ALA
Association of Legal Administrators



ALA's 2026 LARGE FIRM KEY STAFF COMPENSATION AND BENEFITS SURVEY

Association of Legal Administrators

2026 ALA Large Firm Key Staff Compensation Survey

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2026 ALA Large Firm Key Staff Compensation Survey

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BACKGROUND

The findings cited in this report are based on a survey sponsored by Association of Legal Administrators (ALA). ALA is an international organization representing more than 8,000 legal management 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, and government and nonprofit agencies.

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

The purpose of the 2026 ALA Large Firm Key Staff Compensation Survey was to provide updated information on current practices in the areas of compensation for firms that consist of 100 or more lawyers.

The 2026 ALA Large Firm Key Staff Compensation Survey report provides:

- Information on incumbent characteristics broken out by the number of attorneys at their firm.
- Full-time annual base salary, total cash compensation, merit increase information, bonus and deferred compensation for the following 13 C-Suite positions:
  - Chief Operating Officer/Firm Administrator/Executive Director (COO)
  - Chief Financial Officer/Director of Finance (CFO)
  - Chief Marketing Officer
  - Chief Diversity Officer
  - Chief Information Officer/Director of Information Services (CIO)
  - Chief Human Resources Officer/Personnel Director/Director of Human Resources (CHRO)
  - Director of Marketing & Client Relations
  - Director of Knowledge Management/Library Services
  - Director of Professional Recruiting
  - Director of Office Operations
  - Practice Group Director/Administrator
  - Litigation Support Director/Manager
  - Director of Pricing

BACKGROUND (continued)

Using number of attorneys and regional information, members are able to compare their organization's compensation and benefit package to organizations who fit a similar profile.

- Geographic regions are defined as follows:
  Northeast: CT, MA, ME, NH, NJ, NY, PA, RI, VT
  Midwest: IA, KS, IL, IN, MI, MN, MO, NE, ND, OH, SD, WI
  South: AL, AR, DC, DE, FL, GA, KY, LA, MD, MS, NC, OK, PR/VI, SC, TN, TX, VA, WV
  West: AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, WA, WY

METHODOLOGY

Data was collected via secure website developed and hosted by Readex Research, an independent research company. ALA invited firms to participate in the online survey between June 2, 2026 and August 4, 2026.

ALA members were provided with a link to the secure website. On the website, they were asked to create an account in order to be granted access to the survey. Members in firms with 100 or more attorneys at their locations were asked to complete the Large Firm Key Staff Compensation Survey. Members were told that if more than one person at their location received an invitation, only one response per firm location was desired.

Survey Design

The 2026 ALA Large Firm Key Staff Compensation Survey consisted of the following three sections:

- Contact Info
- About Your Firm
- Compensation

Respondents were provided with the following instructions:

- Base Salary:
  - Provide full-time annual base salary as of January 1, 2026.
  - If the position was less than full-time and the respondent was reporting salary, they were instructed to convert the information to full-time (2,080 hours per year).
  - Exclude overtime, draws, commissions, bonuses, incentive pay, profit sharing, retirement benefits paid, other cash compensation and the monetary value of any other benefits.

- Merit Increase: defined as a change in base salary based on a review of performance regularly scheduled by the firm, generally given as a percentage change to the base salary, relating to the most recently completed performance review:
  - Provide percentage merit increase (or decrease) in annual base salary that incumbent received in their most recent performance review.

- Bonus:
  - Provide bonus (beyond base pay) in the 12 months prior to January 1, 2026.

- Additional Cash Compensation:
  - Provide additional cash compensation (beyond base pay) in the 12 months prior to January 1, 2026.

- Total Deferred Compensation: defined as all employer contributions to profit-sharing and/or 401(k)-type plans:
  - Provide total deferred compensation in the 12 months prior to January 1, 2026.

For this report, total cash compensation was then calculated by summing the base salary, bonus and additional cash compensation.

METHODOLOGY (continued)

Response

The survey was closed for tabulation on August 4, 2026. Readex Research handled all data processing and tabulation. Following an analysis of return completeness and responses from duplicate firms identified, those that were incomplete or duplicated were removed. This prepared report includes survey responses from 59 firms answering for 380 employees. Throughout the report, results are based on U.S. firms only.

To preserve respondent confidentiality and present meaningful results, reporting adapts Antitrust Safety Zone conditions articulated by the U.S. Department of Justice (DOJ) and the Federal Trade Commission (FTC), results are suppressed (displayed as an *) when based on insufficient cases. For this report, all statistics are suppressed if results are based on fewer than five incumbents.

This report was prepared by Readex in accordance with accepted research standards and practices.

HOW TO READ THIS REPORT

Statistical Terms

Below are definitions of the statistical terms used in this report.

Term	Definition
Count	The total number of firms reporting.
Average	The arithmetic average, calculated by summing all responses and dividing by the number of responses. The mean is sometimes strongly influenced by extreme values in the distribution.
25th Percentile	The 25th percentile marks where 25% of the reported values are lower than the figure given and 75% are higher.
Median	The median is calculated by rank ordering all responses and then selecting (or interpolating) the value below which 50% of all responses lie. It is often thought of as the "typical" value of a variable and is not influenced by extreme values in the distribution. Also known as the 50th percentile.
75th Percentile	The 75th percentile marks where 75% of the reported values are lower than the figure given and 25% are higher.

When reviewing the tables throughout the report, percentages may not add to 100 for single answer questions due to rounding and/or nonresponse.

Research Limitations

As with any research, the results should be interpreted with the potential of nonresponse bias in mind. It is unknown how those who responded to the survey may differ from those who did not. In general, the higher the response rate, the more likely results are to accurately represent the population of interest.

This report was prepared in accordance with accepted research standards and practices and is intended to serve as a reference.

Additionally, it should be noted that the results capture typical compensation and benefits among ALA's audience and should not necessarily be viewed as industry standards.

ABOUT READEX RESEARCH

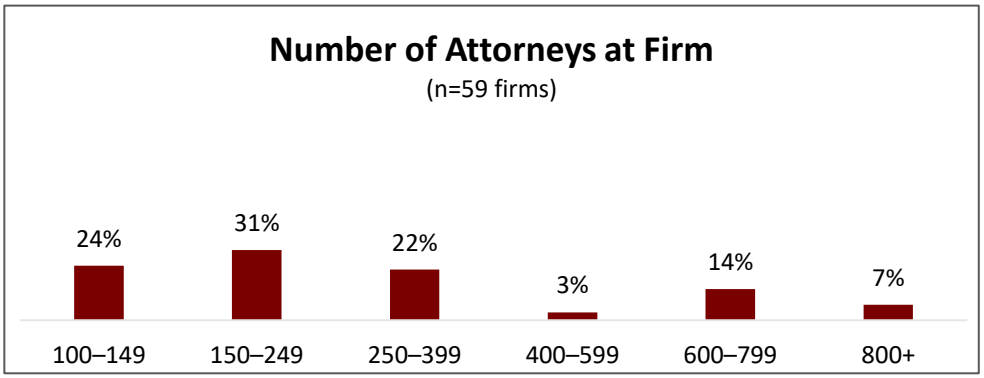
Readex is an internationally recognized independent survey research company founded in 1947, specializing in quantitative and qualitative research methodologies, including online surveys, mail surveys, and in-depth interviews. We are a full-service research firm, partnering with clients at every stage of the research process, from study design and data collection to analysis, reporting, and actionable insights that drive informed decision-making. We serve a diverse client base, including media organizations, membership associations, corporations, and other research firms.

Services offered include, but are not limited to, advertising effectiveness, brand awareness, content audits, customer surveys, data and reporting services, in-depth interviews, mail surveys, member surveys, product mailing services, reader profile, salary and benefits, sponsored research, and state of the industry studies.

SUMMARY

Firm Profile

The population of interest for this study was large legal firms, defined for the purposes of this survey as those with 100 or more attorneys (including all offices). To confirm this status, respondents were asked to indicate on the survey the total number of attorneys at their firms.



The typical (median) firm reports a count of 237 attorneys at all offices. Due to the presence of some very large firms, the average (mean) is higher at 357 attorneys.

Position characteristics and compensation results are segmented in later sections by the following groupings:

- 100–149 attorneys
- 150–249 attorneys
- 250–399 attorneys
- 400 or more attorneys

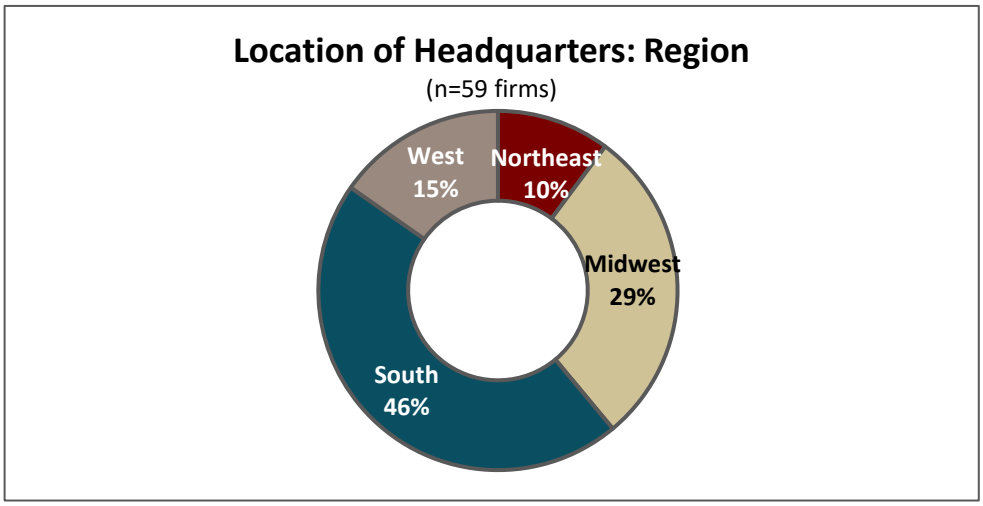
Due to the limited tabulation size (59 firms), segmentation into the four categories led to some data suppression due to insufficient responses by category. To reduce this effect, the four categories above are also collapsed into two broader categories with higher tabulation bases:

- 100–249 attorneys
- 250 or more attorneys

SUMMARY

Firm Profile (continued)

Responding firms are most likely to have their headquarters located in the South (46%) or the Midwest (29%), followed by the Northeast (10%) and the West (15%). Tables later in this report will segment compensation data and position characteristics by these regions. State and U.S. metropolitan area data is also presented when there is sufficient response. Metro area data cannot be presented in 2026.



States with five or more responding firms are:

- Florida
- Georgia

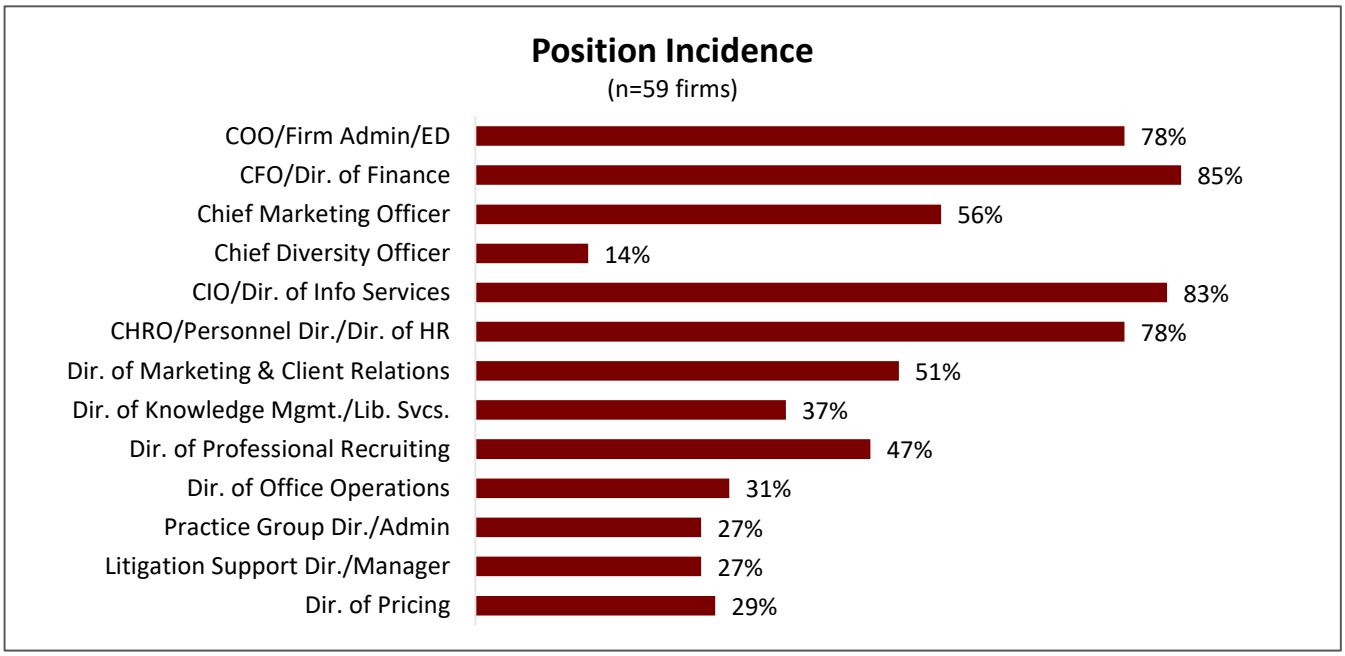
SUMMARY

Position Profile

Respondents were presented with 13 positions and asked to identify those held within their firms that have responsibilities substantially similar to the definitions provided, regardless of the exact job titles.

More than half of the firms reporting indicated having each of the following C-level positions: Chief Financial Officer (CFO; 85%), Chief Information Officer (CIO; 83%), Chief Operating Officer (COO; 78%), Chief Human Resource Officer (CHRO; 78%), Chief Marketing Officer (56%) and Director of Marketing & Client Relations (51%).

Fewer than half of firms indicated having each of the following C-level positions: Director of Professional Recruiting (47%), Director of Knowledge Management/Library Services (37%), Director of Office Operations (31%), Director of Pricing (29%), Practice Group Director/Administrator (27%), Litigation Support Director/Manager (27%) and Chief Diversity Officer (14%) .



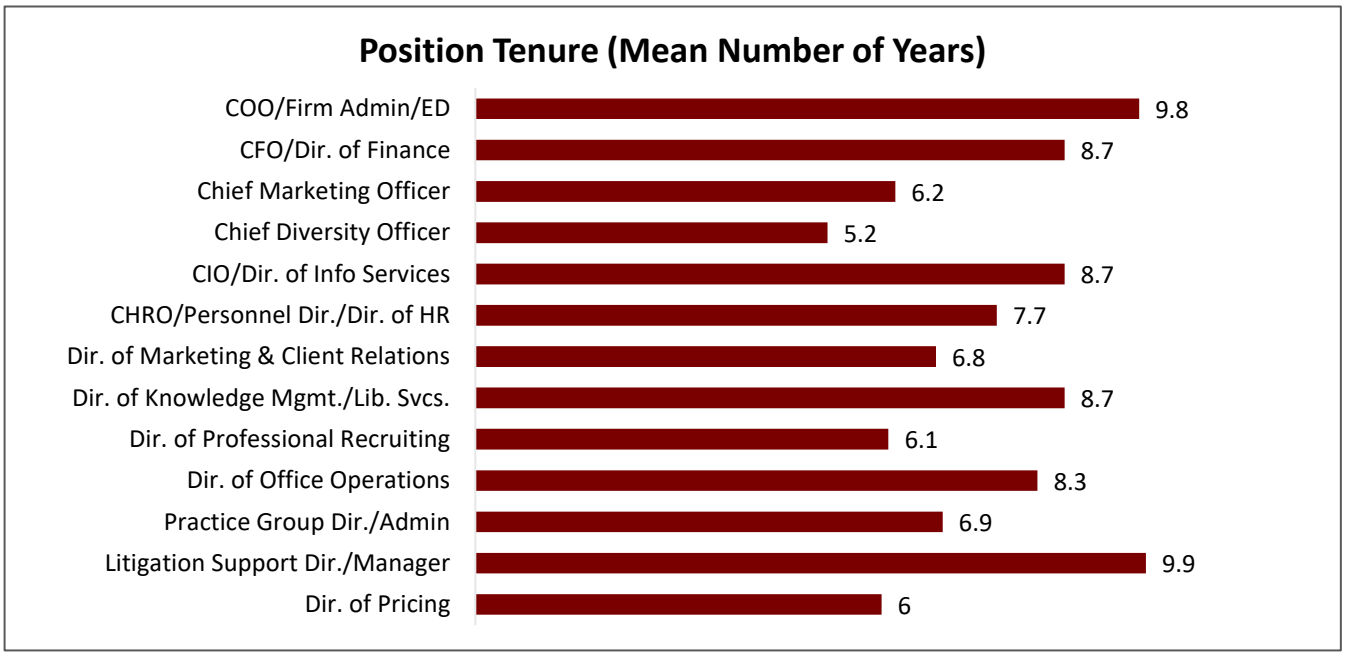
With the requirement of at least five data elements being present in order to show results in this report, data suppression is more common among the lower incidence positions. This is particularly true for the bivariate segmentation by number of attorneys and/or state.

SUMMARY

Position Profile (continued)

The following data in this section are based on the 380 compenstaion records collected.

On average, incumbents had held their positions for between 5 and 10 years. Those with the longest tenure include Litigation Support Director (9.9 years) and Chief Operating Officer (9.8 years). The positions with the shortest average tenure are Chief Diversity Officer (5.2 years), Director of Pricing (6.0 years), Director of Professional Recruiting (6.1 years) and Chief Marketing Officer (6.2 years).



