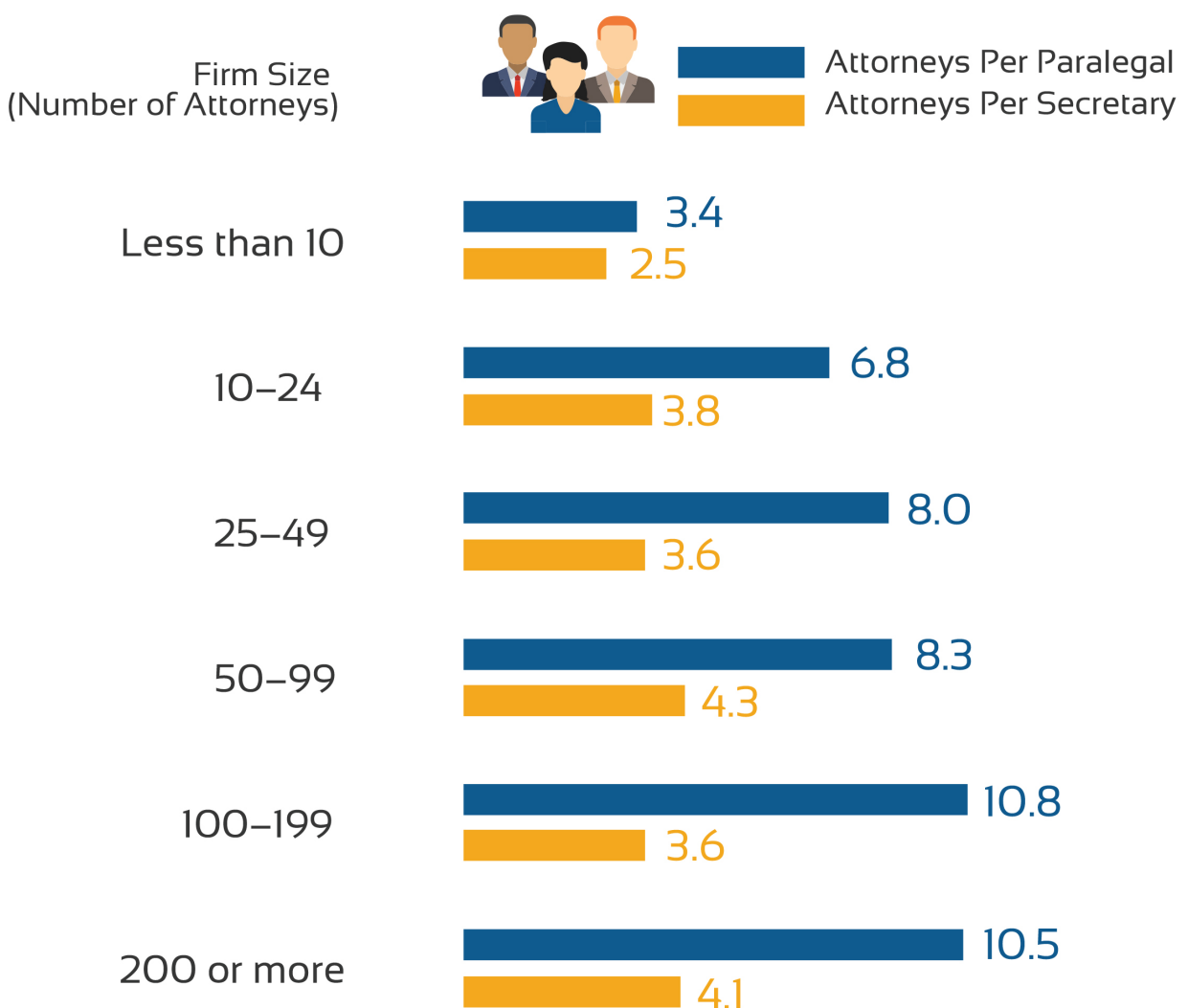
### ADDITIONAL BENEFITS



## Staffing Ratios and Turnover Rates

Although the attorney-per-paralegal ratio remained the same in 2019 for firms with fewer than 10 attorneys, it decreased for firms with 10–99 attorneys and increased for firms above that size.

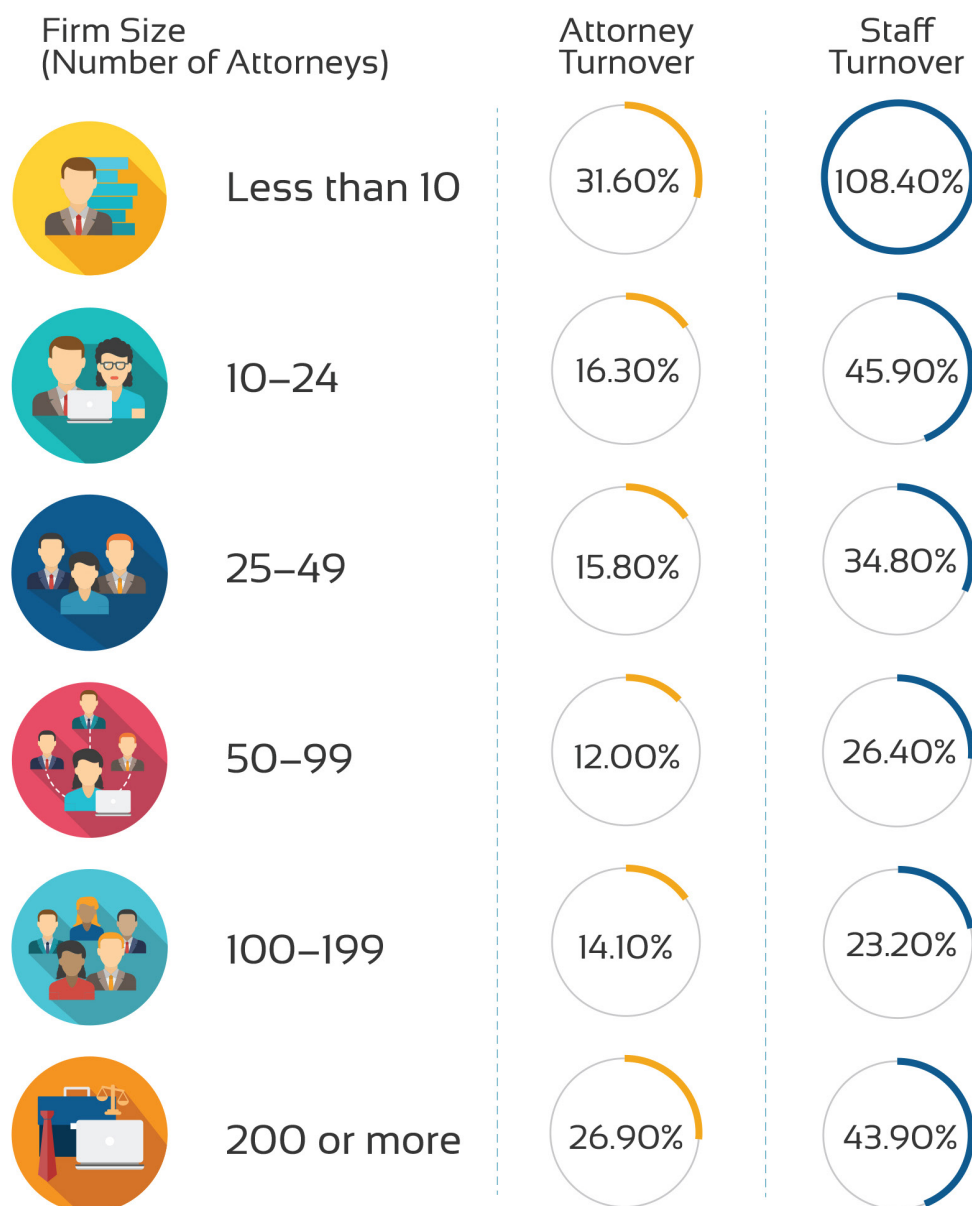
The number of attorneys per secretary at firms with 10–49 lawyers slightly increased in the past year. While the number of attorneys per secretary in firms with 100–199 lawyers remained unchanged; the ratio at firms with 50–99 attorneys increased by 13%.



Although average attorney turnover at private law firms increased slightly, from 16.2% to 16.9%, staff turnover decreased from 54.1% to 51.6%.

Staff turnover, in fact, declined in the smallest firms; ones with nine or fewer attorneys experienced a 31% drop. With the exception of firms with 50–99 attorneys, at which non-attorney turnover remained essentially the same—26.4%, compared to 26.5% in 2018—staff turnover rose in firms of all other sizes.

Attorney turnover increased in firms of all sizes, except for those with 50–99 lawyers. The most notable upswing was in law firms with 200 or more attorneys, where average attorney turnover more than doubled, moving from 10.8% to nearly 27%.



## Billable Hour Goals

Billable hour goals for associates in the Pacific region this year eclipsed the targets set by law firms in the South, which for the previous two years has had the highest average hourly goals.

The above analysis includes just a few highlights from the full survey results—which are listed on the following pages of the report. ALA would like to thank the 868 respondents across North America who completed this year's survey questions and graciously shared their data to benefit the industry.

We encourage you to compare your organization's data to the information listed within this document—and hope you will find the report helpful during the coming year as you address staffing, compensation and other operational needs.