SUMMARY

Position Profile (continued)

Regarding educational attainment, having at least a bachelor's degree is the norm for all positions. Chief Diversity Officers are most likely to have a JD/LLB (75%). Directors of Knowledge Management/Library Services are most likely to have MA/MS/MLS degrees (32%).

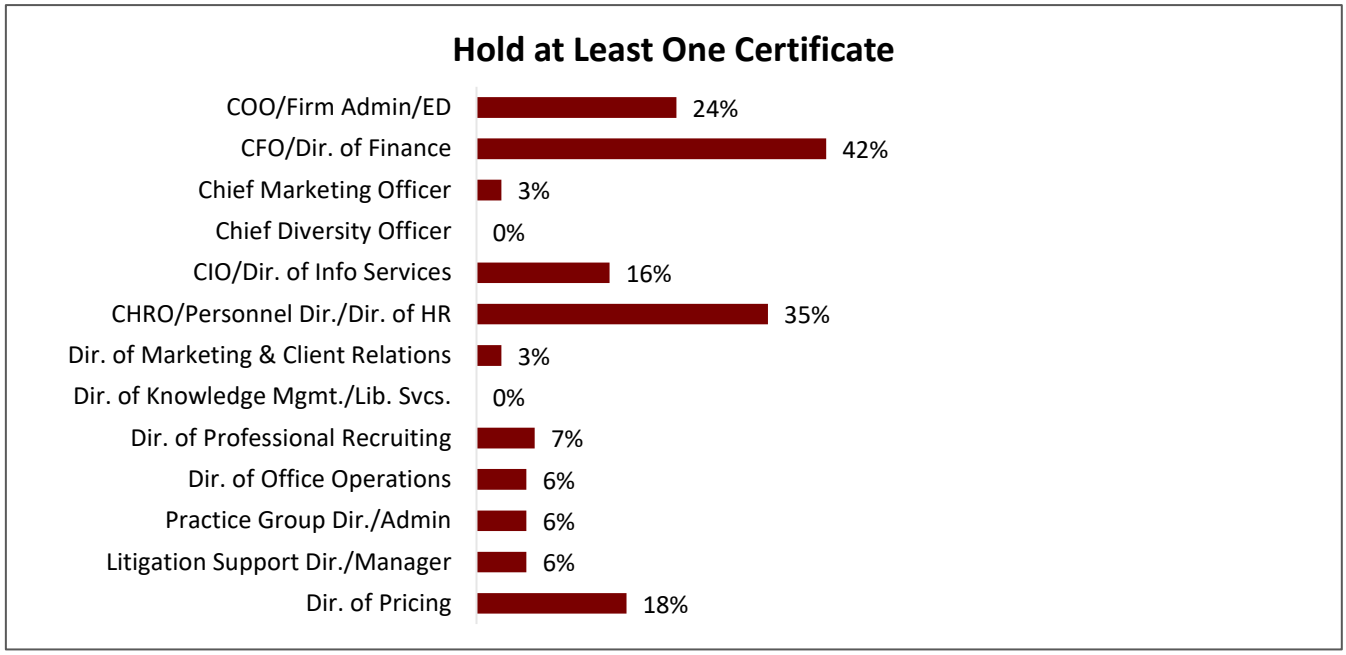
Graduate Degrees								
	HS or equiv.	some college	AA	BA/BS/ BBA	MBA	MA/MS/ MLS	JD/LLB	Doctorate
COO/Firm Admin/ED	0%	0%	0%	37%	20%	13%	15%	0%
CFO/Dir. of Finance	0%	0%	0%	40%	28%	18%	0%	0%
Chief Marketing Officer	0%	0%	0%	42%	12%	9%	15%	0%
Chief Diversity Officer	0%	0%	0%	13%	0%	0%	75%	0%
CIO/Dir. of Info Services	2%	4%	2%	57%	6%	6%	4%	0%
CHRO/Personnel Dir./Dir. of HR	4%	2%	0%	48%	7%	13%	11%	0%
Dir. of Marketing & Client Relations	0%	0%	0%	57%	13%	0%	7%	0%
Dir. of Knowledge Mgmt./Lib. Svcs.	5%	5%	0%	23%	14%	32%	14%	0%
Dir. of Professional Recruiting	4%	0%	0%	50%	0%	11%	25%	0%
Dir. of Office Operations	0%	17%	0%	50%	6%	6%	6%	0%
Practice Group Dir./Admin	0%	0%	0%	56%	13%	6%	13%	0%
Litigation Support Dir./Manager	0%	0%	6%	50%	0%	13%	13%	0%
Dir. of Pricing	0%	0%	0%	53%	6%	12%	12%	0%

= 30% – 39% = 40% – 49% = 50%+

SUMMARY

Position Profile (continued)

Certifications are not overly common for most of these positions. Around one in five or more of the following positions hold at least one certificate: CFOs (42%), CHROs (35%), COOs (24%) and Director of Pricing (18%).



SUMMARY

Position Profile (continued)

Certain positions are more likely to hold specific types of certifications. CFOs are most likely to have earned their CPA (40%), followed by COOs (17%). CHROs are most likely to have earned their CHRS* (26%).

Certifications Earned						
	Certified Public Accountant (CPA)	Certified Human Resource Specialist (CHRS*)	Certified Network Engineer (CNE)	Certified Legal Manager (CLM)	Certified Employee Benefits Specialist (CEBS)	Other
COO/Firm Admin/ED	17%	4%	2%	0%	0%	0%
CFO/Dir. of Finance	40%	0%	0%	2%	0%	2%
Chief Marketing Officer	0%	0%	0%	0%	0%	3%
Chief Diversity Officer	0%	0%	0%	0%	0%	0%
CIO/Dir. of Info Services	0%	0%	6%	0%	0%	10%
CHRO/Personnel Dir./Dir. of HR	0%	26%	0%	4%	4%	4%
Dir. of Marketing & Client Relations	0%	0%	0%	0%	0%	3%
Dir. of Knowledge Mgmt./Lib. Svcs.	0%	0%	0%	0%	0%	0%
Dir. of Professional Recruiting	0%	0%	0%	0%	0%	7%
Dir. of Office Operations	0%	6%	0%	0%	0%	0%
Practice Group Dir./Admin	6%	0%	0%	0%	0%	0%
Litigation Support Dir./Manager	0%	0%	0%	0%	0%	6%
Dir. of Pricing	0%	0%	0%	0%	0%	18%

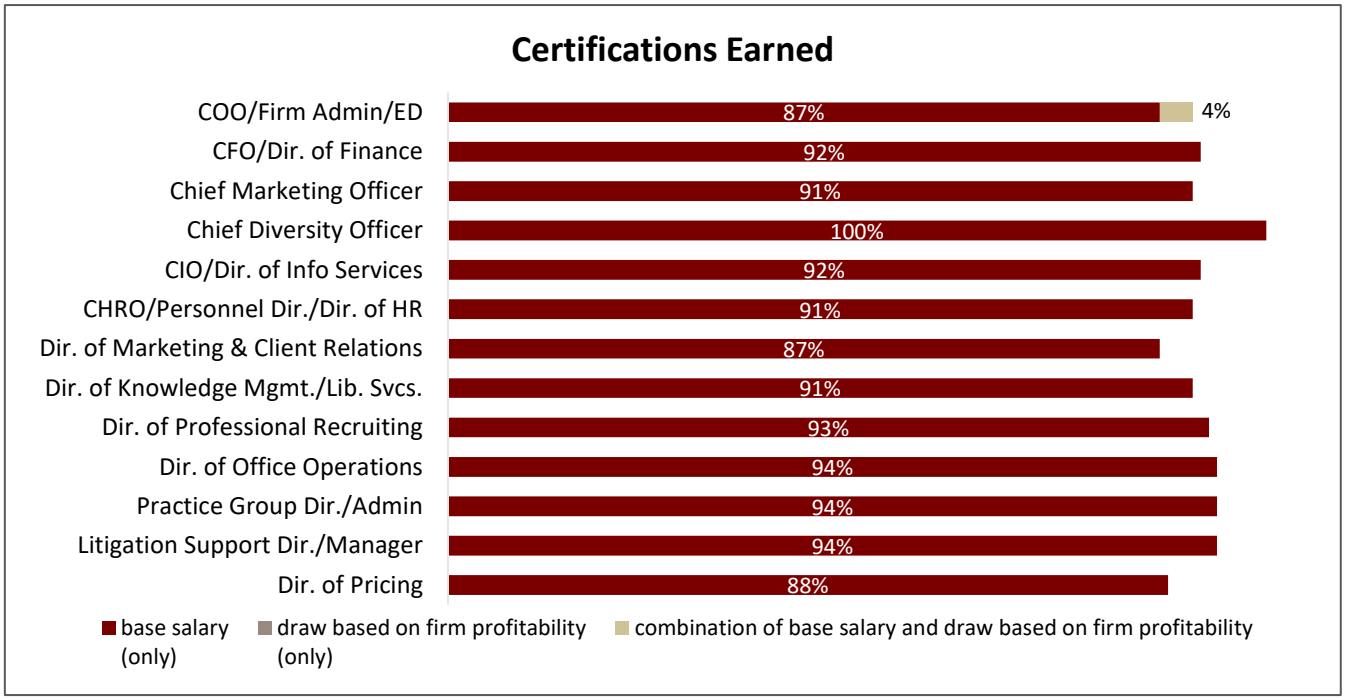
= 1% – 9% = 10% – 24% = 25%+

*CHRS, SHRM-CP, SHRM-SCP, HRCI

SUMMARY

Compensation Profile

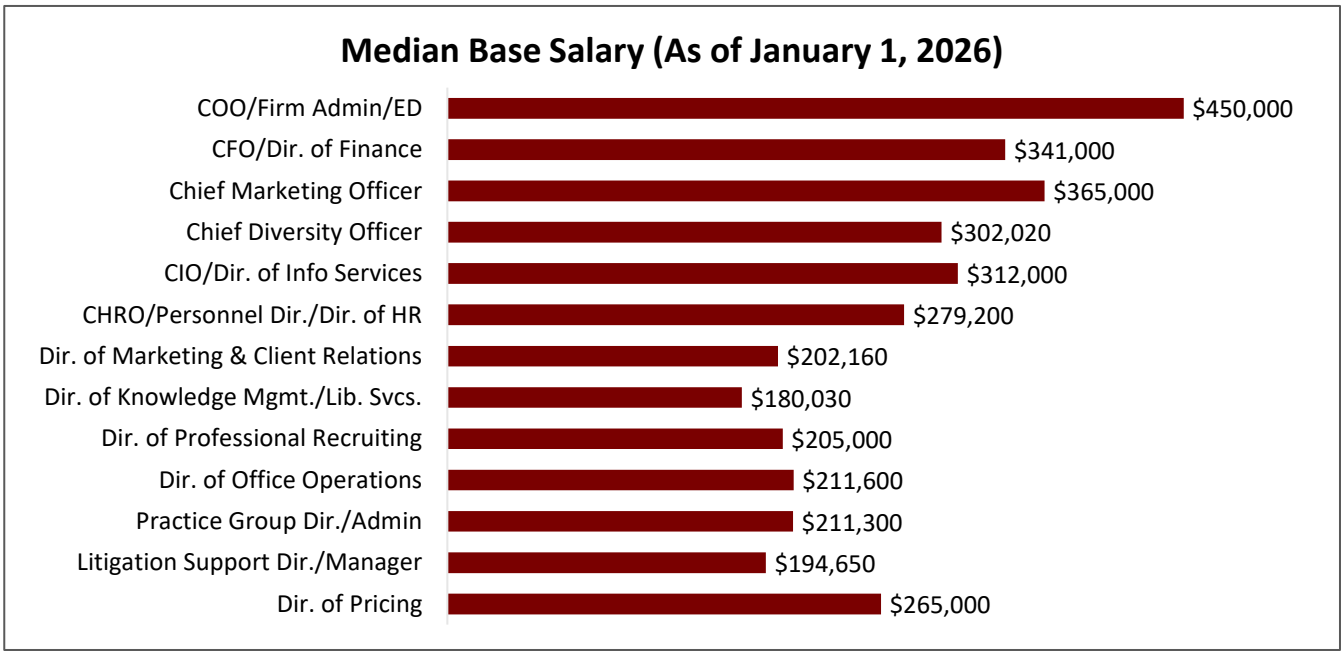
Across all positions, the most common basis of annual compensation is base salary only. COOs are the only position to report their basis of compensation as a combination of base salary and draw based on firm profitability (4%). No positions reported that they are compensated solely on a draw based on firm profitability.



SUMMARY

Compensation Profile (continued)

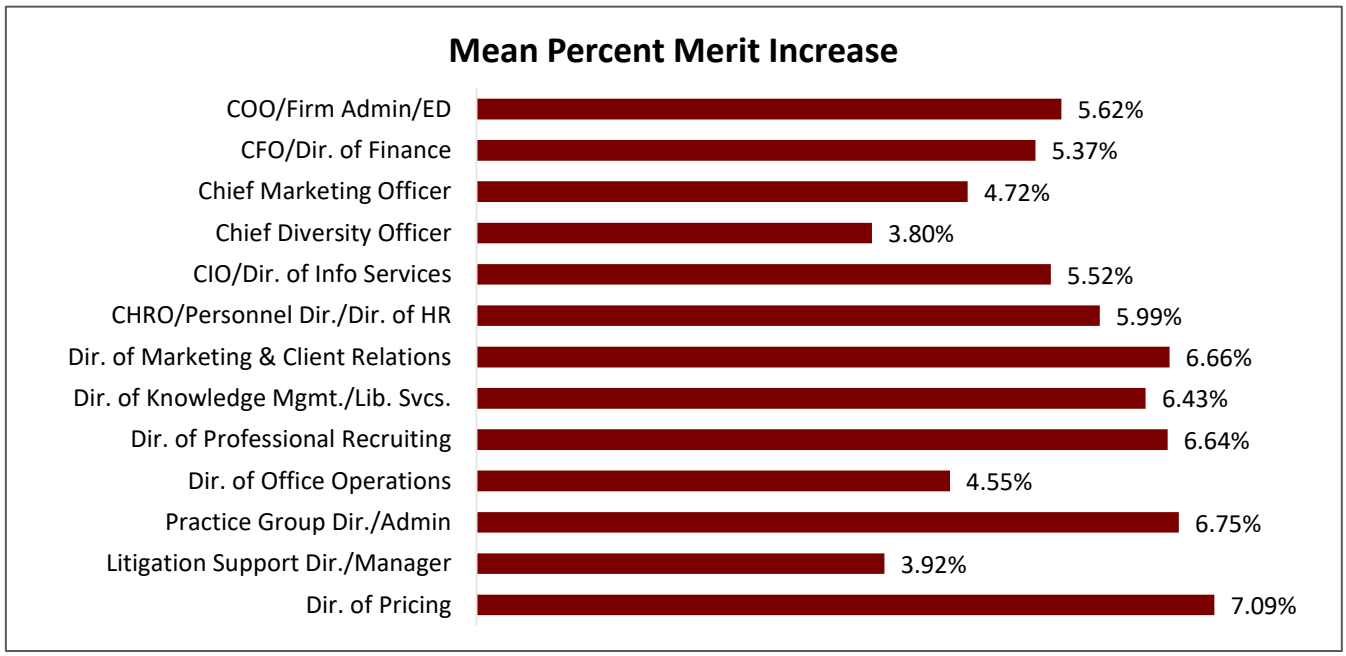
The typical (median) COO makes $450,000 — a rate 23% larger than the next highest compensated positions: Chief Marketing Officer ($365,000) and CFO ($341,000) . Other positions typically making more than $250,000: CIOs ($312,000), Chief Diversity Officer ($302,020) and CHROs ($279,200). The lowest typical compensation was for Directors of Knowledge Management/Library Services ($180,030) or Litigation Support Director or Manager ($194,650).



SUMMARY

Compensation Profile (continued)

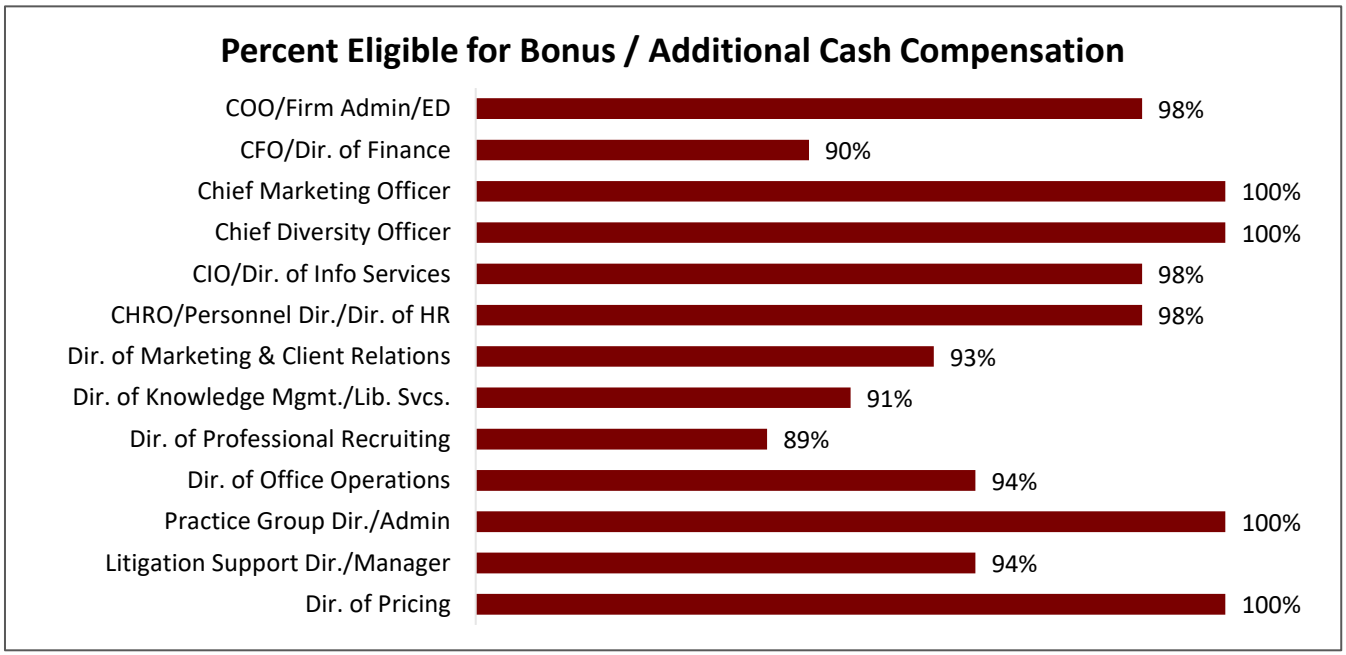
Across all positions, merit increases were reported in annual base salary in their most recent performance reviews in the range of around 3% to just over 7%, on average. The position with the highest average increase was Director of Pricing (7.09%). The positions with the lowest average increases were Chief Diversity Officer (3.80%) and Litigation Support Director/Manager (3.92%).



SUMMARY

Compensation Profile (continued)

Most incumbents in each position were eligible to receive a bonus and/or other additional cash compensation (beyond base pay) in the 12 months prior to January 1, 2026, ranging from 89% to 100%.



SUMMARY

Compensation Profile (continued)

In general, the most common criterion for bonuses was firm profitability. At least 63% of incumbents in each position had their bonuses at least in part determined by this assessment. At least 25% of incumbents in each position had their bonuses influenced by both accomplishment of financial goalsand subjective judgments about performance. Almost half of incumbents in each position had their bonuses influenced by successful completion of specific predetermined projects, except for Directors of Pricing, Practice Group Directors and Chief Diversity Officers.

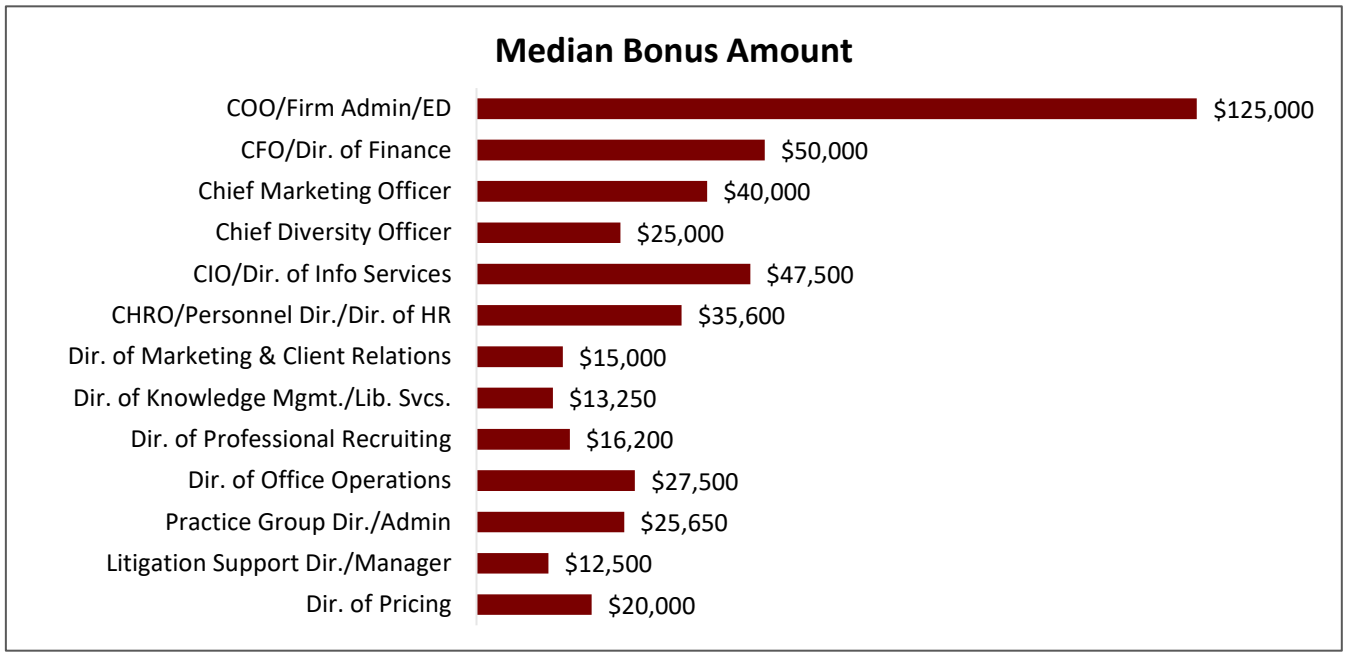
Criteria Considered for Bonus/Additional Cash Compensation					
	Firm Profitability	Successful Completion of Specific Predetermined Projects	Accomplishment of Financial Goals	Subjective Judgments About Performance	Other
COO/Firm Admin/ED	84%	42%	53%	78%	7%
CFO/Dir. of Finance	82%	42%	42%	71%	7%
Chief Marketing Officer	79%	48%	42%	79%	6%
Chief Diversity Officer	63%	13%	25%	38%	25%
CIO/Dir. of Info Services	75%	54%	35%	77%	6%
CHRO/Personnel Dir./Dir. of HR	76%	47%	31%	76%	7%
Dir. of Marketing & Client Relations	71%	54%	36%	79%	11%
Dir. of Knowledge Mgmt./Lib. Svcs.	75%	45%	35%	80%	5%
Dir. of Professional Recruiting	68%	48%	32%	68%	8%
Dir. of Office Operations	71%	47%	35%	65%	18%
Practice Group Dir./Admin	81%	31%	38%	69%	13%
Litigation Support Dir./Manager	73%	47%	40%	80%	7%
Dir. of Pricing	71%	35%	35%	65%	12%

= 40% – 59% = 60% – 79% = 80%+

SUMMARY

Compensation Profile (continued)

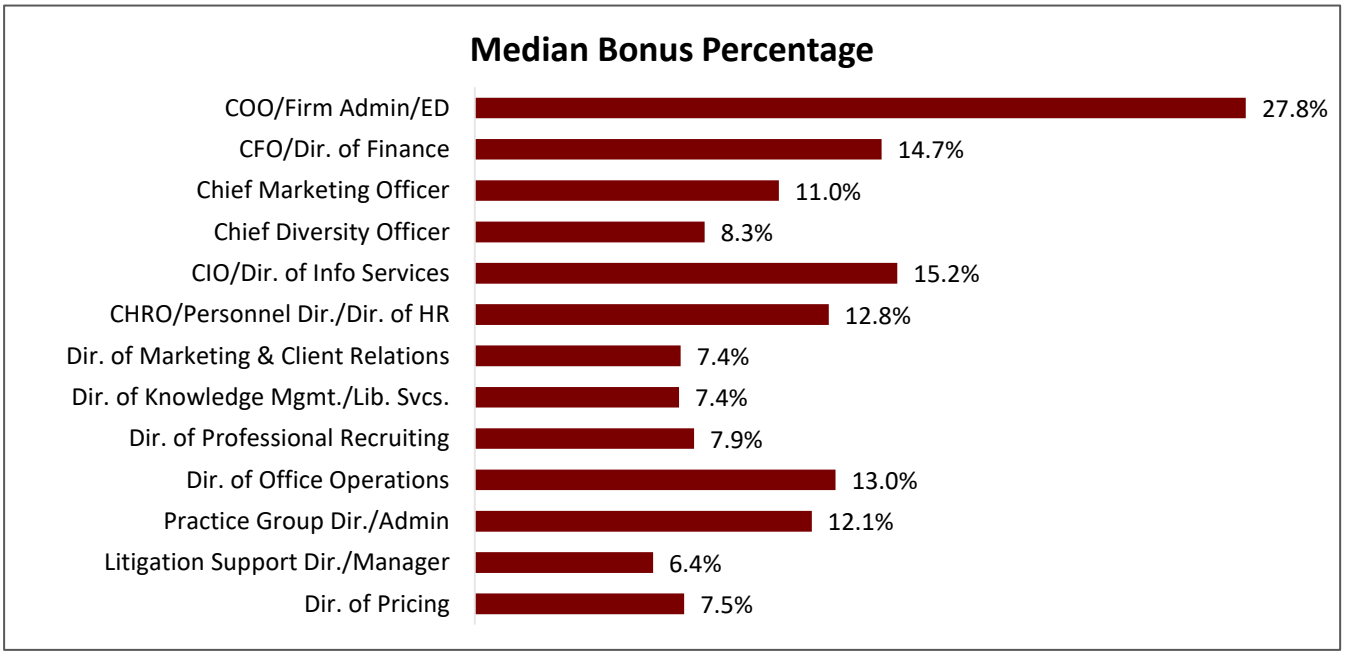
By far, COOs earned the highest typical (median) bonus ($125,000). CFSs received the next highest bonus at $50,000, followed by CIOs ($47,500). Smallest bonuses were received by Litigation Support Directors ($12,500) and Directors of Knowledge Management ($13,250).



SUMMARY

Compensation Profile (continued)

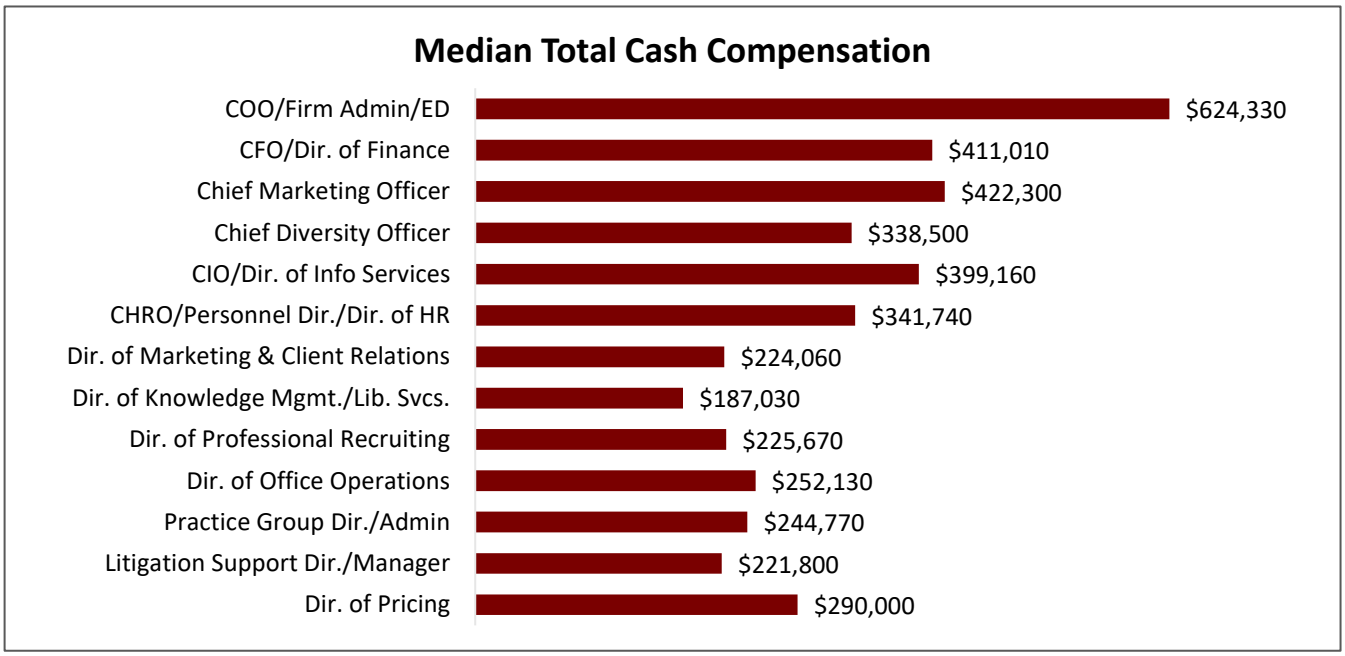
Another way to look at bonus information is expressed as a percentage of typical base salary. COOs were typically awarded a bonus that was 27.8% of their base salary. Litigation Support Directors were awarded the lowest percentage at 6.4%.



SUMMARY

Compensation Profile (continued)

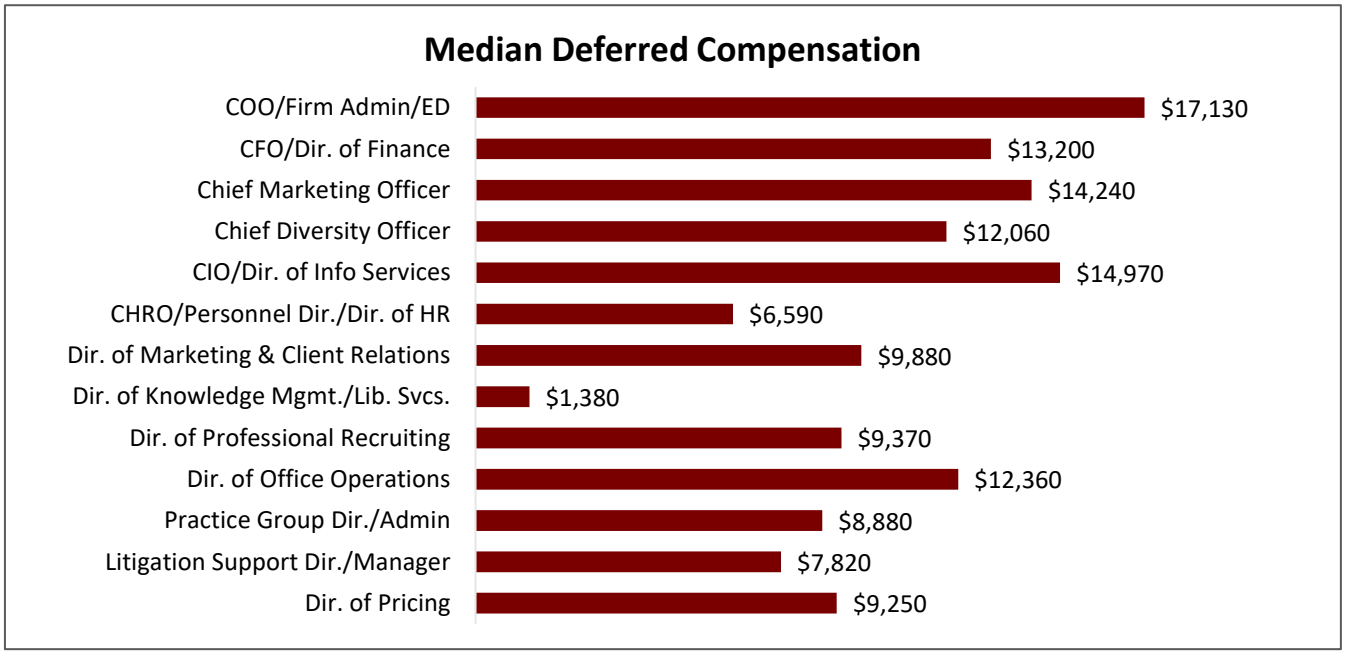
Summing the values for base salary, bonus amount and other cash compensation yields the total cash compensation received by incumbents in the 12 months prior to January 1, 2026. COOs earned a typical (median) total cash compensation of $624,330. This is 48% more than the next highest earning position, Chief Marketing Officer at $422,300. At $187,030, the lowest typical total compensation was for Director of Knowledge Management/Library Services.



SUMMARY

Compensation Profile (continued)

Finally, the amount of total deferred compensation (defined as all employer contributions to profit-sharing and/or 401(k)-type plans) received between in the 12 months prior to January 1, 2026, was analyzed. COOs reported the highest typical amount at $17,130, followed by CIOs at $14,970.