## 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
<b><u>TYPE OF ORGANIZATION</u></b>									
Private law firm	204	\$ 275,318	\$ 154,750	\$ 225,500	\$ 350,000	\$ 334,396	\$ 169,750	\$ 260,000	\$ 427,500
Corporate law department	3	-	-	-	-	-	-	-	-
Government agency	0	-	-	-	-	-	-	-	-
Nonprofit organization	0	-	-	-	-	-	-	-	-
Other	0	-	-	-	-	-	-	-	-
<b><u>NUMBER OF LAWYERS</u></b>									
Fewer than 10	11	\$ 115,930	\$ 97,119	\$ 167,500	\$ 209,805	\$ 138,413	\$ 105,500	\$ 181,250	\$ 261,250
10-24	17	\$ 131,628	\$ 110,000	\$ 120,000	\$ 158,100	\$ 179,034	\$ 120,000	\$ 140,000	\$ 178,000
25-49	47	\$ 201,282	\$ 150,000	\$ 174,000	\$ 247,500	\$ 230,298	\$ 165,732	\$ 220,000	\$ 275,000
50-99	42	\$ 288,576	\$ 220,125	\$ 272,500	\$ 348,750	\$ 336,461	\$ 241,000	\$ 300,875	\$ 401,500
100-199	35	\$ 397,402	\$ 300,000	\$ 350,000	\$ 440,875	\$ 484,287	\$ 344,500	\$ 450,000	\$ 518,000
200 or more	16	\$ 619,542	\$ 450,000	\$ 527,250	\$ 623,125	\$ 815,429	\$ 548,500	\$ 664,750	\$ 921,875
<b><u>SUPERVISORY RESPONSIBILITY</u></b>									
Exempt employees	83	\$ 364,452	\$ 228,000	\$ 320,000	\$ 435,875	\$ 448,193	\$ 250,750	\$ 370,250	\$ 547,000
Non-exempt/clerical employees	12	\$ 108,370	\$ 76,875	\$ 92,250	\$ 112,650	\$ 115,704	\$ 82,375	\$ 98,750	\$ 120,000
Both exempt and non-exempt	69	\$ 205,250	\$ 133,900	\$ 172,000	\$ 250,000	\$ 244,141	\$ 148,541	\$ 148,541	\$ 298,000
No consistent supervisory responsibility	1	-	-	-	-	-	-	-	-
<b><u>EMPLOYEES SUPERVISED</u></b>									
1 to 5	27	\$ 213,795	\$ 124,250	\$ 178,880	\$ 247,000	\$ 248,307	\$ 151,750	\$ 199,880	\$ 272,000
6 to 10	47	\$ 317,589	\$ 200,000	\$ 300,000	\$ 393,500	\$ 371,108	\$ 244,000	\$ 334,000	\$ 453,077
11 to 25	45	\$ 249,156	\$ 120,000	\$ 205,000	\$ 328,200	\$ 302,694	\$ 147,500	\$ 243,500	\$ 385,000
26 to 50	24	\$ 172,947	\$ 105,000	\$ 173,000	\$ 200,000	\$ 223,756	\$ 110,738	\$ 187,000	\$ 248,375
51 to 100	15	\$ 221,082	\$ 138,750	\$ 185,000	\$ 235,000	\$ 262,690	\$ 158,311	\$ 249,700	\$ 310,000
101 to 250	16	\$ 344,595	\$ 272,500	\$ 300,000	\$ 334,640	\$ 420,566	\$ 294,769	\$ 350,000	\$ 434,776
250 or more	9	\$ 601,417	\$ 334,750	\$ 400,000	\$ 550,000	\$ 760,472	\$ 374,750	\$ 502,500	\$ 700,000
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
<b>YEARS OF EXPERIENCE</b>									
Less than 1 year	0	-	-	-	-	-	-	-	-
1 up to 2 years	4	-	-	-	-	-	-	-	-
2 up to 5 years	13	\$ 143,412	\$ 82,500	\$ 105,000	\$ 200,000	\$ 157,892	\$ 85,500	\$ 115,000	\$ 230,000
5 up to 10 years	20	\$ 263,128	\$ 141,375	\$ 205,000	\$ 287,500	\$ 338,129	\$ 156,375	\$ 273,202	\$ 368,813
10 up to 15 years	23	\$ 285,568	\$ 155,313	\$ 233,000	\$ 294,466	\$ 360,216	\$ 189,458	\$ 250,000	\$ 358,613
15 up to 20 years	25	\$ 300,516	\$ 154,000	\$ 320,000	\$ 400,000	\$ 383,980	\$ 169,000	\$ 335,000	\$ 474,344
20 years or more	98	\$ 265,990	\$ 165,000	\$ 218,500	\$ 309,000	\$ 317,241	\$ 181,700	\$ 250,000	\$ 397,750
<b>EDUCATION</b>									
High school or equivalent (no college)	3	-	-	-	-	-	-	-	-
Some college (no degree)	10	\$ 113,150	\$ 92,250	\$ 95,000	\$ 128,550	\$ 144,358	\$ 100,125	\$ 112,000	\$ 156,050
AA degree (2 years)	5	\$ 168,470	\$ 88,000	\$ 105,000	\$ 105,000	\$ 268,770	\$ 98,000	\$ 105,000	\$ 115,000
BA/BS/BBA degree	73	\$ 247,486	\$ 165,000	\$ 200,000	\$ 312,000	\$ 289,279	\$ 170,000	\$ 237,317	\$ 370,000
MBA degree	40	\$ 323,658	\$ 224,500	\$ 300,000	\$ 400,000	\$ 384,542	\$ 250,000	\$ 327,500	\$ 500,625
MA/MS/MLS degree	17	\$ 266,029	\$ 154,000	\$ 250,000	\$ 349,000	\$ 299,254	\$ 165,000	\$ 300,000	\$ 375,000
JD/LLB degree	14	\$ 303,107	\$ 200,000	\$ 215,750	\$ 282,500	\$ 416,461	\$ 226,254	\$ 269,500	\$ 391,828
CLM Certified	23	\$ 209,120	\$ 131,250	\$ 178,880	\$ 220,000	\$ 238,629	\$ 146,081	\$ 199,890	\$ 252,500
<b>GEOGRAPHIC REGION</b>									
Northeastern	26	\$ 378,367	\$ 208,250	\$ 350,000	\$ 493,250	\$ 486,287	\$ 239,754	\$ 437,500	\$ 663,750
Southern	68	\$ 275,178	\$ 154,750	\$ 222,500	\$ 338,563	\$ 323,067	\$ 178,763	\$ 246,750	\$ 401,750
Midwestern	35	\$ 308,607	\$ 192,500	\$ 286,000	\$ 390,577	\$ 391,423	\$ 260,000	\$ 335,000	\$ 509,500
North Central	19	\$ 278,638	\$ 174,112	\$ 235,000	\$ 382,500	\$ 322,689	\$ 201,000	\$ 260,000	\$ 392,500
Southwestern	28	\$ 234,274	\$ 122,013	\$ 172,000	\$ 296,250	\$ 284,777	\$ 145,003	\$ 182,458	\$ 338,750
Mountain	16	\$ 205,671	\$ 121,677	\$ 183,250	\$ 226,250	\$ 241,011	\$ 143,684	\$ 215,000	\$ 297,938
Pacific	15	\$ 206,875	\$ 129,450	\$ 165,000	\$ 276,250	\$ 227,510	\$ 146,950	\$ 170,000	\$ 313,725
Canada	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
<b>STATE</b>									
Alabama	5	\$ 282,008	\$ 143,541	\$ 206,500	\$ 425,000	\$ 319,208	\$ 148,541	\$ 206,500	\$ 500,000
Arizona	5	\$ 171,247	\$ 112,500	\$ 124,736	\$ 164,000	\$ 182,147	\$ 120,000	\$ 132,236	\$ 165,000
California	6	\$ 220,025	\$ 137,925	\$ 157,500	\$ 300,938	\$ 253,541	\$ 161,175	\$ 176,500	\$ 346,250
Colorado	7	\$ 263,786	\$ 183,250	\$ 210,000	\$ 285,000	\$ 319,777	\$ 230,000	\$ 275,000	\$ 383,469
District of Columbia	10	\$ 501,900	\$ 232,500	\$ 405,000	\$ 562,500	\$ 625,800	\$ 317,500	\$ 480,000	\$ 587,500
Florida	20	\$ 196,330	\$ 128,750	\$ 185,000	\$ 223,750	\$ 224,774	\$ 143,750	\$ 218,069	\$ 268,750
Georgia	8	\$ 357,469	\$ 295,000	\$ 367,375	\$ 435,000	\$ 391,969	\$ 315,875	\$ 404,875	\$ 451,875
Illinois	7	\$ 317,451	\$ 197,500	\$ 286,000	\$ 390,577	\$ 383,136	\$ 245,500	\$ 350,000	\$ 503,077
Michigan	10	\$ 324,503	\$ 195,000	\$ 269,466	\$ 409,000	\$ 418,766	\$ 251,250	\$ 344,500	\$ 501,069
Minnesota	6	\$ 348,750	\$ 243,125	\$ 343,750	\$ 446,250	\$ 401,583	\$ 279,875	\$ 364,750	\$ 540,000
Missouri	6	\$ 290,984	\$ 187,750	\$ 240,702	\$ 309,101	\$ 305,817	\$ 206,000	\$ 265,702	\$ 330,351
New Jersey	5	\$ 306,933	\$ 190,000	\$ 233,000	\$ 431,666	\$ 391,933	\$ 210,000	\$ 238,000	\$ 631,666
North Carolina	6	\$ 295,968	\$ 229,750	\$ 247,000	\$ 257,500	\$ 362,685	\$ 235,039	\$ 274,500	\$ 294,500
Ohio	12	\$ 303,213	\$ 237,500	\$ 300,000	\$ 371,688	\$ 410,338	\$ 305,625	\$ 392,500	\$ 502,950
Pennsylvania	11	\$ 499,591	\$ 347,500	\$ 488,000	\$ 549,750	\$ 640,797	\$ 350,000	\$ 518,000	\$ 762,875
Tennessee	5	\$ 153,195	\$ 96,000	\$ 120,000	\$ 150,625	\$ 203,495	\$ 140,000	\$ 196,000	\$ 230,625
Texas	23	\$ 245,769	\$ 125,194	\$ 174,000	\$ 272,500	\$ 300,659	\$ 154,694	\$ 186,000	\$ 318,375



## 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
<b>U.S. METROPOLITAN CITIES</b>									
Atlanta, GA	8	\$ 357,469	\$ 295,000	\$ 367,375	\$ 435,000	\$ 391,969	\$ 315,875	\$ 404,875	\$ 451,875
Chicago, IL	6	\$ 332,859	\$ 199,000	\$ 333,577	\$ 395,289	\$ 388,659	\$ 215,250	\$ 381,077	\$ 526,539
Cleveland-Akron, OH	5	\$ 321,710	\$ 265,000	\$ 300,000	\$ 436,750	\$ 412,810	\$ 307,500	\$ 450,000	\$ 586,800
Denver, CO	7	\$ 263,786	\$ 183,250	\$ 210,000	\$ 285,000	\$ 319,777	\$ 230,000	\$ 275,000	\$ 383,469
Detroit-Ann Arbor, MI	5	\$ 403,800	\$ 185,000	\$ 429,000	\$ 580,000	\$ 563,656	\$ 340,000	\$ 544,000	\$ 755,000
Ft. Worth, TX	5	\$ 145,876	\$ 102,000	\$ 164,415	\$ 166,464	\$ 156,776	\$ 107,000	\$ 166,464	\$ 178,915
Houston, TX	7	\$ 408,951	\$ 235,000	\$ 320,000	\$ 352,885	\$ 504,999	\$ 250,000	\$ 375,000	\$ 454,552
Minneapolis-St. Paul, MN	6	\$ 348,750	\$ 243,125	\$ 343,750	\$ 446,250	\$ 401,583	\$ 279,875	\$ 364,750	\$ 540,000
Newark-Jersey City-Princeton, NJ	5	\$ 306,933	\$ 190,000	\$ 233,000	\$ 431,666	\$ 391,933	\$ 210,000	\$ 238,000	\$ 631,666
Orlando-Melbourne-Winter Park, FL	5	\$ 187,700	\$ 165,000	\$ 170,000	\$ 218,500	\$ 222,663	\$ 188,000	\$ 220,000	\$ 237,317
Philadelphia-Cherry Hill, PA	9	\$ 550,056	\$ 488,000	\$ 495,000	\$ 570,000	\$ 721,863	\$ 518,000	\$ 665,000	\$ 846,250
Phoenix-Mesa-Scottsdale, AZ	5	\$ 171,247	\$ 112,500	\$ 124,736	\$ 164,000	\$ 182,147	\$ 120,000	\$ 132,236	\$ 165,000
St. Louis, MO	5	\$ 312,781	\$ 225,000	\$ 246,404	\$ 330,000	\$ 347,381	\$ 271,404	\$ 350,000	\$ 350,000
Tampa-St. Petersburg-Sarasota, FL	7	\$ 197,929	\$ 96,500	\$ 125,000	\$ 302,750	\$ 211,260	\$ 101,500	\$ 145,000	\$ 322,409
Washington-Bethesda-Alexandria, DC, MD, VA	15	\$ 414,333	\$ 202,500	\$ 306,000	\$ 442,500	\$ 507,267	\$ 261,250	\$ 370,000	\$ 532,500



## COMPENSATION SUMMARY BY POSITION

### Associate Attorney (2 years of experience)

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

	Annual Base Salary					Total Annual Cash Compensation			
	Count	Average	Percentile 25	Median	Percentile 75	Average	Percentile 25	Median	Percentile 75
<b><u>TYPE OF ORGANIZATION</u></b>									
Private law firm	315	\$ 129,678	\$ 100,000	\$ 122,000	\$ 155,000	\$ 135,339	\$ 103,292	\$ 126,500	\$ 158,477
Corporate law department	9	\$ 103,389	\$ 85,000	\$ 87,500	\$ 112,000	\$ 107,963	\$ 86,635	\$ 89,180	\$ 115,000
Government agency	0	-	-	-	-	-	-	-	-
Nonprofit organization	0	-	-	-	-	-	-	-	-
Other	0	-	-	-	-	-	-	-	-
<b><u>NUMBER OF LAWYERS</u></b>									
Fewer than 10	24	\$ 120,231	\$ 88,875	\$ 112,917	\$ 137,678	\$ 122,701	\$ 90,825	\$ 115,000	\$ 141,733
10-24	65	\$ 126,094	\$ 100,000	\$ 115,000	\$ 155,000	\$ 131,845	\$ 104,000	\$ 116,117	\$ 155,000
25-49	79	\$ 119,037	\$ 90,250	\$ 109,076	\$ 142,500	\$ 123,821	\$ 93,375	\$ 115,000	\$ 145,000
50-99	68	\$ 132,760	\$ 109,865	\$ 123,250	\$ 155,838	\$ 139,502	\$ 112,375	\$ 130,061	\$ 164,313
100-199	38	\$ 153,188	\$ 126,250	\$ 143,460	\$ 178,018	\$ 158,924	\$ 130,537	\$ 144,832	\$ 185,117
200 or more	12	\$ 160,843	\$ 133,696	\$ 157,500	\$ 200,000	\$ 169,842	\$ 133,696	\$ 160,500	\$ 215,000
<b><u>GEOGRAPHIC REGION</u></b>									
Northeastern	42	\$ 145,306	\$ 105,000	\$ 140,000	\$ 180,000	\$ 150,534	\$ 105,688	\$ 140,750	\$ 192,599
Southern	99	\$ 128,125	\$ 92,000	\$ 120,000	\$ 155,000	\$ 136,579	\$ 95,000	\$ 125,000	\$ 162,500
Midwestern	64	\$ 124,075	\$ 112,000	\$ 119,250	\$ 137,594	\$ 127,760	\$ 114,375	\$ 120,650	\$ 142,525
North Central	30	\$ 111,248	\$ 93,150	\$ 108,500	\$ 131,500	\$ 112,845	\$ 94,849	\$ 113,375	\$ 132,280
Southwestern	30	\$ 124,686	\$ 92,750	\$ 109,268	\$ 156,562	\$ 128,952	\$ 97,500	\$ 111,497	\$ 162,396
Mountain	21	\$ 117,242	\$ 93,500	\$ 125,192	\$ 131,666	\$ 120,910	\$ 102,000	\$ 127,500	\$ 138,570
Pacific	38	\$ 145,021	\$ 106,000	\$ 154,250	\$ 180,000	\$ 152,372	\$ 110,375	\$ 155,000	\$ 193,750
Canada	0	-	-	-	-	-	-	-	-



# COMPENSATION SUMMARY BY POSITION

## Associate Attorney (2 years of experience)

	Annual Base Salary					Total Annual Cash Compensation			
	Count	Average	Percentile 25	Median	Percentile 75	Average	Percentile 25	Median	Percentile 75
<b>STATE</b>									
Alabama	7	\$ 98,886	\$ 90,000	\$ 90,000	\$ 112,100	\$ 102,457	\$ 90,000	\$ 95,000	\$ 118,000
Arizona	5	\$ 117,231	\$ 125,000	\$ 130,000	\$ 130,000	\$ 120,106	\$ 125,000	\$ 130,000	\$ 130,833
California	25	\$ 158,000	\$ 137,500	\$ 166,000	\$ 190,000	\$ 163,575	\$ 138,500	\$ 166,000	\$ 200,000
Colorado	10	\$ 113,576	\$ 94,000	\$ 122,596	\$ 133,750	\$ 117,697	\$ 102,625	\$ 126,346	\$ 136,844
District of Columbia	20	\$ 181,960	\$ 165,000	\$ 177,500	\$ 200,000	\$ 201,630	\$ 168,925	\$ 191,750	\$ 213,125
Florida	23	\$ 103,855	\$ 85,000	\$ 100,000	\$ 120,000	\$ 107,365	\$ 86,635	\$ 105,000	\$ 122,750
Georgia	10	\$ 137,039	\$ 125,169	\$ 143,750	\$ 150,923	\$ 149,873	\$ 134,360	\$ 143,750	\$ 158,656
Illinois	13	\$ 152,736	\$ 120,000	\$ 172,072	\$ 182,500	\$ 158,015	\$ 120,000	\$ 177,000	\$ 188,300
Iowa	7	\$ 96,915	\$ 95,100	\$ 97,703	\$ 103,000	\$ 97,443	\$ 95,202	\$ 98,100	\$ 103,000
Louisiana	7	\$ 105,423	\$ 101,000	\$ 109,460	\$ 111,000	\$ 109,367	\$ 104,125	\$ 113,460	\$ 114,826
Michigan	15	\$ 107,533	\$ 109,500	\$ 115,000	\$ 115,000	\$ 111,156	\$ 112,250	\$ 115,000	\$ 115,000
Minnesota	7	\$ 138,236	\$ 129,500	\$ 138,150	\$ 143,750	\$ 139,679	\$ 129,500	\$ 142,250	\$ 144,375
Mississippi	7	\$ 105,714	\$ 100,000	\$ 106,000	\$ 108,000	\$ 111,593	\$ 106,457	\$ 116,000	\$ 116,117
Missouri	12	\$ 109,782	\$ 91,505	\$ 117,138	\$ 130,500	\$ 111,823	\$ 94,000	\$ 120,138	\$ 130,841
New York	22	\$ 146,158	\$ 100,625	\$ 137,500	\$ 200,000	\$ 151,419	\$ 102,646	\$ 139,750	\$ 204,643
North Carolina	8	\$ 123,969	\$ 87,563	\$ 118,500	\$ 155,000	\$ 126,775	\$ 87,563	\$ 118,500	\$ 158,750
Ohio	30	\$ 121,045	\$ 113,500	\$ 121,000	\$ 140,131	\$ 124,121	\$ 114,250	\$ 123,500	\$ 140,931
Oregon	5	\$ 109,058	\$ 90,500	\$ 103,000	\$ 125,000	\$ 118,278	\$ 104,500	\$ 105,500	\$ 145,000
Pennsylvania	11	\$ 155,605	\$ 140,750	\$ 155,000	\$ 163,927	\$ 161,353	\$ 140,750	\$ 155,000	\$ 173,324
Tennessee	9	\$ 116,500	\$ 97,500	\$ 114,116	\$ 133,000	\$ 122,070	\$ 100,000	\$ 114,116	\$ 142,310
Texas	22	\$ 133,437	\$ 92,125	\$ 109,538	\$ 193,750	\$ 137,694	\$ 97,500	\$ 111,497	\$ 194,125
Washington	7	\$ 132,357	\$ 107,500	\$ 123,250	\$ 154,876	\$ 145,769	\$ 111,350	\$ 135,575	\$ 179,366
<b>U.S. METROPOLITAN CITIES</b>									
Atlanta, GA	10	\$ 137,039	\$ 125,169	\$ 143,750	\$ 150,923	\$ 149,873	\$ 134,360	\$ 143,750	\$ 158,656
Birmingham, AL	5	\$ 104,840	\$ 90,000	\$ 110,000	\$ 114,200	\$ 108,440	\$ 95,000	\$ 116,000	\$ 120,000
Charlotte, NC	5	\$ 139,050	\$ 105,000	\$ 155,000	\$ 155,000	\$ 142,764	\$ 105,000	\$ 155,000	\$ 170,000
Chicago, IL	12	\$ 154,881	\$ 118,000	\$ 174,536	\$ 184,375	\$ 160,599	\$ 118,750	\$ 178,500	\$ 192,118
Cincinnati, OH	6	\$ 119,646	\$ 112,500	\$ 122,000	\$ 137,781	\$ 126,813	\$ 116,000	\$ 126,750	\$ 138,531
Cleveland-Akron, OH	12	\$ 124,167	\$ 119,500	\$ 127,500	\$ 142,875	\$ 127,233	\$ 121,825	\$ 131,000	\$ 144,250
Columbus, OH	9	\$ 118,340	\$ 112,000	\$ 118,500	\$ 122,000	\$ 119,374	\$ 112,000	\$ 120,000	\$ 122,000
Denver, CO	10	\$ 113,576	\$ 94,000	\$ 122,596	\$ 133,750	\$ 117,697	\$ 102,625	\$ 126,346	\$ 136,844
Des Moines, IA	5	\$ 103,781	\$ 97,703	\$ 102,000	\$ 104,000	\$ 103,901	\$ 97,703	\$ 102,000	\$ 104,000
Detroit-Ann Arbor, MI	5	\$ 104,900	\$ 112,000	\$ 115,000	\$ 115,000	\$ 107,267	\$ 115,000	\$ 115,000	\$ 115,833
Ft. Lauderdale-Boca Raton, FL	5	\$ 121,133	\$ 117,500	\$ 120,000	\$ 139,500	\$ 123,841	\$ 117,500	\$ 125,000	\$ 146,500
Grand Rapids-Holland-Kalamazoo, MI	6	\$ 109,417	\$ 112,750	\$ 115,000	\$ 115,000	\$ 115,250	\$ 115,000	\$ 115,000	\$ 115,000
Houston, TX	10	\$ 154,603	\$ 106,813	\$ 174,167	\$ 195,375	\$ 160,728	\$ 117,958	\$ 176,875	\$ 202,625
Jackson-Ridgeland, MS	5	\$ 110,800	\$ 106,000	\$ 107,000	\$ 110,000	\$ 116,547	\$ 116,000	\$ 116,117	\$ 116,117
Kansas City-Overland Park, KS, MO	5	\$ 109,700	\$ 92,500	\$ 124,000	\$ 130,000	\$ 112,224	\$ 92,500	\$ 130,000	\$ 130,121
Los Angeles-Santa Monica, CA	11	\$ 143,727	\$ 110,250	\$ 155,000	\$ 168,000	\$ 147,932	\$ 113,000	\$ 155,000	\$ 173,000
Minneapolis-St. Paul, MN	7	\$ 138,236	\$ 129,500	\$ 138,150	\$ 143,750	\$ 139,679	\$ 129,500	\$ 142,250	\$ 144,375
New Orleans-Metairie, LA	6	\$ 104,493	\$ 98,000	\$ 108,230	\$ 110,615	\$ 107,477	\$ 102,063	\$ 110,855	\$ 114,485
New York, NY	15	\$ 169,306	\$ 137,500	\$ 195,000	\$ 200,000	\$ 176,880	\$ 139,750	\$ 200,000	\$ 210,000
Orlando-Melbourne-Winter Park, FL	6	\$ 102,445	\$ 88,125	\$ 100,000	\$ 113,125	\$ 108,451	\$ 89,625	\$ 103,750	\$ 118,750
Philadelphia-Cherry Hill, PA	8	\$ 164,732	\$ 155,000	\$ 163,927	\$ 173,750	\$ 173,770	\$ 157,140	\$ 170,037	\$ 189,236
Portland, OR	6	\$ 105,026	\$ 86,273	\$ 96,750	\$ 119,500	\$ 113,751	\$ 94,461	\$ 105,000	\$ 135,125
San Francisco-Oakland, CA	8	\$ 185,000	\$ 177,500	\$ 190,000	\$ 200,000	\$ 191,702	\$ 177,500	\$ 196,786	\$ 207,887
Seattle-Bellevue, WA	6	\$ 136,084	\$ 109,563	\$ 138,375	\$ 155,563	\$ 150,897	\$ 114,669	\$ 147,154	\$ 189,683
St. Louis, MO	9	\$ 109,293	\$ 94,500	\$ 113,000	\$ 127,000	\$ 111,446	\$ 95,895	\$ 119,000	\$ 127,000
Tampa-St. Petersburg-Sarasota, FL	5	\$ 90,367	\$ 70,000	\$ 85,000	\$ 110,833	\$ 93,494	\$ 73,000	\$ 86,635	\$ 115,833
Washington-Bethesda-Alexandria, DC, MD, VA	25	\$ 173,728	\$ 160,000	\$ 175,000	\$ 200,000	\$ 190,024	\$ 165,000	\$ 175,000	\$ 212,500