Chief Operating Officer/Firm Administrator/Executive Director

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	46	25	21	13	12	11	10
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%	0%	0%	0%	0%
JD/LLB degree	15%	12%	19%	15%	8%	27%	10%
MA/MS/MLS degree	13%	4%	24%	0%	8%	36%	10%
MBA degree	20%	20%	19%	23%	17%	9%	30%
BA/BS/BBA degree	37%	52%	19%	54%	50%	27%	10%
AA degree (2 years)	0%	0%	0%	0%	0%	0%	0%
Some college (no degree)	0%	0%	0%	0%	0%	0%	0%
High school or equivalent (no college)	0%	0%	0%	0%	0%	0%	0%
No answer	15%	12%	19%	8%	17%	0%	40%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	17%	24%	10%	23%	25%	9%	10%
Certified Employee Benefits Specialist (CEBS)	0%	0%	0%	0%	0%	0%	0%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	4%	8%	0%	8%	8%	0%	0%
Certified Network Engineer (CNE)	2%	0%	5%	0%	0%	9%	0%
Other	0%	0%	0%	0%	0%	0%	0%
Indicated at least one	24%	32%	14%	31%	33%	18%	10%
None	43%	40%	48%	38%	42%	55%	40%
No answer	33%	28%	38%	31%	25%	27%	50%
TENURE IN POSITION							
20 years or more	20%	24%	14%	23%	25%	27%	0%
15 up to 20 years	7%	4%	10%	8%	0%	9%	10%
10 up to 15 years	11%	16%	5%	15%	17%	9%	0%
5 up to 10 years	22%	24%	19%	15%	33%	27%	10%
2 up to 5 years	22%	16%	29%	15%	17%	27%	30%
1 up to 2 years	9%	8%	10%	15%	0%	0%	20%
Less than 1 year	2%	4%	0%	0%	8%	0%	0%
Average (years)	9.8	10.4	9	10.6	10.2	11.2	5.5
No answer	9%	4%	14%	8%	0%	0%	30%

Chief Operating Officer/Firm Administrator/Executive Director

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	87%	96%	76%	92%	100%	82%	70%
Draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
Combination of base salary and draw based on firm profitability	4%	0%	10%	0%	0%	18%	0%
No answer	9%	4%	14%	8%	0%	0%	30%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	98%	96%	100%	92%	100%	100%	100%
No	2%	4%	0%	8%	0%	0%	0%
No answer	0%	0%	0%	0%	0%	0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	45	24	21	12	12	11	10
Firm profitability	84%	88%	81%	92%	83%	100%	60%
Successful completion of specific predetermined projects	42%	42%	43%	58%	25%	55%	30%
Accomplishment of financial goals	53%	50%	57%	50%	50%	73%	40%
Subjective judgments about performance	78%	83%	71%	75%	92%	82%	60%
Other	7%	0%	14%	0%	0%	9%	20%
Indicated at least one	100%	100%	100%	100%	100%	100%	100%
No answer	0%	0%	0%	0%	0%	0%	0%

Chief Operating Officer/Firm Administrator/Executive Director

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	46	$517,190	$296,250	$450,000	$656,250
100–249	25	$345,470	$255,000	$325,000	$438,400
250+	21	$721,620	$633,250	$675,000	$850,000
100–149	13	$329,780	$249,500	$308,000	$425,000
150–249	12	$362,470	$269,250	$377,500	$450,000
250–399	11	$655,360	$600,000	$650,000	$760,000
400+	10	$794,500	$644,380	$755,000	$981,250
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$586,600	$279,000	$690,000	$842,500
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	13	$561,680	$265,000	$500,000	$780,000
100–249	6	$320,730	$239,550	$265,000	$443,750
250+	7	$768,210	$645,000	$760,000	$900,000
100–149	3	*	*	*	*
150–249	3	*	*	*	*
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Operating Officer/Firm Administrator/Executive Director

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	20	$460,350	$288,750	$438,400	$618,000
100–249	12	$352,540	$273,000	$355,000	$444,200
250+	8	$622,060	$487,500	$633,250	$650,000
100–149	6	$316,620	$234,430	$305,000	$412,500
150–249	6	$388,470	$292,250	$405,900	$462,500
250–399	5	$506,800	$330,000	$600,000	$637,000
400+	3	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	$543,600	$383,750	$462,500	$731,250
100–249	5	$384,770	$286,920	$425,000	$462,500
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	2	*	*	*	*
400+	1	*	*	*	*
BASE SALARY BY STATE					
Florida	3	*	*	*	*
Geogria	3	*	*	*	*
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Chief Operating Officer/Firm Administrator/Executive Director

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	46	$669,910	$370,000	$595,000	$844,200
100–249	25	$445,960	$296,050	$425,000	$588,400
250+	21	$936,520	$694,550	$879,290	$1,180,000
100–149	13	$422,640	$289,050	$420,000	$568,400
150–249	12	$471,230	$335,500	$502,200	$597,500
250–399	11	$848,580	$674,000	$808,000	$1,160,000
400+	10	$1,033,250	$761,250	$955,000	$1,387,500
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$790,460	$381,500	$879,290	$1,155,000
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	13	$739,410	$416,550	$645,000	$1,055,000
100–249	6	$452,900	$283,130	$434,050	$615,100
250+	7	$985,000	$645,000	$950,000	$1,200,000
100–149	3	*	*	*	*
150–249	3	*	*	*	*
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Operating Officer/Firm Administrator/Executive Director

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	20	$561,470	$335,500	$526,250	$704,830
100–249	12	$432,070	$307,750	$444,700	$546,250
250+	8	$755,580	$536,000	$757,550	$826,380
100–149	6	$381,900	$268,730	$359,500	$525,630
150–249	6	$482,230	$338,500	$502,200	$598,750
250–399	5	$582,420	$357,500	$674,000	$761,550
400+	3	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	$752,730	$435,000	$637,500	$1,078,750
100–249	5	$496,770	$304,420	$600,000	$637,500
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	2	*	*	*	*
400+	1	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	3	*	*	*	*
Geogria	3	*	*	*	*
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Chief Operating Officer/Firm Administrator/Executive Director

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	46	5.62%	3.00%	4.53%	7.04%
100–249	25	3.50%	2.30%	3.80%	4.65%
250+	21	8.48%	5.00%	6.56%	12.00%
100–149	13	4.72%	3.00%	4.00%	4.40%
150–249	12	2.38%	0.00%	3.38%	6.52%
250–399	11	6.62%	4.75%	5.90%	6.86%
400+	10	11.14%	5.00%	8.00%	20.97%
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	5.68%	3.59%	6.20%	7.52%
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	13	4.80%	0.00%	4.50%	6.68%
100–249	6	1.56%	0.00%	0.00%	3.90%
250+	7	8.04%	5.30%	6.56%	11.52%
100–149	3	*	*	*	*
150–249	3	*	*	*	*
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Operating Officer/Firm Administrator/Executive Director

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	20	5.47%	3.00%	4.65%	7.14%
100–249	12	3.51%	3.00%	3.95%	6.61%
250+	8	8.83%	4.00%	5.00%	20.00%
100–149	6	6.07%	3.38%	3.95%	8.00%
150–249	6	0.95%	-4.17%	3.83%	7.26%
250–399	5	8.16%	4.50%	5.00%	13.40%
400+	3	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	7.40%	1.73%	4.08%	14.99%
100–249	5	*	*	*	*
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	2	*	*	*	*
400+	1	*	*	*	*
MERIT INCREASE BY STATE					
Florida	3	*	*	*	*
Georgia	3	*	*	*	*
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Chief Operating Officer/Firm Administrator/Executive Director

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	46	$150,580	$40,000	$125,000	$212,250
100–249	25	$97,120	$27,100	$50,000	$162,500
250+	21	$214,210	$66,250	$190,000	$365,000
100–149	13	$86,380	$27,100	$48,690	$162,500
150–249	12	$108,760	$28,750	$75,000	$187,500
250–399	11	$191,910	$50,000	$175,000	$300,000
400+	10	$238,750	$129,380	$195,000	$391,250
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$201,000	$102,500	$175,000	$312,500
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	13	$172,980	$36,850	$125,000	$325,000
100–249	6	$121,870	$20,630	$74,350	$237,500
250+	7	$216,790	$67,500	$150,000	$400,000
100–149	3	*	*	*	*
150–249	3	*	*	*	*
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Operating Officer/Firm Administrator/Executive Director

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	20	$99,990	$40,000	$57,500	$180,000
100–249	12	$77,650	$31,900	$47,500	$115,000
250+	8	$133,500	$42,500	$107,500	$203,500
100–149	6	$61,530	$15,000	$37,100	$93,750
150–249	6	$93,770	$41,950	$75,000	$145,000
250–399	5	$75,600	$27,500	$50,000	$136,500
400+	3	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	$209,130	$56,250	$187,500	$347,500
100–249	5	$112,000	$17,500	$150,000	$187,500
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	2	*	*	*	*
400+	1	*	*	*	*
BONUS BY STATE					
Florida	3	*	*	*	*
Georgia	3	*	*	*	*
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Chief Operating Officer/Firm Administrator/Executive Director

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	46	$20,560	$0	$17,130	$31,130
100–249	25	$18,800	$0	$16,770	$30,850
250+	21	$22,660	$0	$17,500	$32,710
100–149	13	$14,400	$0	$6,450	$26,350
150–249	12	$23,560	$13,940	$26,250	$33,760
250–399	11	$20,080	$0	$20,700	$34,410
400+	10	$25,490	$0	$0	$34,060
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$9,540	$0	$0	$23,850
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	13	$14,130	$0	$6,450	$27,630
100–249	6	$16,080	$0	$15,900	$30,680
250+	7	$12,450	$0	$0	$26,250
100–149	3	*	*	*	*
150–249	3	*	*	*	*
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Operating Officer/Firm Administrator/Executive Director

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	20	$28,500	$1,740	$19,100	$46,100
100–249	12	$18,750	$50	$16,710	$29,250
250+	8	$43,120	$9,920	$32,710	$55,630
100–149	6	$17,840	$0	$15,830	$30,100
150–249	6	$19,660	$160	$17,130	$36,630
250–399	5	$28,490	$13,510	$31,000	$42,210
400+	3	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	$18,040	$0	$19,600	$32,670
100–249	5	$23,630	$6,500	$27,150	$39,010
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	2	*	*	*	*
400+	1	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	3	*	*	*	*
Georgia	3	*	*	*	*
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Chief Financial Officer/Director of Finance

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	50	23	27	10	13	13	14
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%	0%	0%	0%	0%
JD/LLB degree	0%	0%	0%	0%	0%	0%	0%
MA/MS/MLS degree	18%	13%	22%	0%	23%	38%	7%
MBA degree	28%	22%	33%	20%	23%	31%	36%
BA/BS/BBA degree	40%	52%	30%	70%	38%	23%	36%
AA degree (2 years)	0%	0%	0%	0%	0%	0%	0%
Some college (no degree)	0%	0%	0%	0%	0%	0%	0%
High school or equivalent (no college)	0%	0%	0%	0%	0%	0%	0%
No answer	14%	13%	15%	10%	15%	8%	21%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	2%	0%	4%	0%	0%	8%	0%
Certified Public Accountant (CPA)	40%	30%	48%	20%	38%	77%	21%
Certified Employee Benefits Specialist (CEBS)	0%	0%	0%	0%	0%	0%	0%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	0%	0%	0%	0%	0%	0%	0%
Certified Network Engineer (CNE)	0%	0%	0%	0%	0%	0%	0%
Other	2%	4%	0%	10%	0%	0%	0%
Indicated at least one	42%	35%	48%	30%	38%	77%	21%
None	20%	22%	19%	20%	23%	8%	29%
No answer	38%	43%	33%	50%	38%	15%	50%
TENURE IN POSITION							
20 years or more	12%	9%	15%	10%	8%	23%	7%
15 up to 20 years	10%	13%	7%	20%	8%	8%	7%
10 up to 15 years	12%	13%	11%	20%	8%	23%	0%
5 up to 10 years	18%	22%	15%	10%	31%	0%	29%
2 up to 5 years	24%	22%	26%	20%	23%	46%	7%
1 up to 2 years	6%	9%	4%	0%	15%	0%	7%
Less than 1 year	10%	9%	11%	10%	8%	0%	21%
Average (years)	8.7	8.6	8.8	10.6	7.3	10.5	6.9
No answer	8%	4%	11%	10%	0%	0%	21%

Chief Financial Officer/Director of Finance

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	92%	96%	89%	90%	100%	100%	79%
Draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
Combination of base salary and draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
No answer	8%	4%	11%	10%	0%	0%	21%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	90%	87%	93%	80%	92%	100%	86%
No	10%	13%	7%	20%	8%	0%	14%
No answer	0%	0%	0%	0%	0%	0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	45	20	25	8	12	13	12
Firm profitability	82%	90%	76%	100%	83%	85%	67%
Successful completion of specific predetermined projects	42%	40%	44%	50%	33%	54%	33%
Accomplishment of financial goals	42%	35%	48%	50%	25%	62%	33%
Subjective judgments about performance	71%	70%	72%	50%	83%	77%	67%
Other	7%	0%	12%	0%	0%	8%	17%
Indicated at least one	100%	100%	100%	100%	100%	100%	100%
No answer	0%	0%	0%	0%	0%	0%	0%

Chief Financial Officer/Director of Finance

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	50	$383,770	$260,340	$341,000	$462,550
100–249	23	$278,460	$215,000	$260,000	$323,000
250+	27	$473,490	$357,000	$420,000	$600,000
100–149	10	$253,800	$196,750	$230,000	$268,000
150–249	13	$297,430	$242,500	$290,000	$350,000
250–399	13	$393,240	$312,500	$365,000	$466,700
400+	14	$548,010	$396,750	$560,630	$650,000
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$514,000	$262,500	$570,000	$737,500
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	15	$395,210	$225,000	$357,000	$505,000
100–249	8	$292,510	$204,320	$237,500	$417,630
250+	7	$512,570	$357,000	$410,000	$650,000
100–149	3	*	*	*	*
150–249	5	$276,020	$190,800	$225,000	$386,750
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Financial Officer/Director of Finance

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	21	$355,560	$292,500	$323,000	$427,500
100–249	9	$290,890	$234,500	$290,000	$349,000
250+	12	$404,050	$300,340	$371,330	$470,850
100–149	4	*	*	*	*
150–249	5	$331,000	$276,000	$323,000	$390,000
250–399	7	$370,870	$300,000	$362,670	$458,400
400+	5	$450,520	$300,670	$450,000	$600,630
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	9	$358,220	$250,000	$311,000	$467,500
100–249	5	$257,290	$227,500	$260,000	$285,730
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
BASE SALARY BY STATE					
Florida	5	$391,480	$287,000	$450,000	$466,700
Georgia	3	*	*	*	*
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	$505,400	$241,000	$570,000	$737,500

Chief Financial Officer/Director of Finance

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	50	$449,160	$296,300	$390,080	$547,630
100–249	23	$321,990	$260,000	$288,200	$375,000
250+	27	$557,500	$390,170	$465,000	$665,000
100–149	10	$291,170	$217,500	$261,810	$313,530
150–249	13	$345,690	$273,980	$365,000	$406,500
250–399	13	$470,680	$375,000	$427,690	$566,200
400+	14	$638,120	$409,500	$635,000	$734,840
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$606,540	$318,850	$625,000	$885,000
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	15	$477,430	$275,000	$406,000	$605,000
100–249	8	$360,310	$261,160	$325,000	$493,880
250+	7	$611,290	$406,000	$410,000	$730,000
100–149	3	*	*	*	*
150–249	5	$347,770	$222,670	$375,000	$459,250
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Financial Officer/Director of Finance

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	21	$406,290	$320,670	$375,000	$447,500
100–249	9	$328,260	$254,100	$357,100	$399,000
250+	12	$464,810	$350,980	$411,080	$612,790
100–149	4	*	*	*	*
150–249	5	$379,240	$326,600	$375,000	$434,000
250–399	7	$435,730	$346,300	$390,170	$467,400
400+	5	$505,520	$338,170	$450,000	$700,630
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	9	$414,680	$261,250	$311,000	$587,500
100–249	5	$271,790	$250,000	$262,500	$298,230
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	5	$460,130	$337,000	$450,000	$588,330
Georgia	3	*	*	*	*
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	$592,420	$283,550	$625,000	$885,000

Chief Financial Officer/Director of Finance

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	50	5.37%	3.10%	4.30%	5.25%
100–249	23	5.57%	3.00%	4.00%	7.00%
250+	27	5.19%	3.17%	4.30%	5.00%
100–149	10	8.01%	3.00%	5.23%	10.81%
150–249	13	4.14%	2.44%	4.00%	6.50%
250–399	13	6.38%	4.30%	4.76%	8.42%
400+	14	3.88%	1.50%	3.34%	4.69%
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	3.44%	1.52%	4.30%	4.93%
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	15	6.09%	0.75%	4.46%	8.82%
100–249	8	7.32%	0.00%	4.40%	10.81%
250+	7	4.38%	1.65%	4.51%	7.05%
100–149	3	*	*	*	*
150–249	5	*	*	*	*
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Financial Officer/Director of Finance

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	21	5.34%	3.72%	4.30%	5.12%
100–249	9	4.94%	3.81%	4.50%	6.56%
250+	12	5.69%	3.57%	4.30%	5.00%
100–149	4	*	*	*	*
150–249	5	5.50%	3.93%	5.00%	7.34%
250–399	7	6.76%	4.10%	4.88%	8.25%
400+	5	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	9	5.61%	2.00%	3.88%	9.69%
100–249	5	*	*	*	*
250+	4	*	*	*	*
100–149	2				
150–249	3	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
MERIT INCREASE BY STATE					
Florida	5	*	*	*	*
Georgia	3	*	*	*	*
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	3.34%	1.52%	3.80%	4.93%

Chief Financial Officer/Director of Finance

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	50	$63,970	$10,000	$50,000	$90,000
100–249	23	$41,950	$7,500	$38,500	$56,250
250+	27	$82,730	$27,500	$51,000	$100,000
100–149	10	$33,750	$7,500	$31,750	$50,000
150–249	13	$48,270	$5,000	$40,000	$77,500
250–399	13	$76,700	$35,000	$50,000	$115,000
400+	14	$88,330	$0	$58,000	$99,220
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$86,000	$25,000	$50,000	$165,000
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	15	$80,880	$25,000	$51,000	$100,000
100–249	8	$65,280	$28,380	$53,130	$95,000
250+	7	$98,710	$0	$51,000	$130,000
100–149	3	*	*	*	*
150–249	5	$71,750	$28,750	$56,250	$122,500
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Financial Officer/Director of Finance

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	21	$49,870	$10,000	$40,000	$70,000
100–249	9	$35,580	$5,000	$26,200	$62,500
250+	12	$60,590	$14,380	$48,150	$83,750
100–149	4	*	*	*	*
150–249	5	$48,240	$13,100	$40,000	$87,500
250–399	7	$64,580	$27,500	$46,300	$50,000
400+	5	$55,000	$5,000	$65,000	$100,000
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	9	$56,460	$1,250	$45,000	$97,810
100–249	5	$14,500	$0	$2,500	$35,000
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
BONUS BY STATE					
Florida	5	$68,650	$4,500	$50,000	$142,130
Georgia	3	*	*	*	*
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	$78,800	$9,500	$50,000	$162,500