## Atlanta, GA

### COMPENSATION

Title	TOTAL COMPENSATION		
	Count	Average	Median
<b><u>ADMINISTRATIVE POSITIONS</u></b>			
Executive Director/Principal Admin/COO	8	\$391,969	\$404,875
Branch Office Manager	13	\$129,074	\$116,000
Office Services/Facilities Manager	7	\$93,598	\$89,234
<b><u>HUMAN RESOURCES POSITIONS</u></b>			
Human Resources Director/Manager	10	\$153,362	\$170,000
Benefits Coordinator/Administrator	7	\$89,599	\$93,000
Legal Staff Recruiter	6	\$94,545	\$79,697
<b><u>MARKETING POSITIONS</u></b>			
Mktg and/or Comms/Business Development Assistant/Coordinator	7	\$52,631	\$51,500
Marketing and/or Communications Manager	6	\$86,872	\$85,500
<b><u>TECHNOLOGY POSITIONS</u></b>			
Information Technology Director/Manager	8	\$183,906	\$172,100
Applications Support Analyst	5	\$73,237	\$75,000
Help Desk/User Training Specialist	9	\$71,649	\$74,050
<b><u>LIBRARY &amp; RECORDS POSITIONS</u></b>			
Library Director/Manager	6	\$117,215	\$119,679
Records Manager/Director	6	\$93,629	\$92,118
Records/File Clerk	12	\$49,172	\$46,625



## Atlanta, GA

### COMPENSATION

Title	TOTAL COMPENSATION		
	Count	Average	Median
<b><u>ACCOUNTING &amp; FINANCE POSITIONS</u></b>			
Accounting Manager/Supervisor	8	\$118,168	\$111,680
Payroll Manager/Specialist	6	\$91,550	\$94,300
Billing Manager/Specialist	9	\$80,759	\$69,957
Accounting Clerk/Bookkeeper	10	\$60,427	\$62,953
Finance Reporting Analyst/Manager	5	\$114,048	\$116,378
<b><u>LEGAL SUPPORT SERVICE POSITIONS</u></b>			
Paralegal/Legal Assistant	17	\$84,841	\$86,998
Legal Secretary/Administrative Assistant	17	\$75,183	\$77,447
Conflicts Analyst/Coordinator	6	\$62,395	\$63,000
<b><u>OFFICE SERVICES DEPARTMENT POSITIONS</u></b>			
Receptionist	12	\$50,251	\$49,661
<b><u>ASSOCIATE ATTORNEY POSITIONS</u></b>			
Summer Associate	5	\$104,720	\$114,400
Associate Attorney 1 or fewer years of experience	10	\$129,881	\$140,500
Associate Attorney 2 years of experience	10	\$149,873	\$143,750
Associate Attorney 3 years of experience	10	\$160,515	\$155,750
Associate Attorney 4 years of experience	14	\$163,340	\$164,000
Associate Attorney 5 years of experience	10	\$165,171	\$164,563
Associate Attorney 6 years of experience	11	\$168,270	\$168,829
Associate Attorney 7 years of experience	9	\$182,363	\$180,000
Associate Attorney 8 years of experience	9	\$181,793	\$180,000
Associate Attorney 9 years of experience	7	\$202,976	\$196,500
Associate Attorney 10 or more years of experience	7	\$202,976	\$196,500



# Atlanta, GA

## BENEFITS

Title	% Firms That Offer	Average
<b><u>HEALTH BENEFITS</u></b>		
Medical plan for employee	72.7%	87%
Medical plan for dependent	63.6%	70%
Dental plan for employee	36.4%	84%
Dental plan for dependent	31.8%	30%
Vision plan	-	-
<b><u>INSURANCE</u></b>		
Short-term disability	40.9%	100%
Long-term disability	72.7%	100%
Life insurance	72.7%	100%
Accidental death and dismemberment	72.7%	100%
<b><u>RETIREMENT PLANS</u></b>		
Defined benefit retirement plan	72.7%	
Retirement savings plan	72.7%	
Retirement savings plan with employer contribution	72.7%	
Registered Retirement Savings Plan (Canadian plan)	72.7%	
Other noncontributory profit sharing	68.2%	
<b><u>CAFETERIA PLANS, FLEXIBLE SPENDING</u></b>		
Dependent care reimbursement account	72.7%	
Medical expense reimbursement account	72.7%	
Pretax premium account	72.7%	
Qualified transportation expense	72.7%	
<b><u>BONUSES</u></b>		
Discretionary bonuses	72.7%	
Merit bonuses	72.7%	
Signing bonuses	72.7%	
Recruiting bonuses	72.7%	
Tenure-based bonuses	72.7%	
<b><u>ADDITIONAL BENEFITS</u></b>		
Courses related to and/or test fees for professional certification examinations	72.7%	
Membership dues for professional associations	72.7%	
Policy that permits working from home on a part-time or full-time basis	72.7%	
Laptop equipment	72.7%	
Personal digital assistant equipment (Blackberry, iPhone, Android smartphones)	72.7%	
Tuition reimbursement	72.7%	
Parking/mass transit subsidy	72.7%	



### MATERNITY/PATERNITY LEAVE

Number of Weeks of Maternity Leave - Nonexempt Staff	59.1%	8.08
Number of Weeks of Maternity Leave - Exempt Staff	63.6%	9.57
Number of Weeks of Maternity Leave - Associates	63.6%	13.21
Number of Weeks of Paternity/Parental Leave - Nonexempt Staff	-	-
Number of Weeks of Paternity/Parental Leave - Exempt Staff	36.4%	5.57
Number of Weeks of Paternity/Parental Leave - Associates	45.5%	6.56

### PAID LEAVE BANK

Single Paid Leave Bank - Nonexempt Staff by Years of Service		
Single Paid Leave Bank - Nonexempt Staff - 0-1 Years	45.5%	17.10
Single Paid Leave Bank - Nonexempt Staff - 2-4 Years	45.5%	19.40
Single Paid Leave Bank - Nonexempt Staff - 5-9 Years	45.5%	24.50
Single Paid Leave Bank - Nonexempt Staff - 10-14 Years	45.5%	26.70
Single Paid Leave Bank - Nonexempt Staff - 15+ Years	45.5%	28.20
Single Paid Leave Bank - Exempt Staff by Years of Service		
Single Paid Leave Bank - Exempt Staff - 0-1 Years	36.4%	19.13
Single Paid Leave Bank - Exempt Staff - 2-4 Years	36.4%	20.00
Single Paid Leave Bank - Exempt Staff - 5-9 Years	31.8%	23.57
Single Paid Leave Bank - Exempt Staff - 10-14 Years	31.8%	24.57
Single Paid Leave Bank - Exempt Staff - 15+ Years	36.4%	23.50

### SEPARATE VACATION BANK

Separate Vacation Bank - Nonexempt Staff by Years of Service		
Separate Vacation Bank - Nonexempt Staff - 0-1 Years	-	-
Separate Vacation Bank - Nonexempt Staff - 2-4 Years	-	-
Separate Vacation Bank - Nonexempt Staff - 5-9 Years	-	-
Separate Vacation Bank - Nonexempt Staff - 10-14 Years	-	-
Separate Vacation Bank - Nonexempt Staff - 15+ Years	-	-
Separate Vacation Bank - Exempt Staff by Years of Service		
Separate Vacation Bank - Exempt Staff - 0-1 Years	-	-
Separate Vacation Bank - Exempt Staff - 2-4 Years	-	-
Separate Vacation Bank - Exempt Staff - 5-9 Years	-	-
Separate Vacation Bank - Exempt Staff - 10-14 Years	-	-
Separate Vacation Bank - Exempt Staff - 15+ Years	-	-

### SEPARATE SICK/PERSONAL LEAVE BANK

Separate Sick/Personal Leave Bank - Nonexempt Staff by Years of Service		
Separate Sick/Personal Leave Bank - Nonexempt Staff - 0-1 Years	-	-
Separate Sick/Personal Leave Bank - Nonexempt Staff - 2-4 Years	-	-
Separate Sick/Personal Leave Bank - Nonexempt Staff - 5-9 Years	-	-
Separate Sick/Personal Leave Bank - Nonexempt Staff - 10-14 Years	-	-
Separate Sick/Personal Leave Bank - Nonexempt Staff - 15+ Years	-	-
Separate Sick/Personal Leave Bank - Exempt Staff by Years of Service		
Separate Sick/Personal Leave Bank - Exempt Staff - 0-1 Years	22.7%	9.00
Separate Sick/Personal Leave Bank - Exempt Staff - 2-4 Years	22.7%	9.00
Separate Sick/Personal Leave Bank - Exempt Staff - 5-9 Years	22.7%	9.00
Separate Sick/Personal Leave Bank - Exempt Staff - 10-14 Years	22.7%	9.00
Separate Sick/Personal Leave Bank - Exempt Staff - 15+ Years	22.7%	9.00



## 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
<b><u>TYPE OF ORGANIZATION</u></b>										
Private law firm	3.6	7.3	33.5	13.7	18.3	30.5	26.2	9.0	51.6%	16.9%
Corporate law department	2.8	10.7	28.5	5.7	12.6	32.8	18.6	7.2	135.4%	29.9%
Government agency	-	-	-	-	-	-	-	-	-	-
Nonprofit organization	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b><u>NUMBER OF LAWYERS</u></b>										
Fewer than 10	2.5	3.4	5.4	4.4	4.0	3.4	2.8	3.7	108.4%	31.6%
10-24	3.8	6.8	16.0	10.7	16.0	13.6	14.5	8.2	45.9%	16.3%
25-49	3.6	8.0	26.6	14.1	19.6	24.8	26.3	10.3	34.8%	15.8%
50-99	4.3	8.3	37.2	16.8	20.2	40.3	33.4	11.2	26.4%	12.0%
100-199	3.6	10.8	45.6	13.3	18.1	34.4	25.5	11.3	23.2%	14.1%
200 or more	4.1	10.5	30.6	12.7	10.0	32.7	19.9	6.2	43.9%	26.9%
<b><u>GEOGRAPHIC REGION</u></b>										
Northeastern	4.3	9.0	30.2	14.9	18.9	30.2	23.9	10.2	35.7%	13.8%
Southern	3.4	6.4	35.6	14.0	17.9	32.7	26.2	9.2	56.8%	16.5%
Midwestern	3.1	8.7	38.0	12.4	18.0	30.7	27.5	9.9	47.7%	13.6%
North Central	3.0	6.1	37.0	11.6	14.4	32.7	25.0	8.2	36.7%	14.8%
Southwestern	4.2	6.5	29.4	11.6	18.4	36.3	28.9	8.7	74.7%	26.3%
Mountain	3.4	6.0	31.9	12.1	21.4	20.6	29.4	8.8	40.8%	21.5%
Pacific	3.6	8.0	22.0	17.7	20.1	23.0	23.0	6.6	74.9%	20.7%
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
<b>TYPE OF ORGANIZATION</b>										
Private law firm	3.3	5.9	28.0	11.0	16.0	23.0	22.0	6.3	23.7%	14.3%
Corporate law department	2.1	6.7	28.5	5.6	7.4	22.0	16.8	5.5	100.0%	23.3%
Government agency	-	-	-	-	-	-	-	-	-	-
Nonprofit organization	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
<b>NUMBER OF LAWYERS</b>										
Fewer than 10	2.3	2.8	7.0	3.0	4.0	2.3	4.0	3.3	84.6%	55.0%
10-24	3.5	5.0	17.0	11.0	18.0	14.0	14.5	6.5	20.0%	13.3%
25-49	3.4	6.1	29.0	11.3	17.5	26.5	28.5	7.4	20.0%	15.2%
50-99	3.5	6.8	29.5	12.8	17.4	32.3	28.0	7.0	19.2%	10.5%
100-199	3.6	9.6	34.0	10.5	11.1	23.6	20.8	6.5	14.2%	10.5%
200 or more	3.9	9.8	26.8	10.3	8.7	31.0	12.7	5.2	21.0%	8.9%
<b>GEOGRAPHIC REGION</b>										
Northeastern	3.7	8.0	25.9	9.6	17.5	18.6	20.4	7.0	17.2%	12.2%
Southern	3.5	5.0	29.8	10.2	15.0	30.7	23.5	5.2	26.8%	15.4%
Midwestern	3.0	6.6	31.7	10.7	14.0	24.0	21.0	6.4	19.2%	10.9%
North Central	2.9	4.5	26.3	12.8	12.3	18.2	21.6	7.6	22.4%	11.9%
Southwestern	3.7	5.9	29.0	10.0	17.7	25.0	25.5	6.0	25.0%	19.1%
Mountain	3.3	5.5	27.5	12.5	16.0	16.8	31.7	6.0	27.5%	15.2%
Pacific	3.3	7.6	28.5	13.0	18.0	17.3	21.0	4.7	37.5%	18.2%
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	3.2	6.7	31.0	12.6	13.7	29.1	28.0	10.2	16.8%	9.1%
Arizona	2.8	6.0	22.1	13.3	14.3	17.2	17.2	10.1	30.1%	17.2%
California	3.6	9.0	18.6	17.6	21.7	20.2	23.5	6.9	68.2%	23.4%
Colorado	4.2	6.4	37.9	11.6	19.5	22.4	28.8	9.9	62.9%	29.7%
Connecticut	3.2	6.2	24.4	12.9	17.3	15.9	23.0	5.6	19.0%	16.8%
Delaware	2.7	3.1	26.5	11.1	10.5	19.4	31.0	8.0	42.2%	34.8%
District of Columbia	5.1	14.5	40.7	22.3	28.4	43.7	21.5	12.0	56.8%	16.6%
Florida	2.7	4.5	34.7	9.8	15.0	19.9	24.4	6.5	85.8%	17.8%
Georgia	3.4	6.2	30.3	18.4	20.8	37.0	34.7	17.5	49.6%	25.4%
Illinois	3.1	6.9	24.7	10.9	13.5	24.2	20.0	6.2	33.8%	10.9%
Indiana	3.0	15.2	35.4	10.2	12.6	49.6	23.2	8.3	64.2%	26.3%
Iowa	2.4	11.0	42.3	11.9	22.4	28.3	44.7	8.7	25.6%	6.5%
Kansas	2.1	2.1	18.0	5.1	12.0	18.0	18.0	6.1	83.3%	-
Kentucky	2.9	5.5	38.6	10.3	14.1	29.1	15.9	7.3	23.5%	13.7%
Louisiana	3.5	6.4	24.9	11.1	17.6	30.2	23.9	5.1	31.1%	16.7%
Maine	5.7	4.0	60.3	11.1	19.6	66.5	30.4	10.9	14.6%	6.0%
Maryland	2.7	6.2	35.0	10.7	19.2	48.3	24.0	8.2	19.5%	20.4%
Massachusetts	3.1	7.6	20.7	13.3	18.6	16.5	16.7	9.7	21.3%	11.7%
Michigan	2.7	7.9	40.5	11.5	18.3	29.2	33.2	12.2	44.5%	13.6%
Minnesota	3.6	7.5	42.7	11.9	13.1	30.9	20.4	7.5	33.6%	8.8%
Mississippi	4.2	5.9	19.0	16.9	15.7	35.6	20.0	4.7	21.1%	13.0%
Missouri	2.7	4.7	29.4	10.4	13.2	37.0	22.6	8.9	36.7%	22.4%
Nebraska	3.1	3.6	-	25.0	-	-	-	5.0	52.4%	4.0%
Nevada	2.4	5.5	-	-	12.0	10.3	-	7.2	24.2%	12.9%
New Jersey	3.4	5.4	27.0	10.9	15.8	48.2	35.8	12.5	122.3%	21.2%
New York	5.2	11.9	39.4	23.0	23.9	31.2	27.8	8.7	30.1%	14.0%
North Carolina	4.1	4.6	59.9	17.6	17.5	32.9	46.7	10.8	45.6%	11.2%
Ohio	3.5	9.4	43.6	13.5	20.9	31.1	30.6	10.4	58.4%	12.1%
Oregon	3.9	4.1	32.4	10.1	8.2	32.4	22.5	4.2	116.5%	14.0%
Pennsylvania	3.6	9.3	18.0	10.4	13.3	20.4	16.7	13.1	35.8%	10.1%
South Carolina	2.4	2.3	9.4	2.8	3.3	36.5	9.4	4.6	25.6%	13.2%
Tennessee	3.7	7.6	53.8	14.3	13.8	30.1	23.9	12.4	37.7%	14.1%
Texas	4.1	6.6	31.7	11.9	19.0	38.2	30.2	9.8	85.1%	27.6%
Virginia	2.9	8.7	17.1	7.5	10.1	48.0	26.5	5.1	18.7%	9.7%
Washington	3.6	5.6	24.1	22.4	15.7	28.7	21.3	6.3	56.1%	9.5%
West Virginia	3.2	3.0	5.2	2.3	6.3	2.1	8.9	1.6	44.2%	5.3%
Wisconsin	2.8	4.4	25.7	16.7	10.9	23.4	14.6	13.3	30.8%	13.9%