Chief Financial Officer/Director of Finance

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	50	$14,970	$0	$13,200	$26,210
100–249	23	$11,310	$0	$10,000	$17,200
250+	27	$18,090	$0	$19,000	$31,460
100–149	10	$7,530	$0	$8,070	$14,410
150–249	13	$14,210	$0	$10,000	$26,040
250–399	13	$22,480	$13,390	$20,700	$34,710
400+	14	$14,000	$0	$4,500	$29,910
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$6,340	$0	$0	$15,850
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	15	$14,260	$0	$12,190	$26,250
100–249	8	$12,170	$1,410	$11,350	$20,310
250+	7	$16,650	$0	$24,750	$29,400
100–149	3	*	*	*	*
150–249	5	$13,800	$0	$17,200	$25,890
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Financial Officer/Director of Finance

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	21	$18,410	$4,630	$17,250	$31,230
100–249	9	$10,380	$0	$10,000	$20,990
250+	12	$24,420	$11,460	$25,850	$33,930
100–149	4	*	*	*	*
150–249	5	$12,470	$130	$10,000	$26,040
250–399	7	$25,560	$17,250	$20,700	$34,410
400+	5	$22,840	$4,500	$31,460	$36,880
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	9	$12,920	$0	$1,620	$30,600
100–249	5	$11,020	$0	$1,620	$26,740
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	5	$16,450	$7,500	$17,250	$25,000
Georgia	3	*	*	*	*
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	$6,060	$0	$0	$15,150

Chief Marketing Officer

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	33	13	20	3	10	9	11
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%	0%	0%	0%	0%
JD/LLB degree	15%	8%	20%	33%	0%	11%	27%
MA/MS/MLS degree	9%	0%	15%	0%	0%	11%	18%
MBA degree	12%	8%	15%	0%	10%	22%	9%
BA/BS/BBA degree	42%	62%	30%	67%	60%	44%	18%
AA degree (2 years)	0%	0%	0%	0%	0%	0%	0%
Some college (no degree)	0%	0%	0%	0%	0%	0%	0%
High school or equivalent (no college)	0%	0%	0%	0%	0%	0%	0%
No answer	21%	23%	20%	0%	30%	11%	27%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	0%	0%	0%	0%	0%	0%	0%
Certified Employee Benefits Specialist (CEBS)	0%	0%	0%	0%	0%	0%	0%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	0%	0%	0%	0%	0%	0%	0%
Certified Network Engineer (CNE)	0%	0%	0%	0%	0%	0%	0%
Other	3%	0%	5%	0%	0%	0%	9%
Indicated at least one	3%	0%	5%	0%	0%	0%	9%
None	45%	46%	45%	67%	40%	67%	27%
No answer	52%	54%	50%	33%	60%	33%	64%
TENURE IN POSITION							
20 years or more	0%	0%	0%	0%	0%	0%	0%
15 up to 20 years	3%	0%	5%	0%	0%	0%	9%
10 up to 15 years	9%	15%	5%	0%	20%	11%	0%
5 up to 10 years	39%	46%	35%	100%	30%	56%	18%
2 up to 5 years	24%	31%	20%	0%	40%	11%	27%
1 up to 2 years	6%	0%	10%	0%	0%	0%	18%
Less than 1 year	9%	8%	10%	0%	10%	22%	0%
Average (years)	6.2	6.5	6	7.5	6.2	6.2	5.7
No answer	9%	0%	15%	0%	0%	0%	27%

Chief Marketing Officer

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	91%	100%	85%	100%	100%	100%	73%
Draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
Combination of base salary and draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
No answer	9%	0%	15%	0%	0%	0%	27%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	100%	100%	100%	100%	100%	100%	100%
No	0%	0%	0%	0%	0%	0%	0%
No answer	0%	0%	0%	0%	0%	0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	33	13	20	3	10	9	11
Firm profitability	79%	69%	85%	67%	70%	89%	82%
Successful completion of specific predetermined projects	48%	38%	55%	33%	40%	56%	55%
Accomplishment of financial goals	42%	15%	60%	0%	20%	67%	55%
Subjective judgments about performance	79%	85%	75%	67%	90%	78%	73%
Other	6%	0%	10%	0%	0%	11%	9%
Indicated at least one	100%	100%	100%	100%	100%	100%	100%
No answer	0%	0%	0%	0%	0%	0%	0%

Chief Marketing Officer

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	33	$374,780	$263,750	$365,000	$471,500
100–249	13	$270,530	$209,420	$260,000	$307,500
250+	20	$442,550	$367,500	$426,750	$517,500
100–149	3	*	*	*	*
150–249	10	$293,980	$249,880	$271,250	$327,500
250–399	9	$392,890	$326,500	$365,000	$436,500
400+	11	$483,170	$410,000	$505,000	$545,000
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	11	$366,820	$252,500	$400,000	$458,930
100–249	5	$278,710	$191,050	$252,500	$379,460
250+	6	$440,250	$393,750	$424,250	$488,500
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	3	*	*	*	*
400+	3	*	*	*	*

Chief Marketing Officer

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	13	$381,120	$263,750	$350,000	$512,500
100–249	5	$281,900	$251,000	$267,500	$320,000
250+	8	$443,130	$327,500	$457,500	$538,750
100–149	0				
150–249	5	$281,900	$251,000	$267,500	$320,000
250–399	4	*	*	*	*
400+	4	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	5	$366,650	$259,420	$333,000	$490,700
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	0				
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
BASE SALARY BY STATE					
Florida	2	*	*	*	*
Georgia	3	*	*	*	*
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Chief Marketing Officer

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	33	$431,150	$288,500	$405,000	$539,000
100–249	13	$302,840	$244,420	$285,000	$372,500
250+	20	$514,560	$389,750	$483,150	$625,790
100–149	3	*	*	*	*
150–249	10	$327,450	$269,380	$293,100	$401,250
250–399	9	$453,910	$356,550	$417,120	$484,000
400+	11	$564,180	$470,000	$620,000	$660,000
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	11	$405,790	$263,750	$425,000	$496,300
100–249	5	$307,880	$219,370	$263,750	$418,460
250+	6	$487,380	$412,500	$468,150	$561,000
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	3	*	*	*	*
400+	3	*	*	*	*

Chief Marketing Officer

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	13	$446,680	$288,500	$375,600	$625,530
100–249	5	$309,740	$278,750	$292,000	$349,600
250+	8	$532,270	$347,030	$517,500	$685,260
100–149	0				
150–249	5	$309,740	$278,750	$292,000	$349,600
250–399	4	*	*	*	*
400+	4	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	5	$430,090	$305,920	$400,000	$569,310
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	0				
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	2	*	*	*	*
Georgia	3	*	*	*	*
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Chief Marketing Officer

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	33	4.72%	2.00%	4.14%	7.14%
100–249	13	4.70%	3.23%	4.14%	6.75%
250+	20	4.73%	0.94%	4.15%	8.03%
100–149	3	*	*	*	*
150–249	10	4.21%	2.63%	4.00%	6.50%
250–399	9	6.02%	1.25%	5.60%	11.96%
400+	11	3.44%	0.00%	2.00%	8.00%
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	11	5.07%	1.70%	4.00%	9.20%
100–249	5	*	*	*	*
250+	6	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	3	*	*	*	*
400+	3	*	*	*	*

Chief Marketing Officer

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	13	4.95%	1.50%	4.95%	7.14%
100–249	5	4.57%	2.00%	4.29%	7.28%
250+	8	5.32%	1.00%	5.60%	9.50%
100–149	0				
150–249	5	4.57%	2.00%	4.29%	7.28%
250–399	4	*	*	*	*
400+	4	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	5	*	*	*	*
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	0				
150–249	2	*	*	*	*
250–399	1				
400+	2	*	*	*	*
MERIT INCREASE BY STATE					
Florida	2				
Georgia	3	*	*	*	*
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Chief Marketing Officer

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	33	$55,480	$25,000	$40,000	$78,030
100–249	13	$30,640	$12,070	$26,700	$42,500
250+	20	$71,630	$26,250	$56,400	$100,550
100–149	3	*	*	*	*
150–249	10	$33,470	$11,880	$29,850	$46,250
250–399	9	$60,160	$25,000	$35,000	$55,000
400+	11	$81,010	$52,800	$81,050	$110,000
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	11	$36,990	$11,640	$33,000	$52,800
100–249	5	$24,830	$9,570	$27,000	$39,000
250+	6	$47,130	$18,750	$43,900	$72,500
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	3	*	*	*	*
400+	3	*	*	*	*

Chief Marketing Officer

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	13	$65,520	$15,000	$29,980	$93,030
100–249	5	$27,840	$11,250	$26,700	$45,000
250+	8	$89,070	$19,380	$55,520	$176,250
100–149	0				
150–249	5	$27,840	$11,250	$26,700	$45,000
250–399	4	*	*	*	*
400+	4	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	5	$63,440	$37,500	$70,000	$86,110
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	0				
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
BONUS BY STATE					
Florida	2	*	*	*	*
Georgia	3	*	*	*	*
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Chief Marketing Officer

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	33	$15,010	$0	$14,240	$26,480
100–249	13	$14,710	$0	$14,240	$26,850
250+	20	$15,200	$0	$14,690	$26,240
100–149	3	*	*	*	*
150–249	10	$14,790	$0	$15,420	$27,450
250–399	9	$21,230	$2,310	$17,500	$35,540
400+	11	$10,270	$0	$0	$26,200
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	11	$15,550	$0	$14,240	$27,000
100–249	5	$16,780	$6,930	$14,240	$27,900
250+	6	$14,530	$0	$12,380	$28,730
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	3	*	*	*	*
400+	3	*	*	*	*

Chief Marketing Officer

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	13	$15,810	$0	$12,300	$26,980
100–249	5	$6,480	$0	$0	$16,190
250+	8	$21,650	$6,540	$19,040	$33,000
100–149	0				
150–249	5	$6,480	$0	$0	$16,190
250–399	4	*	*	*	*
400+	4	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	5	$17,170	$0	$25,150	$30,350
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	0				
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	2	*	*	*	*
Georgia	3	*	*	*	*
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Chief Diversity Officer

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	8	1	7	1		3	4
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%	0%		0%	0%
JD/LLB degree	75%	100%	71%	100%		33%	100%
MA/MS/MLS degree	0%	0%	0%	0%		0%	0%
MBA degree	0%	0%	0%	0%		0%	0%
BA/BS/BBA degree	13%	0%	14%	0%		33%	0%
AA degree (2 years)	0%	0%	0%	0%		0%	0%
Some college (no degree)	0%	0%	0%	0%		0%	0%
High school or equivalent (no college)	0%	0%	0%	0%		0%	0%
No answer	13%	0%	14%	0%		33%	0%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	0%	0%	0%	0%		0%	0%
Certified Public Accountant (CPA)	0%	0%	0%	0%		0%	0%
Certified Employee Benefits Specialist (CEBS)	0%	0%	0%	0%		0%	0%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	0%	0%	0%	0%		0%	0%
Certified Network Engineer (CNE)	0%	0%	0%	0%		0%	0%
Other	0%	0%	0%	0%		0%	0%
Indicated at least one	0%	0%	0%	0%		0%	0%
None	50%	0%	57%	0%		67%	50%
No answer	50%	100%	43%	100%		33%	50%
TENURE IN POSITION							
20 years or more	0%	0%	0%	0%		0%	0%
15 up to 20 years	13%	0%	14%	0%		0%	25%
10 up to 15 years	0%	0%	0%	0%		0%	0%
5 up to 10 years	25%	100%	14%	100%		33%	0%
2 up to 5 years	13%	0%	14%	0%		33%	0%
1 up to 2 years	38%	0%	43%	0%		33%	50%
Less than 1 year	13%	0%	14%	0%		0%	25%
Average (years)	5.2	7.5	4.9	7.5		4.2	5.4
No answer	0%	0%	0%	0%		0%	0%

Chief Diversity Officer

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	100%	100%	100%	100%		100%	100%
Draw based on firm profitability	0%	0%	0%	0%		0%	0%
Combination of base salary and draw based on firm profitability	0%	0%	0%	0%		0%	0%
No answer	0%	0%	0%	0%		0%	0%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	100%	100%	100%	100%		100%	100%
No	0%	0%	0%	0%		0%	0%
No answer	0%	0%	0%	0%		0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	8 63%	1 100%	7 57%	1 100%		3 67%	4 50%
Firm profitability	13%	0%	14%	0%		0%	25%
Successful completion of specific predetermined projects	25%	0%	29%	0%		33%	25%
Accomplishment of financial goals	38%	0%	43%	0%		33%	50%
Subjective judgments about performance	25%	0%	29%	0%		33%	25%
Other	100%	100%	100%	100%		100%	100%
Indicated at least one	0%	0%	0%	0%		0%	0%
No answer							

Chief Diversity Officer

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	8	$351,330	$233,500	$302,020	$501,630
100–249	1	*	*	*	*
250+	7	$367,950	$233,000	$364,000	$540,000
100–149	1	*	*	*	*
150–249	0				
250–399	3	*	*	*	*
400+	4	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	1	*	*	*	*
100–249	0				
250+	1	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	1	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*

Chief Diversity Officer

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	2	*	*	*	*
400+	1	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	1	*	*	*	*
100–249	0				
250+	1	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	1	*	*	*	*
BASE SALARY BY STATE					
Florida	0				
Georgia	0				
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Chief Diversity Officer

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	8	$392,870	$250,770	$332,630	$570,500
100–249	1	*	*	*	*
250+	7	$412,740	$250,030	$411,500	$618,500
100–149	1	*	*	*	*
150–249	0				
250–399	3	*	*	*	*
400+	4	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	1	*	*	*	*
100–249	0				
250+	1	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	1	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*

Chief Diversity Officer

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	2	*	*	*	*
400+	1	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	1	*	*	*	*
100–249	0				
250+	1	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	1	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	0				
Georgia	0				
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Chief Diversity Officer

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	8	3.80%	3.15%	4.00%	4.30%
100–249	1	*	*	*	*
250+	7	3.71%	3.00%	4.00%	4.00%
100–149	1	*	*	*	*
150–249	0				
250–399	3	*	*	*	*
400+	4	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	1	*	*	*	*
100–249	0				
250+	1	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	1	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*

Chief Diversity Officer

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	2	*	*	*	*
400+	1	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	1	*	*	*	*
100–249	0				
250+	1	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	1	*	*	*	*
MERIT INCREASE BY STATE					
Florida	0				
Georgia	0				
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Chief Diversity Officer

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	8	$40,070	$12,500	$25,000	$74,500
100–249	1	*	*	*	*
250+	7	$44,800	$20,000	$25,000	$78,500
100–149	1	*	*	*	*
150–249	0				
250–399	3	*	*	*	*
400+	4	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	1	*	*	*	*
100–249	0				
250+	1	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	1	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*

Chief Diversity Officer

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	2	*	*	*	*
400+	1	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	1	*	*	*	*
100–249	0				
250+	1	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	1	*	*	*	*
BONUS BY STATE					
Florida	0				
Georgia	0				
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Chief Diversity Officer

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	8	$15,550	$2,180	$12,060	$24,810
100–249	1	*	*	*	*
250+	7	$16,090	$0	$12,370	$27,000
100–149	1	*	*	*	*
150–249	0				
250–399	3	*	*	*	*
400+	4	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	1	*	*	*	*
100–249	0				
250+	1	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	1	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*

Chief Diversity Officer

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	2	*	*	*	*
400+	1	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	1	*	*	*	*
100–249	0				
250+	1	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	1	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	0				
Georgia	0				
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Chief Information Officer/Director of Information Services

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	49	22	27	9	13	13	14
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%	0%	0%	0%	0%
JD/LLB degree	4%	5%	4%	0%	8%	0%	7%
MA/MS/MLS degree	6%	9%	4%	0%	15%	0%	7%
MBA degree	6%	9%	4%	11%	8%	8%	0%
BA/BS/BBA degree	57%	55%	59%	56%	54%	62%	57%
AA degree (2 years)	2%	0%	4%	0%	0%	8%	0%
Some college (no degree)	4%	5%	4%	11%	0%	8%	0%
High school or equivalent (no college)	2%	0%	4%	0%	0%	8%	0%
No answer	18%	18%	19%	22%	15%	8%	29%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	0%	0%	0%	0%	0%	0%	0%
Certified Employee Benefits Specialist (CEBS)	0%	0%	0%	0%	0%	0%	0%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	0%	0%	0%	0%	0%	0%	0%
Certified Network Engineer (CNE)	6%	5%	7%	0%	8%	15%	0%
Other	10%	14%	7%	11%	15%	0%	14%
Indicated at least one	16%	18%	15%	11%	23%	15%	14%
None	33%	27%	37%	44%	15%	54%	21%
No answer	51%	55%	48%	44%	62%	31%	64%
TENURE IN POSITION							
20 years or more	10%	14%	7%	11%	15%	15%	0%
15 up to 20 years	6%	14%	0%	11%	15%	0%	0%
10 up to 15 years	12%	14%	11%	22%	8%	15%	7%
5 up to 10 years	31%	18%	41%	33%	8%	31%	50%
2 up to 5 years	27%	23%	30%	11%	31%	38%	21%
1 up to 2 years	4%	9%	0%	0%	15%	0%	0%
Less than 1 year	2%	5%	0%	0%	8%	0%	0%
Average (years)	8.7	9.6	7.8	11.1	8.7	8.6	6.9
No answer	8%	5%	11%	11%	0%	0%	21%