# 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
<b>U.S. METROPOLITAN CITIES</b>										
Atlanta, GA	3.4	6.2	30.3	18.4	20.8	37.0	34.7	17.5	49.6%	25.4%
Austin, TX	3.6	5.6	29.7	12.9	15.9	22.3	34.0	7.6	51.4%	20.3%
Baltimore-Columbia-Towson, MD	2.9	8.3	33.5	18.2	14.9	63.5	44.3	7.3	17.4%	14.3%
Birmingham, AL	3.3	7.0	30.4	11.5	13.3	34.8	27.8	14.7	21.0%	8.1%
Boston-Andover-Worcester, MA	3.0	6.8	20.7	11.4	18.2	16.5	16.8	8.9	21.3%	11.7%
Charlotte, NC	4.1	5.2	32.3	18.2	18.5	23.0	38.8	9.5	14.7%	9.8%
Chicago, IL	3.3	8.2	27.0	13.3	16.1	31.1	20.5	7.1	37.6%	9.7%
Cincinnati, OH	3.8	11.3	50.0	14.3	17.2	40.4	35.1	15.4	13.6%	6.8%
Cleveland-Akron, OH	3.1	10.6	46.6	13.1	28.3	23.5	27.2	9.8	10.8%	8.1%
Columbus, OH	3.6	7.3	35.5	11.8	18.4	31.5	19.2	7.9	149.6%	15.8%
Dallas, TX	4.2	8.1	36.6	11.9	12.7	45.2	28.8	10.0	221.0%	13.5%
Denver, CO	4.4	6.2	37.9	11.6	19.5	22.4	28.8	10.4	66.4%	28.6%
Des Moines, IA	2.5	11.0	42.3	10.9	22.4	28.3	44.7	9.1	23.7%	3.1%
Detroit-Ann Arbor, MI	3.0	9.6	38.7	8.7	14.7	21.2	40.8	10.8	40.6%	6.5%
Ft. Lauderdale-Boca Raton, FL	2.5	6.2	6.2	9.8	8.8	16.3	8.7	5.4	82.6%	22.2%
Ft. Myers-Naples, FL	2.2	7.1	-	6.9	15.0	8.5	-	3.0	54.2%	14.9%
Ft. Worth, TX	5.2	6.0	38.0	10.8	26.8	27.7	-	10.6	55.8%	10.3%
Grand Rapids-Holland-Kalamazoo, MI	2.5	7.6	41.7	14.2	21.4	38.7	25.6	14.6	57.3%	20.8%
Hartford-New Haven, CT	3.4	5.1	23.3	9.1	14.0	18.6	26.7	6.4	17.6%	19.1%
Houston, TX	4.7	7.4	33.2	12.0	19.4	55.5	30.8	7.4	62.5%	44.3%
Indianapolis, IN	3.1	15.7	35.4	10.0	11.3	54.5	25.1	9.4	46.3%	26.3%
Irvine-Orange County, CA	1.9	11.5	15.0	9.2	22.8	10.5	19.3	8.2	19.0%	6.7%
Jackson-Ridgeland, MS	4.4	6.5	19.0	16.9	15.7	35.6	20.0	5.1	23.5%	14.2%
Jacksonville, FL	2.1	3.1	-	-	-	1.0	-	1.5	129.3%	-
Kansas City-Overland Park, KS, MO	2.4	1.9	25.0	8.2	9.7	22.0	21.8	8.1	26.0%	14.8%
Las Vegas, NV	3.0	6.2	-	-	12.0	10.3	-	7.2	17.7%	12.1%
Los Angeles-Santa Monica, CA	3.3	8.7	18.2	25.3	23.4	18.3	13.0	8.1	61.4%	21.6%
Miami-Coral Gables, FL	2.8	5.4	55.1	5.5	17.5	20.1	31.4	9.9	51.1%	20.1%
Milwaukee, WI	4.3	5.0	27.4	27.4	9.8	22.8	17.1	-	0.4	13.9%
Minneapolis-St. Paul, MN	3.6	7.5	42.7	11.9	13.1	30.9	20.4	7.5	33.6%	21.8%
Nashville, TN	4.1	9.2	85.3	22.3	17.9	40.9	21.9	8.7	21.2%	13.9%
New Orleans-Metairie, LA	3.3	6.2	26.3	8.5	17.6	25.6	23.9	5.1	37.1%	16.0%
New York, NY	6.0	12.9	46.9	27.5	27.8	35.2	32.8	9.6	38.6%	14.2%
Newark-Jersey City-Princeton, NJ	3.6	5.5	27.0	12.9	13.2	67.0	35.8	10.8	18.5%	11.3%
Orlando-Melbourne-Winter Park, FL	2.9	3.9	28.0	8.8	10.4	26.9	24.2	11.7	159.3%	9.2%
Philadelphia-Cherry Hill, PA	3.2	7.6	14.3	10.1	15.0	20.4	14.6	6.1	76.7%	18.5%
Phoenix-Mesa-Scottsdale, AZ	2.8	6.0	22.1	13.3	14.3	17.2	17.2	9.8	19.0%	11.1%
Pittsburgh, PA	4.2	11.4	8.5	8.8	7.6	14.6	10.9	6.3	17.7%	9.9%
Portland, OR	6.1	4.3	62.2	11.1	15.3	62.2	24.2	10.1	97.0%	11.9%
Raleigh-Durham, NC	3.8	4.6	111.0	16.4	15.1	47.9	58.6	14.3	91.2%	10.0%
Sacramento, CA	3.0	3.0	-	-	-	-	21.0	5.0	100.0%	38.1%
Salt Lake City, UT	3.7	7.2	-	17.8	48.3	32.0	37.3	6.8	17.4%	17.3%
San Antonio, TX	3.0	3.7	5.3	5.0	-	-	16.0	9.7	88.5%	-
San Diego, CA	3.8	8.8	-	9.0	-	-	-	6.1	215.3%	33.3%
San Francisco-Oakland, CA	4.1	9.6	19.6	13.8	16.6	23.0	33.9	5.4	56.7%	23.7%
San Jose-Palo Alto-Cupertino, CA	4.9	10.6	-	16.5	26.3	33.0	28.3	8.0	76.4%	15.2%
Seattle-Bellevue, WA	3.7	5.9	18.8	24.3	15.3	30.9	18.6	6.3	51.8%	8.4%
St. Louis, MO	2.4	4.5	24.3	8.5	12.0	30.8	20.4	7.5	29.5%	19.7%
Tampa-St. Petersburg-Sarasota, FL	3.5	3.7	36.0	26.0	18.0	51.0	36.0	5.4	80.5%	11.8%
Washington-Bethesda-Alexandria, DC, MD, VA	4.6	12.5	36.7	17.6	25.7	40.9	21.8	10.8	47.7%	16.5%
West Palm Beach-Ft. Pierce, FL	2.7	3.7	35.0	5.9	35.0	12.5	17.5	3.4	86.7%	31.9%
Wilmington-Dover, DE	2.7	3.1	26.5	11.1	10.5	19.4	31.0	8.0	42.2%	34.8%
West Palm Beach-Ft. Pierce, FL	2.7	3.7	35.0	5.9	35.0	12.5	17.5	3.4	86.7%	31.9%



# 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
STATE										
Alabama	3.4	6.8	30.5	9.7	13.5	19.3	29.0	6.0	18.5%	9.1%
Arizona	3.0	5.5	19.3	13.4	14.3	17.2	17.2	8.3	20.5%	13.0%
California	3.2	8.6	17.9	13.0	19.8	13.4	21.0	4.8	36.3%	20.0%
Colorado	4.1	6.2	42.0	12.1	16.0	17.0	32.0	6.0	37.5%	24.2%
Connecticut	3.8	5.5	29.0	7.8	17.4	10.4	20.0	5.4	14.2%	16.1%
Delaware	2.3	2.4	33.0	11.1	10.5	19.4	31.0	6.1	25.0%	46.9%
District of Columbia	4.5	13.0	30.0	20.3	21.3	37.6	14.5	8.5	27.3%	15.0%
Florida	2.5	3.6	28.2	6.3	17.0	14.1	23.9	4.2	100.0%	72.7%
Georgia	3.5	5.3	21.5	11.7	19.7	32.8	26.0	7.7	33.1%	22.0%
Illinois	3.0	5.0	30.7	8.6	11.5	14.8	19.0	4.9	21.9%	16.7%
Indiana	3.2	13.9	33.7	9.4	11.7	49.8	15.7	5.2	100.0%	55.2%
Iowa	2.6	8.1	40.0	11.9	21.0	28.3	33.0	8.8	13.6%	4.8%
Kansas	1.7	2.1	18.0	5.1	12.0	18.0	18.0	6.1	83.3%	-
Kentucky	2.7	5.4	38.6	10.5	14.1	29.1	15.0	4.8	23.5%	13.7%
Louisiana	3.3	5.9	23.7	7.5	18.0	27.2	15.8	4.7	13.3%	16.7%
Maine	3.6	3.5	59.0	10.2	16.8	68.0	28.7	9.0	17.1%	6.0%
Maryland	2.5	5.3	37.0	7.4	18.5	48.3	29.5	8.2	20.0%	23.4%
Massachusetts	2.9	6.5	23.4	13.0	19.1	16.5	19.5	7.9	17.3%	11.1%
Michigan	2.7	5.4	38.4	12.1	16.2	23.6	28.3	9.0	14.1%	9.6%
Minnesota	3.4	6.2	22.4	14.0	10.3	21.9	20.2	5.2	18.5%	9.9%
Mississippi	4.0	5.7	19.0	11.8	16.5	33.0	20.0	3.8	22.2%	10.8%
Missouri	2.6	2.8	29.6	10.7	11.4	21.2	19.8	8.7	21.8%	17.7%
Nebraska	3.1	3.6	-	25.0	-	-	-	5.0	52.4%	4.0%
Nevada	2.7	5.8	-	-	12.0	10.3	-	5.7	20.0%	12.5%
New Jersey	3.1	5.0	27.0	7.1	18.7	56.0	35.8	12.5	23.1%	15.4%
New York	4.3	10.3	28.0	19.5	24.5	25.0	24.5	7.0	17.3%	11.5%
North Carolina	3.6	3.6	40.0	16.3	18.0	30.3	40.0	8.5	22.5%	10.0%
Ohio	3.3	7.7	32.7	11.4	14.5	27.0	28.4	7.2	16.2%	8.3%
Oregon	3.4	2.7	32.4	6.6	8.2	32.4	26.0	4.3	100.0%	61.5%
Pennsylvania	3.6	8.3	13.3	6.1	5.8	15.9	11.0	5.0	17.5%	11.8%
South Carolina	2.8	2.2	9.4	2.8	3.3	36.5	9.4	2.2	20.8%	10.6%
Tennessee	3.7	7.4	37.5	11.3	12.4	33.3	20.6	10.3	18.9%	12.0%
Texas	3.7	6.0	30.0	10.3	17.7	25.0	27.8	6.3	60.0%	25.1%
Virginia	2.3	4.7	15.0	7.9	9.9	48.0	26.5	3.9	17.7%	8.2%
Washington	3.6	4.2	24.1	14.3	18.3	18.3	22.8	4.2	41.5%	10.5%
West Virginia	3.2	3.0	5.2	2.3	6.3	2.1	8.9	1.6	21.9%	5.3%
Wisconsin	2.4	4.5	25.7	16.7	10.9	23.4	14.6	11.0	11.1%	13.9%