Chief Information Officer/Director of Information Services

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	92%	95%	89%	89%	100%	100%	79%
Draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
Combination of base salary and draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
No answer	8%	5%	11%	11%	0%	0%	21%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	98%	95%	100%	89%	100%	100%	100%
No	2%	5%	0%	11%	0%	0%	0%
No answer	0%	0%	0%	0%	0%	0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	48	21	27	8	13	13	14
Firm profitability	75%	71%	78%	88%	62%	85%	71%
Successful completion of specific predetermined projects	54%	52%	56%	63%	46%	69%	43%
Accomplishment of financial goals	35%	24%	44%	38%	15%	46%	43%
Subjective judgments about performance	77%	86%	70%	63%	100%	77%	64%
Other	6%	0%	11%	0%	0%	8%	14%
Indicated at least one	100%	100%	100%	100%	100%	100%	100%
No answer	0%	0%	0%	0%	0%	0%	0%

Chief Information Officer/Director of Information Services

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	49	$355,090	$249,250	$312,000	$452,500
100–249	22	$255,460	$216,380	$253,000	$292,500
250+	27	$436,260	$330,000	$440,000	$545,000
100–149	9	$234,150	$198,250	$220,000	$282,140
150–249	13	$270,210	$227,150	$265,000	$306,000
250–399	13	$358,210	$275,000	$355,000	$440,000
400+	14	$508,750	$429,380	$530,000	$600,000
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$498,000	$342,500	$490,000	$657,500
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	15	$324,720	$225,000	$295,000	$440,000
100–249	8	$242,290	$203,630	$235,500	$288,310
250+	7	$418,930	$335,000	$440,000	$500,000
100–149	3	*	*	*	*
150–249	5	$253,750	$219,750	$246,000	$291,630
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Information Officer/Director of Information Services

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	21	$329,670	$240,900	$300,000	$398,100
100–249	9	$264,170	$209,870	$260,000	$306,000
250+	12	$378,790	$263,440	$349,000	$496,250
100–149	3	*	*	*	*
150–249	6	$277,340	$222,660	$272,500	$327,750
250–399	7	$323,100	$252,500	$325,000	$421,200
400+	5	$456,750	$309,380	$515,000	$575,000
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	$389,430	$267,320	$335,000	$557,150
100–249	4	*	*	*	*
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
BASE SALARY BY STATE					
Florida	4	*	*	*	*
Georgia	2	*	*	*	*
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	2	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	$467,000	$265,000	$490,000	$657,500

Chief Information Officer/Director of Information Services

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	49	$414,390	$278,750	$376,520	$538,220
100–249	22	$296,640	$225,750	$285,500	$371,630
250+	27	$510,340	$375,000	$492,900	$645,000
100–149	9	$265,560	$198,250	$250,000	$326,140
150–249	13	$318,160	$254,400	$330,750	$378,260
250–399	13	$415,730	$312,650	$415,000	$509,670
400+	14	$598,190	$442,500	$613,500	$696,250
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$606,690	$405,720	$582,000	$820,000
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	15	$380,270	$259,500	$376,520	$450,000
100–249	8	$290,380	$205,500	$295,130	$371,140
250+	7	$483,000	$415,000	$450,000	$567,000
100–149	3	*	*	*	*
150–249	5	$308,750	$240,750	$330,750	$365,760
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Information Officer/Director of Information Services

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	21	$373,720	$260,900	$365,000	$448,000
100–249	9	$300,030	$218,930	$286,000	$391,000
250+	12	$428,990	$305,660	$379,000	$535,730
100–149	3	*	*	*	*
150–249	6	$323,960	$239,690	$328,000	$412,900
250–399	7	$358,440	$272,500	$375,000	$480,400
400+	5	$527,750	$341,880	$550,000	$702,500
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	$464,960	$281,190	$405,000	$652,660
100–249	4	*	*	*	*
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	4	*	*	*	*
Georgia	2	*	*	*	*
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	2	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	$568,000	$309,000	$582,000	$820,000

Chief Information Officer/Director of Information Services

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	49	5.52%	3.50%	4.10%	7.00%
100–249	22	4.55%	2.83%	4.00%	5.45%
250+	27	6.36%	3.60%	5.00%	8.24%
100–149	9	5.64%	3.50%	4.00%	5.07%
150–249	13	3.85%	2.30%	3.64%	6.00%
250–399	13	5.74%	3.50%	5.00%	8.06%
400+	14	7.04%	3.56%	5.50%	9.02%
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	4.33%	3.55%	4.00%	5.28%
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	15	6.62%	2.63%	5.13%	7.80%
100–249	8	5.46%	0.00%	4.00%	7.00%
250+	7	8.24%	3.65%	5.36%	14.28%
100–149	3	*	*	*	*
150–249	5	*	*	*	*
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Information Officer/Director of Information Services

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	21	4.75%	3.22%	4.00%	5.77%
100–249	9	3.90%	3.00%	4.00%	5.07%
250+	12	5.41%	3.32%	4.10%	6.50%
100–149	3	*	*	*	*
150–249	6	3.65%	1.50%	3.64%	5.80%
250–399	7	5.93%	3.88%	4.55%	7.75%
400+	5	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	6.39%	3.20%	7.21%	9.02%
100–249	4	*	*	*	*
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
MERIT INCREASE BY STATE					
Florida	4	*	*	*	*
Georgia	2	*	*	*	*
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	2	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	4.45%	3.85%	4.00%	5.28%

Chief Information Officer/Director of Information Services

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	49	$57,180	$16,500	$47,500	$82,500
100–249	22	$38,120	$9,380	$28,000	$57,500
250+	27	$72,710	$30,000	$60,000	$92,000
100–149	9	$26,400	$5,000	$18,000	$50,000
150–249	13	$46,240	$10,500	$40,600	$75,000
250–399	13	$56,620	$24,500	$50,000	$77,500
400+	14	$87,660	$33,750	$76,340	$118,750
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$101,400	$52,500	$60,000	$171,000
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	15	$52,100	$13,500	$52,500	$80,000
100–249	8	$41,630	$9,000	$31,030	$62,500
250+	7	$64,070	$29,000	$67,000	$100,000
100–149	3	*	*	*	*
150–249	5	$50,700	$10,500	$47,500	$92,500
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Information Officer/Director of Information Services

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	21	$43,290	$12,500	$30,000	$60,850
100–249	9	$34,120	$8,750	$20,000	$62,800
250+	12	$50,170	$16,250	$37,500	$66,280
100–149	3	*	*	*	*
150–249	6	$46,520	$16,880	$33,300	$88,750
250–399	7	$35,290	$15,000	$40,000	$50,000
400+	5	$71,000	$15,000	$35,000	$145,000
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	$75,520	$33,750	$70,000	$115,170
100–249	4	*	*	*	*
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
BONUS BY STATE					
Florida	4	*	*	*	*
Georgia	2	*	*	*	*
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	2	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	$93,000	$34,000	$55,000	$171,000

Chief Information Officer/Director of Information Services

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	49	$13,660	$0	$14,970	$23,890
100–249	22	$10,660	$0	$11,550	$17,680
250+	27	$16,110	$0	$17,500	$30,000
100–149	9	$11,020	$0	$14,970	$20,160
150–249	13	$10,410	$0	$8,500	$17,500
250–399	13	$16,590	$0	$17,500	$27,880
400+	14	$15,660	$0	$14,800	$30,070
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$7,920	$0	$0	$19,800
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	15	$13,560	$0	$14,970	$26,250
100–249	8	$10,740	$0	$10,500	$17,740
250+	7	$16,780	$0	$24,750	$30,260
100–149	3	*	*	*	*
150–249	5	$9,350	$0	$0	$23,360
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Information Officer/Director of Information Services

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	21	$15,330	$120	$17,250	$24,520
100–249	9	$10,090	$0	$14,600	$17,500
250+	12	$19,250	$8,010	$20,090	$30,750
100–149	3	*	*	*	*
150–249	6	$12,640	$180	$16,050	$19,630
250–399	7	$19,610	$7,820	$19,180	$31,000
400+	5	$18,750	$4,300	$21,000	$32,080
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	$13,080	$0	$6,350	$25,370
100–249	4	*	*	*	*
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	4	*	*	*	*
Georgia	2	*	*	*	*
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	2	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	$7,420	$0	$0	$18,550

Chief Human Resources Officer/Personnel Director/Director of HR

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	46	22	24	9	13	11	13
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%	0%	0%	0%	0%
JD/LLB degree	11%	0%	21%	0%	0%	18%	23%
MA/MS/MLS degree	13%	18%	8%	22%	15%	9%	8%
MBA degree	7%	0%	13%	0%	0%	9%	15%
BA/BS/BBA degree	48%	64%	33%	56%	69%	36%	31%
AA degree (2 years)	0%	0%	0%	0%	0%	0%	0%
Some college (no degree)	2%	0%	4%	0%	0%	9%	0%
High school or equivalent (no college)	4%	5%	4%	11%	0%	9%	0%
No answer	15%	14%	17%	11%	15%	9%	23%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	4%	5%	4%	11%	0%	0%	8%
Certified Public Accountant (CPA)	0%	0%	0%	0%	0%	0%	0%
Certified Employee Benefits Specialist (CEBS)	4%	5%	4%	11%	0%	0%	8%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	26%	36%	17%	33%	38%	27%	8%
Certified Network Engineer (CNE)	0%	0%	0%	0%	0%	0%	0%
Other	4%	5%	4%	11%	0%	0%	8%
Indicated at least one	35%	45%	25%	56%	38%	27%	23%
None	35%	32%	38%	33%	31%	55%	23%
No answer	30%	23%	38%	11%	31%	18%	54%
TENURE IN POSITION							
20 years or more	9%	9%	8%	11%	8%	18%	0%
15 up to 20 years	2%	0%	4%	0%	0%	9%	0%
10 up to 15 years	17%	23%	13%	0%	38%	9%	15%
5 up to 10 years	24%	23%	25%	33%	15%	45%	8%
2 up to 5 years	22%	23%	21%	33%	15%	18%	23%
1 up to 2 years	4%	5%	4%	11%	0%	0%	8%
Less than 1 year	13%	14%	13%	0%	23%	0%	23%
Average (years)	7.7	7.7	7.7	6.8	8.3	10.4	4.7
No answer	9%	5%	13%	11%	0%	0%	23%

Chief Human Resources Officer/Personnel Director/Director of HR

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	91%	95%	88%	89%	100%	100%	77%
Draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
Combination of base salary and draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
No answer	9%	5%	13%	11%	0%	0%	23%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	98%	100%	96%	100%	100%	100%	92%
No	2%	0%	4%	0%	0%	0%	8%
No answer	0%	0%	0%	0%	0%	0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	45	22	23	9	13	11	12
Firm profitability	76%	77%	74%	78%	77%	82%	67%
Successful completion of specific predetermined projects	47%	55%	39%	56%	54%	55%	25%
Accomplishment of financial goals	31%	27%	35%	44%	15%	36%	33%
Subjective judgments about performance	76%	82%	70%	67%	92%	82%	58%
Other	7%	0%	13%	0%	0%	9%	17%
Indicated at least one	100%	100%	100%	100%	100%	100%	100%
No answer	0%	0%	0%	0%	0%	0%	0%

Chief Human Resources Officer/Personnel Director/Director of HR

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	46	$296,570	$209,250	$279,200	$363,750
100–249	22	$234,470	$173,750	$224,050	$283,810
250+	24	$353,490	$276,000	$325,000	$445,400
100–149	9	$211,360	$146,900	$180,000	$287,500
150–249	13	$250,460	$183,500	$245,000	$298,200
250–399	11	$316,660	$260,000	$325,000	$390,000
400+	13	$384,660	$281,630	$415,000	$475,000
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	6	$405,500	$174,500	$477,500	$542,500
100–249	2	*	*	*	*
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	13	$316,300	$230,000	$325,000	$408,500
100–249	6	$263,380	$161,450	$260,000	$352,380
250+	7	$361,660	$315,000	$355,000	$431,600
100–149	2	*	*	*	*
150–249	4	*	*	*	*
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Human Resources Officer/Personnel Director/Director of HR

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	19	$248,630	$175,000	$225,100	$283,250
100–249	9	$204,830	$171,000	$218,000	$237,550
250+	10	$288,050	$210,660	$278,960	$347,500
100–149	3	*	*	*	*
150–249	6	$223,920	$187,750	$224,050	$257,100
250–399	6	$251,380	$169,970	$267,330	$313,750
400+	4	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	$296,640	$257,500	$298,330	$344,590
100–249	5	$279,290	$212,500	$300,000	$335,730
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
BASE SALARY BY STATE					
Florida	3	*	*	*	*
Georgia	3	*	*	*	*
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	$393,200	$188,000	$450,000	$570,000

Chief Human Resources Officer/Personnel Director/Director of HR

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	46	$349,760	$214,250	$315,000	$446,250
100–249	22	$274,100	$188,630	$241,200	$359,960
250+	24	$419,130	$301,330	$395,430	$498,480
100–149	9	$246,590	$166,970	$194,200	$361,640
150–249	13	$293,140	$206,000	$250,000	$353,250
250–399	11	$384,430	$299,670	$372,000	$500,000
400+	13	$448,490	$301,630	$450,000	$541,950
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	6	$497,900	$192,900	$520,000	$710,630
100–249	2	*	*	*	*
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	13	$385,910	$261,360	$372,000	$519,450
100–249	6	$327,330	$169,860	$333,000	$436,630
250+	7	$436,130	$357,000	$445,000	$545,000
100–149	2	*	*	*	*
150–249	4	*	*	*	*
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Human Resources Officer/Personnel Director/Director of HR

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	19	$279,730	$200,000	$254,000	$320,000
100–249	9	$229,340	$193,500	$233,230	$271,400
250+	10	$325,080	$235,660	$302,980	$435,390
100–149	3	*	*	*	*
150–249	6	$251,110	$209,000	$236,860	$305,680
250–399	6	$287,920	$178,340	$302,980	$367,660
400+	4	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	$346,270	$265,000	$353,080	$408,340
100–249	5	$323,790	$218,750	$365,000	$408,230
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	3	*	*	*	*
Georgia	3	*	*	*	*
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	$480,220	$218,050	$450,000	$757,500

Chief Human Resources Officer/Personnel Director/Director of HR

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	46	5.99%	3.13%	4.28%	6.68%
100–249	22	6.10%	3.00%	4.00%	5.56%
250+	24	5.87%	4.00%	5.00%	7.06%
100–149	9	6.10%	3.58%	4.00%	5.52%
150–249	13	6.11%	2.17%	4.00%	6.62%
250–399	11	6.61%	4.83%	5.49%	7.88%
400+	13	5.13%	1.50%	4.10%	7.53%
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	6	4.56%	2.25%	4.67%	6.90%
100–249	2	*	*	*	*
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	13	9.50%	5.54%	7.07%	13.62%
100–249	6	9.17%	4.13%	7.00%	15.29%
250+	7	9.83%	6.39%	7.14%	14.61%
100–149	2	*	*	*	*
150–249	4	*	*	*	*
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Human Resources Officer/Personnel Director/Director of HR

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	19	5.47%	3.40%	4.00%	5.00%
100–249	9	6.94%	3.40%	4.00%	5.54%
250+	10	3.81%	3.25%	4.25%	5.00%
100–149	3	*	*	*	*
150–249	6	8.19%	3.00%	4.00%	11.53%
250–399	6	4.66%	4.15%	5.00%	5.00%
400+	4	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	3.45%	0.00%	2.00%	5.66%
100–249	5	*	*	*	*
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
MERIT INCREASE BY STATE					
Florida	3	*	*	*	*
Georgia	3	*	*	*	*
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	4.37%	1.90%	4.00%	7.02%

Chief Human Resources Officer/Personnel Director/Director of HR

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	46	$51,300	$12,880	$35,600	$66,250
100–249	22	$37,020	$12,160	$21,250	$56,000
250+	24	$64,390	$25,000	$45,400	$97,500
100–149	9	$30,870	$12,070	$20,000	$55,000
150–249	13	$41,270	$10,000	$22,500	$64,500
250–399	11	$67,330	$25,000	$47,000	$108,850
400+	13	$61,910	$20,000	$42,000	$69,150
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	6	$87,530	$6,750	$43,100	$172,500
100–249	2	*	*	*	*
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	13	$66,070	$26,570	$55,000	$107,500
100–249	6	$56,270	$10,240	$50,000	$84,250
250+	7	$74,470	$42,000	$62,300	$125,000
100–149	2	*	*	*	*
150–249	4	*	*	*	*
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Human Resources Officer/Personnel Director/Director of HR

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	19	$30,460	$13,000	$22,500	$35,000
100–249	9	$23,220	$13,250	$20,000	$23,750
250+	10	$36,970	$10,000	$27,500	$53,730
100–149	3	*	*	*	*
150–249	6	$27,080	$15,000	$21,250	$36,250
250–399	6	$36,440	$8,380	$25,000	$61,940
400+	4	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	$49,630	$16,880	$49,750	$83,750
100–249	5	$44,500	$6,250	$55,000	$77,500
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
BONUS BY STATE					
Florida	3	*	*	*	*
Georgia	3	*	*	*	*
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	$79,840	$6,500	$36,200	$175,000

Chief Human Resources Officer/Personnel Director/Director of HR

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	46	$11,190	$0	$6,590	$20,670
100–249	22	$10,930	$0	$9,490	$19,760
250+	24	$11,430	$0	$4,700	$23,790
100–149	9	$12,880	$0	$11,020	$23,440
150–249	13	$9,590	$0	$150	$19,860
250–399	11	$16,940	$0	$17,250	$29,660
400+	13	$6,770	$0	$0	$15,500
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	6	$5,000	$0	$0	$13,750
100–249	2	*	*	*	*
250+	4	*	*	*	*
100–149	2	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	13	$14,740	$0	$16,200	$25,500
100–249	6	$13,360	$0	$13,610	$21,870
250+	7	$15,910	$0	$24,230	$26,250
100–149	2	*	*	*	*
150–249	4	*	*	*	*
250–399	3	*	*	*	*
400+	4	*	*	*	*

Chief Human Resources Officer/Personnel Director/Director of HR

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	19	$12,460	$0	$8,500	$20,060
100–249	9	$10,390	$0	$8,080	$19,860
250+	10	$14,320	$3,230	$12,210	$24,290
100–149	3	*	*	*	*
150–249	6	$7,990	$0	$4,120	$19,760
250–399	6	$17,990	$3,820	$16,580	$32,250
400+	4	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	8	$7,080	$0	$0	$19,130
100–249	5	$10,880	$0	$0	$27,190
250+	3	*	*	*	*
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	3	*	*	*	*
Georgia	3	*	*	*	*
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	3	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	5	$4,680	$0	$0	$11,700

Director of Marketing & Client Relations

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	30	11	19	5	6	9	10
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%	0%	0%	0%	0%
JD/LLB degree	7%	0%	11%	0%	0%	11%	10%
MA/MS/MLS degree	0%	0%	0%	0%	0%	0%	0%
MBA degree	13%	0%	21%	0%	0%	22%	20%
BA/BS/BBA degree	57%	73%	47%	80%	67%	56%	40%
AA degree (2 years)	0%	0%	0%	0%	0%	0%	0%
Some college (no degree)	0%	0%	0%	0%	0%	0%	0%
High school or equivalent (no college)	0%	0%	0%	0%	0%	0%	0%
No answer	23%	27%	21%	20%	33%	11%	30%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	0%	0%	0%	0%	0%	0%	0%
Certified Employee Benefits Specialist (CEBS)	0%	0%	0%	0%	0%	0%	0%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	0%	0%	0%	0%	0%	0%	0%
Certified Network Engineer (CNE)	0%	0%	0%	0%	0%	0%	0%
Other	3%	0%	5%	0%	0%	0%	10%
Indicated at least one	3%	0%	5%	0%	0%	0%	10%
None	40%	27%	47%	0%	50%	89%	10%
No answer	57%	73%	47%	100%	50%	11%	80%
TENURE IN POSITION							
20 years or more	3%	9%	0%	20%	0%	0%	0%
15 up to 20 years	3%	9%	0%	20%	0%	0%	0%
10 up to 15 years	13%	9%	16%	0%	17%	11%	20%
5 up to 10 years	20%	18%	21%	0%	33%	33%	10%
2 up to 5 years	30%	36%	26%	20%	50%	33%	20%
1 up to 2 years	10%	9%	11%	20%	0%	11%	10%
Less than 1 year	3%	0%	5%	0%	0%	0%	10%
Average (years)	6.8	8	5.9	10.6	6.3	5.9	6
No answer	17%	9%	21%	20%	0%	11%	30%

Director of Marketing & Client Relations

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	87%	91%	84%	80%	100%	100%	70%
Draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
Combination of base salary and draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
No answer	13%	9%	16%	20%	0%	0%	30%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	93%	91%	95%	80%	100%	89%	100%
No	7%	9%	5%	20%	0%	11%	0%
No answer	0%	0%	0%	0%	0%	0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	28	10	18	4	6	8	10
Firm profitability	71%	80%	67%	100%	67%	75%	60%
Successful completion of specific predetermined projects	54%	70%	44%	75%	67%	63%	30%
Accomplishment of financial goals	36%	30%	39%	75%	0%	38%	40%
Subjective judgments about performance	79%	90%	72%	75%	100%	75%	70%
Other	11%	0%	17%	0%	0%	13%	20%
Indicated at least one	100%	100%	100%	100%	100%	100%	100%
No answer	0%	0%	0%	0%	0%	0%	0%

Director of Marketing & Client Relations

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	30	$214,000	$173,750	$202,160	$242,450
100–249	11	$202,270	$175,000	$184,500	$204,710
250+	19	$220,790	$170,000	$213,760	$255,000
100–149	5	$214,180	$153,000	$200,000	$282,450
150–249	6	$192,350	$173,250	$180,700	$214,780
250–399	9	$199,210	$158,380	$213,760	$240,800
400+	10	$240,220	$181,870	$222,510	$275,160
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	8	$216,460	$166,820	$178,450	$243,750
100–249	2	*	*	*	*
250+	6	$218,290	$162,820	$175,000	$280,000
100–149	0				
150–249	2	*	*	*	*
250–399	3	*	*	*	*
400+	3	*	*	*	*

Director of Marketing & Client Relations

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	15	$202,330	$168,000	$204,710	$235,000
100–249	6	$180,950	$157,500	$192,250	$203,050
250+	9	$216,590	$186,390	$230,000	$249,880
100–149	3	*	*	*	*
150–249	3	*	*	*	*
250–399	5	$195,620	$146,380	$213,760	$235,800
400+	4	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	3	*	*	*	*
250+	1	*	*	*	*
100–149	2	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
BASE SALARY BY STATE					
Florida	4	*	*	*	*
Georgia	0				
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Director of Marketing & Client Relations

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	30	$232,770	$188,680	$216,080	$271,250
100–249	11	$219,150	$188,900	$200,000	$220,630
250+	19	$240,650	$187,500	$234,020	$280,000
100–149	5	$232,110	$166,250	$200,000	$314,020
150–249	6	$208,350	$188,680	$194,750	$228,600
250–399	9	$214,290	$167,480	$221,760	$265,000
400+	10	$264,380	$201,280	$252,010	$320,410
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	8	$234,130	$183,200	$195,700	$273,350
100–249	2	*	*	*	*
250+	6	$235,960	$178,570	$195,000	$306,250
100–149	0				
150–249	2	*	*	*	*
250–399	3	*	*	*	*
400+	3	*	*	*	*

Director of Marketing & Client Relations

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	15	$218,400	$188,000	$220,630	$255,000
100–249	6	$192,660	$174,130	$199,750	$216,660
250+	9	$235,560	$193,860	$241,600	$275,000
100–149	3	*	*	*	*
150–249	3	*	*	*	*
250–399	5	$204,560	$152,230	$221,760	$248,300
400+	4	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	3	*	*	*	*
250+	1	*	*	*	*
100–149	2	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	4	*	*	*	*
Georgia	0				
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Director of Marketing & Client Relations

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	30	6.66%	3.25%	4.75%	6.52%
100–249	11	4.21%	3.06%	4.02%	5.00%
250+	19	7.96%	3.50%	5.00%	8.30%
100–149	5	*	*	*	*
150–249	6	4.33%	2.95%	4.24%	5.76%
250–399	9	8.21%	4.38%	5.48%	10.67%
400+	10	7.58%	1.50%	3.75%	12.00%
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	8	16.27%	6.00%	13.03%	28.15%
100–249	2	*	*	*	*
250+	6	*	*	*	*
100–149	0				
150–249	2	*	*	*	*
250–399	3	*	*	*	*
400+	3	*	*	*	*

Director of Marketing & Client Relations

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	15	4.51%	3.85%	4.50%	5.00%
100–249	6	4.21%	3.40%	4.24%	5.00%
250+	9	4.72%	4.00%	4.75%	7.00%
100–149	3	*	*	*	*
150–249	3	*	*	*	*
250–399	5	5.81%	4.38%	5.00%	7.65%
400+	4	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	3	*	*	*	*
250+	1	*	*	*	*
100–149	2	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
MERIT INCREASE BY STATE					
Florida	4	*	*	*	*
Georgia	0				
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Director of Marketing & Client Relations

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	30	$17,070	$8,000	$15,000	$22,880
100–249	11	$14,680	$8,000	$12,000	$20,000
250+	19	$18,460	$8,000	$15,000	$25,000
100–149	5	$15,900	$3,250	$8,000	$32,500
150–249	6	$13,670	$10,000	$13,500	$16,250
250–399	9	$12,860	$4,100	$8,500	$20,500
400+	10	$23,500	$11,130	$20,000	$37,620
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	8	$16,000	$10,500	$15,500	$21,250
100–249	2	*	*	*	*
250+	6	$17,670	$11,250	$16,750	$25,630
100–149	0				
150–249	2	*	*	*	*
250–399	3	*	*	*	*
400+	3	*	*	*	*

Director of Marketing & Client Relations

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	15	$15,350	$6,500	$10,000	$24,000
100–249	6	$9,920	$4,880	$9,000	$16,250
250+	9	$18,970	$5,600	$12,000	$30,000
100–149	3	*	*	*	*
150–249	3	*	*	*	*
250–399	5	$8,940	$1,600	$8,000	$16,750
400+	4	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	3	*	*	*	*
250+	1	*	*	*	*
100–149	2	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
BONUS BY STATE					
Florida	4	*	*	*	*
Georgia	0				
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Director of Marketing & Client Relations

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	30	$10,680	$0	$9,880	$16,540
100–249	11	$10,050	$0	$9,640	$16,700
250+	19	$11,050	$0	$12,020	$14,870
100–149	5	$11,190	$0	$10,130	$22,910
150–249	6	$9,110	$0	$9,370	$17,330
250–399	9	$12,220	$0	$9,140	$19,570
400+	10	$9,990	$0	$12,990	$16,710
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	8	$8,670	$0	$12,300	$14,450
100–249	2	*	*	*	*
250+	6	$8,780	$0	$12,300	$13,620
100–149	0				
150–249	2	*	*	*	*
250–399	3	*	*	*	*
400+	3	*	*	*	*

Director of Marketing & Client Relations

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	15	$12,700	$0	$10,130	$19,210
100–249	6	$9,240	$0	$9,880	$17,170
250+	9	$15,000	$1,840	$13,400	$24,290
100–149	3	*	*	*	*
150–249	3	*	*	*	*
250–399	5	$16,950	$1,840	$9,140	$35,960
400+	4	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	3	*	*	*	*
250+	1	*	*	*	*
100–149	2	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	4	*	*	*	*
Georgia	0				
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Director of Knowledge Management/Library Services

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	22	7	15	4	3	6	9
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%	0%	0%	0%	0%
JD/LLB degree	14%	14%	13%	0%	33%	17%	11%
MA/MS/MLS degree	32%	14%	40%	25%	0%	67%	22%
MBA degree	14%	43%	0%	50%	33%	0%	0%
BA/BS/BBA degree	23%	14%	27%	25%	0%	17%	33%
AA degree (2 years)	0%	0%	0%	0%	0%	0%	0%
Some college (no degree)	5%	0%	7%	0%	0%	0%	11%
High school or equivalent (no college)	5%	14%	0%	0%	33%	0%	0%
No answer	9%	0%	13%	0%	0%	0%	22%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	0%	0%	0%	0%	0%	0%	0%
Certified Employee Benefits Specialist (CEBS)	0%	0%	0%	0%	0%	0%	0%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	0%	0%	0%	0%	0%	0%	0%
Certified Network Engineer (CNE)	0%	0%	0%	0%	0%	0%	0%
Other	0%	0%	0%	0%	0%	0%	0%
Indicated at least one	0%	0%	0%	0%	0%	0%	0%
None	55%	43%	60%	50%	33%	100%	33%
No answer	45%	57%	40%	50%	67%	0%	67%
TENURE IN POSITION							
20 years or more	14%	0%	20%	0%	0%	17%	22%
15 up to 20 years	9%	14%	7%	25%	0%	17%	0%
10 up to 15 years	9%	0%	13%	0%	0%	33%	0%
5 up to 10 years	18%	14%	20%	0%	33%	0%	33%
2 up to 5 years	9%	29%	0%	0%	67%	0%	0%
1 up to 2 years	23%	43%	13%	75%	0%	17%	11%
Less than 1 year	5%	0%	7%	0%	0%	0%	11%
Average (years)	8.7	5.2	10.7	5.5	4.8	12.8	9.3
No answer	14%	0%	20%	0%	0%	17%	22%

Director of Knowledge Management/Library Services

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	91%	100%	87%	100%	100%	100%	78%
Draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
Combination of base salary and draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
No answer	9%	0%	13%	0%	0%	0%	22%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	91%	86%	93%	75%	100%	83%	100%
No	9%	14%	7%	25%	0%	17%	0%
No answer	0%	0%	0%	0%	0%	0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	20	6	14	3	3	5	9
Firm profitability	75%	50%	86%	100%	0%	100%	78%
Successful completion of specific predetermined projects	45%	33%	50%	33%	33%	60%	44%
Accomplishment of financial goals	35%	17%	43%	33%	0%	40%	44%
Subjective judgments about performance	80%	67%	86%	33%	100%	100%	78%
Other	5%	0%	7%	0%	0%	0%	11%
Indicated at least one	100%	100%	100%	100%	100%	100%	100%
No answer	0%	0%	0%	0%	0%	0%	0%

Director of Knowledge Management/Library Services

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	22	$189,130	$146,130	$180,030	$227,800
100–249	7	$155,500	$130,000	$154,000	$200,000
250+	15	$204,830	$156,000	$191,000	$275,000
100–149	4	*	*	*	*
150–249	3	*	*	*	*
250–399	6	$181,200	$133,250	$156,500	$248,410
400+	9	$220,580	$180,030	$203,000	$286,850
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$193,540	$135,000	$191,000	$253,350
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	5	$195,600	$159,000	$175,000	$242,500
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	1	*	*	*	*

Director of Knowledge Management/Library Services

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	10	$175,230	$135,880	$169,530	$227,800
100–249	4	*	*	*	*
250+	6	$192,630	$135,880	$194,030	$245,910
100–149	2	*	*	*	*
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	4	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*
BASE SALARY BY STATE					
Florida	1	*	*	*	*
Georgia	1	*	*	*	*
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	1	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Director of Knowledge Management/Library Services

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	22	$207,320	$154,920	$187,030	$244,300
100–249	7	$166,070	$140,000	$161,000	$234,980
250+	15	$226,570	$171,000	$208,560	$305,050
100–149	4	*	*	*	*
150–249	3	*	*	*	*
250–399	6	$195,980	$142,000	$172,500	$267,160
400+	9	$246,960	$187,030	$220,000	$331,150
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$217,790	$145,840	$208,560	$294,350
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	5	$212,200	$168,000	$175,000	$274,990
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	1	*	*	*	*

Director of Knowledge Management/Library Services

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	10	$188,280	$138,500	$180,030	$244,300
100–249	4	*	*	*	*
250+	6	$209,550	$145,250	$216,030	$264,670
100–149	2	*	*	*	*
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	4	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	1	*	*	*	*
Georgia	1	*	*	*	*
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	1	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Director of Knowledge Management/Library Services

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	22	6.43%	2.75%	4.34%	9.60%
100–249	7	7.44%	0.00%	4.48%	13.41%
250+	15	5.93%	3.25%	4.34%	9.94%
100–149	4	*	*	*	*
150–249	3	*	*	*	*
250–399	6	7.62%	4.50%	5.22%	12.35%
400+	9	4.25%	1.50%	3.50%	6.13%
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	7.74%	3.50%	4.00%	13.85%
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	5	*	*	*	*
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	1				

Director of Knowledge Management/Library Services

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	10	7.64%	3.99%	4.87%	9.00%
100–249	4	*	*	*	*
250+	6	*	*	*	*
100–149	2	*	*	*	*
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	4	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*
MERIT INCREASE BY STATE					
Florida	1				
Georgia	1	*	*	*	*
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	1	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Director of Knowledge Management/Library Services

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	22	$17,130	$5,000	$13,250	$26,250
100–249	7	$9,140	$0	$7,000	$17,000
250+	15	$20,850	$11,000	$14,000	$30,000
100–149	4	*	*	*	*
150–249	3	*	*	*	*
250–399	6	$13,670	$3,750	$14,500	$21,000
400+	9	$25,640	$11,500	$14,000	$40,650
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$21,600	$7,500	$11,000	$41,000
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	5	$14,600	$0	$18,000	$27,500
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	1	*	*	*	*

Director of Knowledge Management/Library Services

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	10	$13,060	$3,750	$13,250	$20,250
100–249	4	*	*	*	*
250+	6	$16,930	$9,380	$14,500	$30,010
100–149	2	*	*	*	*
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	4	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*
BONUS BY STATE					
Florida	1	*	*	*	*
Georgia	1	*	*	*	*
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	1	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Director of Knowledge Management/Library Services

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	22	$6,290	$0	$1,380	$11,370
100–249	7	$2,870	$0	$0	$6,550
250+	15	$7,880	$0	$7,330	$13,750
100–149	4	*	*	*	*
150–249	3	*	*	*	*
250–399	6	$10,070	$0	$10,230	$17,570
400+	9	$6,420	$0	$0	$12,170
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	5	$2,780	$0	$0	$6,940
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	5	$5,500	$0	$0	$13,750
100–249	2	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	1	*	*	*	*

Director of Knowledge Management/Library Services

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	10	$7,400	$0	$10,560	$13,290
100–249	4	*	*	*	*
250+	6	$10,530	$7,900	$11,860	$14,110
100–149	2	*	*	*	*
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	4	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	1	*	*	*	*
Georgia	1	*	*	*	*
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	1	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Director of Professional Recruiting