# 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
U.S. METROPOLITAN CITIES										
Atlanta, GA	3.5	5.3	21.5	11.7	19.7	32.8	26.0	7.7	33.1%	22.0%
Austin, TX	3.7	5.7	28.0	10.0	16.0	14.5	32.0	7.0	24.4%	33.5%
Baltimore-Columbia-Towson, MD	3.3	5.6	37.0	16.7	16.7	63.5	44.3	7.3	16.1%	13.5%
Birmingham, AL	3.5	6.8	29.3	9.3	10.3	31.3	21.4	6.8	20.0%	8.2%
Boston-Andover-Worcester, MA	2.9	6.5	23.4	10.7	17.0	16.5	18.3	5.7	17.3%	11.1%
Charlotte, NC	3.6	5.3	32.3	15.7	18.0	24.5	40.0	8.0	17.0%	9.3%
Chicago, IL	3.1	5.8	30.7	10.0	16.8	16.3	19.0	5.6	23.8%	15.0%
Cincinnati, OH	3.7	9.8	39.0	13.5	17.5	24.3	36.0	7.6	12.5%	5.9%
Cleveland-Akron, OH	3.3	10.3	26.2	8.3	11.1	21.7	20.7	7.5	11.3%	7.7%
Columbus, OH	3.1	7.8	36.0	11.2	13.5	36.0	13.7	7.0	38.1%	17.5%
Dallas, TX	4.5	8.1	32.6	10.9	11.0	36.1	29.7	11.0	66.7%	11.8%
Denver, CO	4.1	5.5	42.0	12.1	16.0	17.0	32.0	6.2	38.8%	21.9%
Des Moines, IA	3.0	8.1	40.0	10.5	21.0	28.3	33.0	10.0	9.8%	3.1%
Detroit-Ann Arbor, MI	3.0	5.3	36.1	8.9	12.6	14.2	30.0	7.3	8.7%	9.1%
Ft. Lauderdale-Boca Raton, FL	2.4	4.5	6.2	10.0	5.3	16.3	8.7	4.5	100.0%	100.0%
Ft. Myers-Naples, FL	2.1	2.9	-	6.9	16.0	8.5	-	2.5	34.0%	28.6%
Ft. Worth, TX	4.3	5.6	38.0	10.8	26.8	27.7	-	10.6	20.7%	10.3%
Grand Rapids-Holland-Kalamazoo, MI	2.6	6.3	38.4	15.3	24.0	45.8	26.5	13.3	24.4%	28.8%
Hartford-New Haven, CT	3.9	5.5	29.0	7.8	17.4	12.8	29.0	5.4	16.8%	18.2%
Houston, TX	3.7	6.3	26.3	9.4	19.8	38.5	26.0	4.5	46.7%	60.9%
Indianapolis, IN	3.3	13.9	33.7	7.5	7.1	64.5	16.2	6.5	20.4%	10.4%
Irvine-Orange County, CA	1.7	11.5	15.0	10.5	18.5	10.5	21.0	7.9	19.0%	6.7%
Jackson-Ridgeland, MS	4.3	7.1	19.0	11.8	16.5	33.0	20.0	3.8	22.2%	12.0%
Jacksonville, FL	1.7	2.0	-	-	-	1.0	-	1.5	126.7%	100.0%
Kansas City-Overland Park, KS, MO	2.5	1.8	25.0	8.7	10.7	22.0	22.0	7.9	18.2%	15.4%
Las Vegas, NV	3.0	8.0	-	-	12.0	10.3	-	5.7	14.5%	12.1%
Los Angeles-Santa Monica, CA	3.7	8.6	17.9	21.5	19.8	15.3	12.0	4.5	33.3%	17.3%
Miami-Coral Gables, FL	2.4	5.5	39.7	5.1	23.0	12.5	31.4	7.4	24.4%	68.1%
Milwaukee, WI	4.3	5.0	27.4	27.4	9.8	22.8	17.1	-	23.3%	13.9%
Minneapolis-St. Paul, MN	3.4	6.2	22.4	14.0	10.3	21.9	20.2	5.2	18.5%	-
Nashville, TN	4.0	9.9	85.3	22.2	17.6	33.3	17.7	10.2	18.2%	12.0%
New Orleans-Metairie, LA	3.3	5.2	29.7	6.0	18.0	14.8	15.8	4.7	14.4%	16.7%
New York, NY	4.6	11.5	38.5	21.0	27.7	29.0	31.0	8.1	18.6%	15.2%
Newark-Jersey City-Princeton, NJ	3.2	4.5	27.0	12.9	13.2	67.0	35.8	11.0	18.5%	9.1%
Orlando-Melbourne-Winter Park, FL	2.5	4.3	19.8	6.2	8.6	18.7	26.1	11.6	84.4%	56.2%
Philadelphia-Cherry Hill, PA	2.9	6.8	13.8	6.6	6.2	15.7	10.0	4.9	17.7%	12.7%
Phoenix-Mesa-Scottsdale, AZ	3.0	4.8	19.3	13.4	14.3	17.2	17.2	7.3	20.0%	11.0%
Pittsburgh, PA	3.8	10.2	8.5	5.7	3.5	15.1	10.9	7.0	12.5%	5.6%
Portland, OR	3.5	3.2	60.4	9.4	13.2	60.4	26.0	6.0	24.5%	19.9%
Raleigh-Durham, NC	3.5	4.3	111.0	16.4	15.1	47.9	58.6	10.1	66.7%	55.0%
Sacramento, CA	3.0	3.0	-	-	-	-	21.0	5.0	100.0%	38.1%
Salt Lake City, UT	3.5	6.7	-	17.8	48.3	32.0	32.0	5.1	8.8%	17.3%
San Antonio, TX	3.0	3.7	5.3	5.0	-	-	16.0	9.7	88.5%	140.0%
San Diego, CA	3.4	8.8	-	9.0	-	-	-	6.1	215.3%	83.3%
San Francisco-Oakland, CA	3.6	8.1	28.5	13.0	14.3	12.7	27.6	4.6	30.8%	21.7%
San Jose-Palo Alto-Cupertino, CA	3.7	11.5	-	16.5	33.0	33.0	33.0	6.0	100.0%	15.2%
Seattle-Bellevue, WA	3.7	4.8	18.8	14.6	19.0	19.0	17.0	4.1	36.3%	10.5%
St. Louis, MO	2.5	2.2	27.1	7.2	11.4	15.0	13.6	7.6	20.0%	16.7%
Tampa-St. Petersburg-Sarasota, FL	3.8	3.6	36.0	18.0	18.0	51.0	36.0	6.4	100.0%	15.6%
Washington-Bethesda-Alexandria, DC, MD, VA	4.4	10.5	29.3	12.8	19.1	32.8	17.0	7.5	22.2%	15.1%
West Palm Beach-Ft. Pierce, FL	2.5	3.5	35.0	5.9	35.0	12.5	17.5	3.1	100.0%	100.0%
Wilmington-Dover, DE	2.3	2.4	33.0	11.1	10.5	19.4	31.0	6.1	25.0%	46.9%
West Palm Beach-Ft. Pierce, FL	2.5	3.5	35.0	5.9	35.0	12.5	17.5	3.1	100.0%	100.0%
Wilmington, NC	2.3	2.5	7.0	7.0	11.0	-	-	7.0	186.1%	55.4%
Wilmington-Dover, DE	3.0	7.8	35.0	11.7	10.8	56.7	23.3	5.1	47.6%	30.0%

## 2019 Job Descriptions

### 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 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.

## 2019 Job Descriptions

### **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.

### **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. Works with law school placement offices and recruiting agencies, reviews candidate qualifications, verifies references, 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:**

#### **Pricing Director:**

This individual is responsible for developing alternate pricing arrangements to meet both client expectations and profitability objectives. In collaboration with the project management team and practice group leaders, the Pricing Director 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.

## 2019 Job Descriptions

### **Marketing and/or Communications Business Development Assistant/Coordinator:**

Assists senior members of the business development team with various projects, internal and external communications and digital and technology platforms, to support existing client relationships and new client opportunities.

### **Marketing and/or Communications Senior Coordinator/Specialist:**

Handles specific tactical elements associated with the firm's marketing and/or communications plan; provides follow-up support as needed with agencies and other third-party partners; may have executional responsibility for a particular element of a marketing plan under the direction of a manager or director.

### **Marketing and/or Communications Manager:**

Executes specific elements of a firm's marketing plan as assigned by leadership, such as individual marketing or communications elements; leverages marketing Staff and administrative personnel as appropriate to accomplish objectives; evaluates and reports on performance across approved metrics; monitors and reports on competitive activities and organize appropriate responses specific to individual assignment; assists with annual marketing plans and budget for individual areas of responsibility under guidance and direction of senior marketing leadership; effectively manages assigned budgets across projects; supports incremental marketing activities as directed by senior leadership.

### **Marketing and/or Communications Senior Manager:**

Manages a firm's overall marketing and communications plan, leverages marketing Staff and administrative personnel as appropriate to accomplish overall marketing objectives; evaluates and reports on marketing performance across approved metrics; monitors and reports on competitive activities and organize appropriate responses; assists with annual marketing plans and budget under guidance and direction of senior marketing leadership; effectively manages assigned budgets across projects; support incremental marketing activities as directed by senior leadership.

### **Marketing and/or Communications Director:**

In the instance where a firm does not employ a "chief" level position, this role may be the "first chair" professional leading the department (otherwise this person reports to chief). Directs all interaction with and the management of teams; oversees projects and processes; interfaces with practice group leaders and all firm operations areas; serves as department liaison to other business services teams across the firm; responsible for activities such as budget allocation, idea generation, supervision and professional development of teams; develops individual and practice area marketing plans, oversees new business proposals and RFP responses; oversees the development of organizational communications and promotional materials; plays a key role in media relations, analyzing competitive intelligence and may also network directly with clients, prospects and referrals.

### **Marketing and/or Communications Chief:**

Ultimate responsibility for department and team members' performance; collaborates with senior leadership to contribute to the firm's overall strategy; develops and drives annual marketing plans and budget ensuring alignment with firm's overall strategic direction; identifies and develops the firm's position in the market / evaluates market opportunities with senior firm leadership; drives business development and sales opportunities; sets and communicates internally and externally the firm's reputation and brand; represents the firm in the legal industry and within business markets in which he/she works.

## 2019 Job Descriptions

### **Business Development Senior Coordinator/Specialist:**

Assists senior members of the business development team with various projects, internal and external communications and digital and technology platforms, to support existing client relationships and new client opportunities.

### **Business Development Manager:**

Executes specific elements of a firm's business development plan as assigned by leadership, such as existing client relationships or new client opportunities; leverages marketing Staff and administrative personnel as appropriate to accomplish objectives; evaluates and reports on performance across approved metrics; monitors and reports on competitive activities and organize appropriate responses specific to individual assignment; assists with annual business development plans and budget for particular areas of responsibility under guidance and direction of senior business development leadership; effectively manages assigned budgets across projects; supports incremental business development activities as directed by senior leadership.

### **Business Development Senior Manager:**

Manages a firm's overall business development plan; leverages business development Staff, marketing Staff and administrative personnel as appropriate to accomplish overall business development objectives; evaluates and reports on business development performance across approved metrics; monitors and reports on competitive activities and organize appropriate responses; may be responsible to organize annual business development plans and budget under guidance and direction of senior business development leadership; effectively manages assigned budgets across projects; support incremental business development activities as directed by senior leadership.

### **Business Development Director:**

In the instance where a firm does not employ a "chief" level position, this role may be the "first chair" professional leading the department (otherwise this person reports to chief). Directs all interaction with and the management of teams responsible for business development; oversees projects and processes; interfaces with practice group leaders and all firm operations areas; serves as department liaison to other business services teams across the firm; responsible for activities such as budget allocation, idea generation, supervision and professional development of teams; develops individual and practice area business development plans, oversees new business proposals and RFP responses and leads appropriate client presentations; oversees the development of organizational communications and promotional materials to support business development objectives; plays a key role in analyzing competitive intelligence and may also network directly with clients, prospects and referrals.

### **Business Development Chief:**

Ultimate responsibility for department and team members' performance; collaborates with senior leadership to contribute to the firm's overall strategy; develops and drives annual business development plans and budget ensuring alignment with firm's overall strategic direction; leverages the firm's position in the market / evaluates market opportunities with senior firm leadership to support business development opportunities; drives business development and sales opportunities; represents the firm in the legal industry and within the business markets in which he/she works.

### **Marketing and Business Development Senior Coordinator/Specialist:**

Assists senior members of the marketing or business development team (as assigned by leadership) with various projects, internal and external communications and digital and technology platforms, to support existing client relationships and new client opportunities.

## 2019 Job Descriptions

### **Marketing and Business Development Manager:**

Executes specific elements of a firm's marketing or business development plan as assigned by leadership; leverages marketing, business development Staff and administrative personnel as appropriate to accomplish objectives; evaluates and reports on performance across approved metrics; monitors and reports on competitive activities and organize appropriate responses unique to individual assignment; assists with annual marketing plans and budget for specific areas of responsibility under guidance and direction of senior marketing leadership; effectively manages assigned budgets across projects; supports incremental marketing activities as directed by senior leadership.

### **Marketing and Business Development Senior Manager:**

Manages a firm's overall marketing and business plan, leverages marketing Staff, business development Staff and administrative personnel as appropriate to accomplish overall marketing and business development objectives; evaluates and reports on performance across approved metrics; monitors and reports on competitive activities and organize appropriate responses; assists with annual marketing and business development plans and budget under guidance and direction of senior leadership; effectively manages assigned budgets across projects; support incremental marketing and business development activities as directed by senior leadership.

### **Marketing and Business Development Director:**

In the instance where a firm does not employ a "chief" level position, this role may be the "first chair" professional leading the department (otherwise this person reports to chief). Directs all interaction with and the management of teams responsible for marketing and business development; oversees projects and processes; interfaces with practice group leaders and all firm operations areas; serves as department liaison to other business services teams across the firm; responsible for activities such as budget allocation, idea generation, supervision and professional development of teams; develops individual and practice area business development plans, oversees new business proposals and RFP responses and leads appropriate client presentations; oversees the development of organizational communications and promotional materials to support business development objectives; plays a key role in media relations, analyzing competitive intelligence and may also network directly with clients, prospects and referrals.

### **Marketing and Business Development Chief:**

Ultimate responsibility for department and team members' performance; collaborates with senior leadership to contribute to the firm's overall strategy; develops and drives annual business development plans and budget ensuring alignment with firm's overall strategic direction; leverages the firm's position in the market / evaluates market opportunities with senior firm leadership to support business development opportunities; drives business development and sales opportunities; represents the firm in the legal industry and within the business markets in which he/she works.

## 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.

## 2019 Job Descriptions

### **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.

### **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 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, 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.

## 2019 Job Descriptions

### **Director of Marketing Technology:**

The Director of Marketing Technology oversees selection, development and management of all marketing technology systems (client relationship management, experience management, proposal development and automation, email marketing, web content management, and analytics) and integration with other key firm data management systems. The Director oversees a team responsible for maintaining and improving data quality across all marketing systems. Collaborating closely with our business development, core marketing and communications teams, the Director is responsible for adapting and evolving the current marketing technology and data management function to meet the firm's growing business needs.

### **Senior Manager, Experience Management:**

The Senior Manager, Experience Management leads initiatives to implement and maximize the firm's experience management platform and related technologies. This position oversees all aspects of the platform's configuration as well as its integration with both internal and external data sources through close collaboration with the firm's internal resources and relevant vendors. The Senior Manager facilitates the development of profiles and work flows to ensure the right information is captured and managed to effectively support each stage of the client relationship life cycle from attracting attention and winning business through serving clients and communicating results. Through close collaboration with key stakeholders, s/he provides strategic advice on leveraging the platform and related technologies to address challenges faced by practice areas, client teams, individual attorneys and firm management, as well as key administrative areas including Marketing, Knowledge Management, Strategic Planning and others. S/he defines the implementation and communication strategies related to these technologies and manages the resources and processes required to execute those strategies.

### **Knowledge/Experience Management Technology Administrator:**

The Experience Management Administrator is responsible for the day-to-day administration and management of the Firm's business development technology including the experience management platform and related systems. In addition, the Administrator leads the efforts to capture and maintain experience information including client and matter profiles in support of the Firm's business development and knowledge management efforts. S/he contributes to the implementation and on-going support of business development systems and processes. The Administrator works directly with department leaders and Staff to define best practices for leveraging these systems for marketing and business development efforts. S/he develops training programs for department Staff and provides follow-up support as needed. S/he serves as the primary support contact who interacts with internal resources, such as the Information Technology department, as well as external resources including vendors and consultants to address technical issues.

### **Knowledge Management Technology Specialist:**

The Knowledge Management Technology Specialist will be responsible for supporting the day-to-day administration and management of the Firm's the experience management platform and related systems. In addition, h/she supports the efforts to capture and maintain experience information including client and matter profiles in support of the Firm's knowledge management efforts and contributes to the implementation and on-going support of knowledge management systems and processes related to experience management. H/she is responsible for developing practice-specific profiles while ensuring compatibility and consistency across the entire platform; collaborating with practice specific resources to define requirements and develop practice-specific workflows to collect experience information; ensuring the quality and overall data integrity of content entered into Foundation; providing technical support to practice resources.

## 2019 Job Descriptions

### **Knowledge Management Technology Analyst:**

The KM Technology Analyst will be a central part of the team responsible for the day-to-day administration and management of the Firm's the experience management platform and related systems. Under the direction of the Senior Manager, the primary role of the KM Technology Analyst will be to support activities related to the Firm's knowledge management technology including the experience management platform and related systems. S/he the supports the efforts to capture and maintain experience information including client and matter profiles in support of the knowledge management efforts. Profiling all new matters upon opening with critical data points including Matter Type, parties and other details drawn from the New Business Intake package; managing the master Matter Type list to ensure consistency across the entire platform; mapping legacy data sets against Foundation profiles for import into the collection; contributing to workflow and reporting development.

### **Marketing Technology Manager:**

This role will be responsible for managing and supporting the development of marketing operations tools and systems. This includes working across and collaboratively with all levels of the firm from partnership and management through administrative departments (Information Services, Accounting, Human Resources, Risk Management, etc.) to ensure the systems and processes meet the needs of, and works within, the established ethical rules of the firm. This position oversees the operations of the firm's website, CRM (InterAction), micro- sites, blogs, mobile applications, business development tools including experience and proposal databases, email marketing, the department's use of SharePoint, social media, SEO and other analytics. You understand the landscape of digital asset management systems and other brand and marketing systems and will proactively suggest new ways of improving them.

### **Program Analyst—Knowledge Management:**

The Program Analyst performs analysis activities that support the decision making regarding matching technology solutions (package selection, configuration, development) with business, user(s), and functional needs from stakeholders. This involves conducting market research, functional comparisons, and staying abreast of what is being done at other law firms and professional services firms. The analyst will also gather requirements, document procedures, and review the methods of the current processes. The Program Analyst partners with the appropriate business stakeholders and the Program Manager to prioritize and create a project roadmap for their assigned area. With the business and IT teams, they maintain a set of institutional knowledge of what is working well within the program and what needs improvement.

### **Market Data Analyst:**

The Market Data Analyst performs data analysis and related research activities to support the Firm's marketing, business and practice development efforts. The Market Data Analyst leverages internal and external resources to provide information that helps address the challenges faced by practice areas, client teams, individual attorneys and Firm management. S/he works closely with the functional areas of the Marketing Department, Strategic Planning, Accounting, Human Resources and other areas.

### **Market and Business Intelligence Analyst:**

Conduct research with the strong ability to refine, organize, analyze, and deliver business intelligence reports and other required business development research packages using internal and external resources. Monitor, evaluate, and disseminate information on companies, individuals, industries, and markets in support of strategic business development and marketing initiatives. Track news items regarding current or prospective clients and industries and inform appropriate firm contacts as needed. Remain curious and informed of market and industry trends and able to "connect the dots" when evaluating varying information sources. Continue development of competitive intelligence techniques and best practices. Perform other library-related tasks and projects as needed, such as document delivery.

## 2019 Job Descriptions

### **CRM and eMarketing Specialist:**

The CRM and eMarketing Specialist will develop, manage and support the firm's CRM and marketing strategies to ensure the accuracy of strategic business data, train and encourage CRM adaption and usage, and work to drive business through targeted CRM usage. Reporting to the Director of Marketing, the Specialist will work closely with two senior business development managers, firm lawyers in all practice areas and other marketing team members on a wide variety of CRM data management, marketing and business development projects.

### **Library & 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, also library management software. May hire and supervise library Staff.

#### **Reference Librarian:**

This individual performs legal and non-legal research; evaluates print and electronic resources; 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, 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 and 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.

## 2019 Job Descriptions

### **Finance Reporting Analyst/Manager:**

This individual is responsible for preparing management reports, 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, 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 pre-bills 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; 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.

## 2019 Job Descriptions

### **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; assists with ensuring attorney compliance with ethics rules.

### **ACA (Affordable Care Act) Legal Specialist:**

This individual is responsible for internal and external expertise on provisions from the Affordable Care Act.

### **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 Paralegal:**

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

### **IP Docket Specialist:**

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.