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	28	10	18	3	7	8	10
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%	0%	0%	0%	0%
JD/LLB degree	25%	40%	17%	33%	43%	25%	10%
MA/MS/MLS degree	11%	0%	17%	0%	0%	13%	20%
MBA degree	0%	0%	0%	0%	0%	0%	0%
BA/BS/BBA degree	50%	50%	50%	67%	43%	50%	50%
AA degree (2 years)	0%	0%	0%	0%	0%	0%	0%
Some college (no degree)	0%	0%	0%	0%	0%	0%	0%
High school or equivalent (no college)	4%	0%	6%	0%	0%	13%	0%
No answer	11%	10%	11%	0%	14%	0%	20%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	0%	0%	0%	0%	0%	0%	0%
Certified Employee Benefits Specialist (CEBS)	0%	0%	0%	0%	0%	0%	0%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	0%	0%	0%	0%	0%	0%	0%
Certified Network Engineer (CNE)	0%	0%	0%	0%	0%	0%	0%
Other	7%	0%	11%	0%	0%	13%	10%
Indicated at least one	7%	0%	11%	0%	0%	13%	10%
None	50%	40%	56%	0%	57%	88%	30%
No answer	43%	60%	33%	100%	43%	0%	60%
TENURE IN POSITION							
20 years or more	7%	0%	11%	0%	0%	13%	10%
15 up to 20 years	4%	0%	6%	0%	0%	0%	10%
10 up to 15 years	7%	20%	0%	33%	14%	0%	0%
5 up to 10 years	11%	10%	11%	33%	0%	13%	10%
2 up to 5 years	43%	50%	39%	33%	57%	50%	30%
1 up to 2 years	4%	10%	0%	0%	14%	0%	0%
Less than 1 year	14%	10%	17%	0%	14%	13%	20%
Average (years)	6.1	5.2	6.7	7.8	4.1	6.1	7.2
No answer	11%	0%	17%	0%	0%	13%	20%

Director of Professional Recruiting

Incumbent Characteristics by Number of Attorneys

	All Firms	# OF ATTORNEYS					
		100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	93%	100%	89%	100%	100%	100%	80%
Draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
Combination of base salary and draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
No answer	7%	0%	11%	0%	0%	0%	20%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	89%	80%	94%	67%	86%	88%	100%
No	11%	20%	6%	33%	14%	13%	0%
No answer	0%	0%	0%	0%	0%	0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	25	8	17	2	6	7	10
Firm profitability	68%	63%	71%	100%	50%	100%	50%
Successful completion of specific predetermined projects	48%	50%	47%	50%	50%	71%	30%
Accomplishment of financial goals	32%	13%	41%	50%	0%	57%	30%
Subjective judgments about performance	68%	75%	65%	50%	83%	57%	70%
Other	8%	0%	12%	0%	0%	0%	20%
Indicated at least one	100%	100%	100%	100%	100%	100%	100%
No answer	0%	0%	0%	0%	0%	0%	0%

Director of Professional Recruiting

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	28	$220,380	$168,500	$205,000	$271,000
100–249	10	$196,310	$156,180	$179,360	$240,750
250+	18	$233,750	$180,250	$215,480	$281,000
100–149	3	*	*	*	*
150–249	7	$190,190	$120,720	$170,000	$230,000
250–399	8	$218,030	$172,000	$205,000	$268,500
400+	10	$246,320	$180,000	$228,220	$302,270
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	4	*	*	*	*
100–249	0				
250+	4	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	7	$206,180	$170,000	$190,000	$220,760
100–249	2	*	*	*	*
250+	5	$214,650	$168,740	$190,000	$272,880
100–149	0				
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Director of Professional Recruiting

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	11	$210,720	$165,000	$185,000	$273,000
100–249	5	$213,730	$137,820	$185,000	$304,000
250+	6	$208,210	$155,900	$208,000	$267,420
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	4	*	*	*	*
400+	2	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	6	$243,920	$160,470	$220,000	$336,800
100–249	3	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
BASE SALARY BY STATE					
Florida	1	*	*	*	*
Georgia	1	*	*	*	*
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	1	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Director of Professional Recruiting

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	28	$238,080	$177,500	$220,380	$302,400
100–249	10	$211,480	$163,930	$192,110	$260,410
250+	18	$252,860	$194,170	$236,100	$314,040
100–149	3	*	*	*	*
150–249	7	$203,850	$130,720	$188,000	$245,000
250–399	8	$235,320	$179,480	$227,500	$284,750
400+	10	$266,890	$194,170	$248,770	$337,790
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	4	*	*	*	*
100–249	0				
250+	4	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	7	$219,950	$175,000	$201,400	$220,760
100–249	2	*	*	*	*
250+	5	$232,930	$186,940	$220,000	$285,380
100–149	0				
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Director of Professional Recruiting

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	11	$227,370	$166,000	$188,000	$306,650
100–249	5	$233,580	$149,130	$188,000	$340,830
250+	6	$222,190	$157,490	$219,250	$294,010
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	4	*	*	*	*
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	6	$262,180	$179,840	$240,000	$364,610
100–249	3	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	1	*	*	*	*
Georgia	1	*	*	*	*
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	1	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Director of Professional Recruiting

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	28	6.64%	3.40%	5.00%	9.05%
100–249	10	5.86%	3.13%	5.00%	7.85%
250+	18	7.07%	3.70%	4.90%	10.88%
100–149	3	*	*	*	*
150–249	7	6.35%	3.00%	5.00%	10.00%
250–399	8	9.13%	4.58%	5.84%	10.88%
400+	10	5.02%	2.25%	4.14%	11.50%
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	4	*	*	*	*
100–249	0				
250+	4	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	7	6.50%	2.25%	5.59%	12.10%
100–249	2	*	*	*	*
250+	5	*	*	*	*
100–149	0				
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Director of Professional Recruiting

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	11	9.33%	4.65%	5.00%	13.50%
100–249	5	*	*	*	*
250+	6	9.39%	3.75%	4.80%	17.34%
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	4	*	*	*	*
400+	2	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	6	-0.05%	-3.50%	3.50%	5.18%
100–249	3	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
MERIT INCREASE BY STATE					
Florida	1	*	*	*	*
Georgia	1	*	*	*	*
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	1	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Director of Professional Recruiting

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	28	$16,250	$3,880	$16,200	$24,380
100–249	10	$13,750	$3,750	$12,500	$20,630
250+	18	$17,640	$3,380	$16,950	$26,250
100–149	3	*	*	*	*
150–249	7	$13,570	$5,000	$10,000	$20,000
250–399	8	$16,940	$6,000	$18,750	$25,000
400+	10	$18,200	$2,630	$16,200	$35,520
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	4	*	*	*	*
100–249	0				
250+	4	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	7	$13,770	$0	$16,400	$25,000
100–249	2	*	*	*	*
250+	5	$18,280	$8,200	$20,000	$27,500
100–149	0				
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Director of Professional Recruiting

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	11	$15,320	$3,000	$15,000	$20,000
100–249	5	$17,000	$2,500	$20,000	$30,000
250+	6	$13,930	$2,250	$9,250	$25,510
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	4	*	*	*	*
400+	2	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	6	$18,260	$7,500	$18,750	$28,020
100–249	3	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
BONUS BY STATE					
Florida	1	*	*	*	*
Georgia	1	*	*	*	*
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	1	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Director of Professional Recruiting

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	28	$9,360	$0	$9,370	$15,420
100–249	10	$10,160	$0	$8,820	$16,950
250+	18	$8,910	$0	$9,370	$14,490
100–149	3	*	*	*	*
150–249	7	$10,530	$0	$3,990	$20,400
250–399	8	$12,790	$2,350	$11,670	$20,090
400+	10	$5,800	$0	$0	$12,510
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	4	*	*	*	*
100–249	0				
250+	4	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	3	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	7	$6,610	$0	$0	$15,800
100–249	2	*	*	*	*
250+	5	$6,090	$0	$0	$15,230
100–149	0				
150–249	2	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Director of Professional Recruiting

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	11	$12,540	$0	$12,700	$20,720
100–249	5	$10,230	$0	$3,990	$23,580
250+	6	$14,460	$7,050	$12,980	$23,210
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	4	*	*	*	*
400+	2	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	6	$11,200	$0	$11,820	$21,090
100–249	3	*	*	*	*
250+	3	*	*	*	*
100–149	1	*	*	*	*
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	1	*	*	*	*
Georgia	1	*	*	*	*
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	1	*	*	*	*
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	4	*	*	*	*

Director of Office Operations

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	18	5	13	2	3	5	8
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%	0%	0%	0%	0%
JD/LLB degree	6%	20%	0%	0%	33%	0%	0%
MA/MS/MLS degree	6%	0%	8%	0%	0%	0%	13%
MBA degree	6%	0%	8%	0%	0%	20%	0%
BA/BS/BBA degree	50%	60%	46%	50%	67%	20%	63%
AA degree (2 years)	0%	0%	0%	0%	0%	0%	0%
Some college (no degree)	17%	20%	15%	50%	0%	20%	13%
High school or equivalent (no college)	0%	0%	0%	0%	0%	0%	0%
No answer	17%	0%	23%	0%	0%	40%	13%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	0%	0%	0%	0%	0%	0%	0%
Certified Employee Benefits Specialist (CEBS)	0%	0%	0%	0%	0%	0%	0%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	6%	0%	8%	0%	0%	0%	13%
Certified Network Engineer (CNE)	0%	0%	0%	0%	0%	0%	0%
Other	0%	0%	0%	0%	0%	0%	0%
Indicated at least one	6%	0%	8%	0%	0%	0%	13%
None	50%	40%	54%	0%	67%	80%	38%
No answer	44%	60%	38%	100%	33%	20%	50%
TENURE IN POSITION							
20 years or more	11%	20%	8%	0%	33%	20%	0%
15 up to 20 years	11%	0%	15%	0%	0%	20%	13%
10 up to 15 years	11%	0%	15%	0%	0%	20%	13%
5 up to 10 years	22%	40%	15%	50%	33%	0%	25%
2 up to 5 years	6%	20%	0%	50%	0%	0%	0%
1 up to 2 years	17%	0%	23%	0%	0%	40%	13%
Less than 1 year	17%	20%	15%	0%	33%	0%	25%
Average (years)	8.3	7.9	8.5	5.5	9.5	10.6	6.9
No answer	6%	0%	8%	0%	0%	0%	13%

Director of Office Operations

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	94%	100%	92%	100%	100%	100%	88%
Draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
Combination of base salary and draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
No answer	6%	0%	8%	0%	0%	0%	13%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	94%	80%	100%	100%	67%	100%	100%
No	6%	20%	0%	0%	33%	0%	0%
No answer	0%	0%	0%	0%	0%	0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	17	4	13	2	2	5	8
Firm profitability	71%	100%	62%	100%	100%	80%	50%
Successful completion of specific predetermined projects	47%	75%	38%	50%	100%	40%	38%
Accomplishment of financial goals	35%	25%	38%	50%	0%	40%	38%
Subjective judgments about performance	65%	75%	62%	50%	100%	60%	63%
Other	18%	0%	23%	0%	0%	20%	25%
Indicated at least one	100%	100%	100%	100%	100%	100%	100%
No answer	0%	0%	0%	0%	0%	0%	0%

Director of Office Operations

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	18	$232,630	$180,000	$211,600	$281,630
100–249	5	$182,700	$143,750	$196,750	$214,640
250+	13	$251,840	$189,360	$229,500	$291,500
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	5	$208,240	$153,000	$198,720	$268,250
400+	8	$279,090	$211,300	$277,750	$294,750
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	$177,700	$121,380	$195,500	$216,520
100–249	2	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*

Director of Office Operations

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	$238,340	$189,360	$230,000	$291,500
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	2	*	*	*	*
250+	2	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	2	*	*	*	*
BASE SALARY BY STATE					
Florida	1	*	*	*	*
Georgia	0				
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Director of Office Operations

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	18	$268,670	$197,360	$234,480	$328,050
100–249	5	$211,460	$161,880	$214,250	$259,640
250+	13	$290,670	$205,940	$304,500	$350,830
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	5	$245,170	$169,580	$208,720	$338,990
400+	8	$319,110	$231,920	$321,500	$378,300
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	$204,990	$141,830	$205,500	$252,140
100–249	2	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*

Director of Office Operations

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	$283,970	$205,940	$285,000	$361,500
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	2	*	*	*	*
250+	2	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	1	*	*	*	*
Georgia	0				
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Director of Office Operations

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	18	4.55%	2.25%	4.55%	5.50%
100–249	5	*	*	*	*
250+	13	5.01%	3.13%	5.00%	5.50%
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	5	5.12%	4.55%	5.00%	5.75%
400+	8	4.94%	2.00%	3.50%	5.50%
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	4.60%	2.50%	5.00%	6.50%
100–249	2	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*

Director of Office Operations

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	*	*	*	*
100–249	1				
250+	4	*	*	*	*
100–149	0				
150–249	1				
250–399	2	*	*	*	*
400+	2	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	2	*	*	*	*
250+	2	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	2	*	*	*	*
MERIT INCREASE BY STATE					
Florida	1	*	*	*	*
Georgia	0				
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Director of Office Operations

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	18	$35,050	$16,880	$27,500	$49,510
100–249	5	$26,500	$8,750	$25,000	$45,000
250+	13	$38,330	$17,500	$30,000	$53,840
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	5	$35,630	$10,000	$23,150	$67,500
400+	8	$40,020	$20,630	$32,500	$45,760
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	$25,420	$7,500	$21,250	$37,500
100–249	2	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*

Director of Office Operations

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	$45,630	$16,580	$30,000	$82,500
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	2	*	*	*	*
250+	2	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	2	*	*	*	*
BONUS BY STATE					
Florida	1	*	*	*	*
Georgia	0				
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Director of Office Operations

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	18	$10,010	$0	$12,360	$16,800
100–249	5	$10,790	$3,450	$14,050	$16,490
250+	13	$9,710	$0	$10,670	$17,040
100–149	2	*	*	*	*
150–249	3	*	*	*	*
250–399	5	$8,110	$1,290	$9,800	$14,090
400+	8	$10,710	$0	$14,930	$17,520
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	2	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	$8,660	$0	$8,790	$16,890
100–249	2	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*

Director of Office Operations

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	$12,550	$6,190	$14,050	$18,160
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	2	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	2	*	*	*	*
250+	2	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	2	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	1	*	*	*	*
Georgia	0				
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Practice Group Director/Administrator

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	16	2	14	1	1	7	7
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%	0%	0%	0%	0%
JD/LLB degree	13%	50%	7%	0%	100%	0%	14%
MA/MS/MLS degree	6%	0%	7%	0%	0%	14%	0%
MBA degree	13%	0%	14%	0%	0%	0%	29%
BA/BS/BBA degree	56%	50%	57%	100%	0%	71%	43%
AA degree (2 years)	0%	0%	0%	0%	0%	0%	0%
Some college (no degree)	0%	0%	0%	0%	0%	0%	0%
High school or equivalent (no college)	0%	0%	0%	0%	0%	0%	0%
No answer	13%	0%	14%	0%	0%	14%	14%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	6%	0%	7%	0%	0%	0%	14%
Certified Employee Benefits Specialist (CEBS)	0%	0%	0%	0%	0%	0%	0%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	0%	0%	0%	0%	0%	0%	0%
Certified Network Engineer (CNE)	0%	0%	0%	0%	0%	0%	0%
Other	0%	0%	0%	0%	0%	0%	0%
Indicated at least one	6%	0%	7%	0%	0%	0%	14%
None	63%	0%	71%	0%	0%	86%	57%
No answer	31%	100%	21%	100%	100%	14%	29%
TENURE IN POSITION							
20 years or more	6%	0%	7%	0%	0%	14%	0%
15 up to 20 years	13%	0%	14%	0%	0%	14%	14%
10 up to 15 years	0%	0%	0%	0%	0%	0%	0%
5 up to 10 years	19%	0%	21%	0%	0%	29%	14%
2 up to 5 years	38%	50%	36%	0%	100%	14%	57%
1 up to 2 years	19%	50%	14%	100%	0%	29%	0%
Less than 1 year	0%	0%	0%	0%	0%	0%	0%
Average (years)	6.9	2.5	7.5	1.5	3.5	8.4	6.5
No answer	6%	0%	7%	0%	0%	0%	14%

Practice Group Director/Administrator

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	94%	100%	93%	100%	100%	100%	86%
Draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
Combination of base salary and draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
No answer	6%	0%	7%	0%	0%	0%	14%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	100%	100%	100%	100%	100%	100%	100%
No	0%	0%	0%	0%	0%	0%	0%
No answer	0%	0%	0%	0%	0%	0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	16	2	14	1	1	7	7
Firm profitability	81%	100%	79%	100%	100%	86%	71%
Successful completion of specific predetermined projects	31%	0%	36%	0%	0%	43%	29%
Accomplishment of financial goals	38%	0%	43%	0%	0%	43%	43%
Subjective judgments about performance	69%	50%	71%	0%	100%	71%	71%
Other	13%	0%	14%	0%	0%	14%	14%
Indicated at least one	100%	100%	100%	100%	100%	100%	100%
No answer	0%	0%	0%	0%	0%	0%	0%

Practice Group Director/Administrator

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	16	$223,670	$198,130	$211,300	$228,750
100–249	2	*	*	*	*
250+	14	$231,620	$199,380	$216,340	$239,500
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	7	$213,380	$197,500	$208,800	$218,880
400+	7	$249,870	$204,700	$225,000	$275,000
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	5	$205,720	$165,500	$208,800	$244,400
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	3	*	*	*	*
400+	1	*	*	*	*

Practice Group Director/Administrator

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	$261,930	$205,830	$230,000	$334,000
100–249	0				
250+	5	$261,930	$205,830	$230,000	$334,000
100–149	0				
150–249	0				
250–399	2	*	*	*	*
400+	3	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
BASE SALARY BY STATE					
Florida	0				
Georgia	0				
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	1	*	*	*	*

Practice Group Director/Administrator

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	16	$250,040	$215,410	$239,700	$255,000
100–249	2	*	*	*	*
250+	14	$258,750	$219,160	$244,490	$264,880
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	7	$237,050	$216,620	$235,600	$245,180
400+	7	$280,450	$220,000	$255,000	$313,800
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	5	$236,970	$195,830	$235,600	$278,800
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	3	*	*	*	*
400+	1	*	*	*	*

Practice Group Director/Administrator

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	$291,830	$228,330	$255,000	$373,750
100–249	0				
250+	5	$291,830	$228,330	$255,000	$373,750
100–149	0				
150–249	0				
250–399	2	*	*	*	*
400+	3	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	0				
Georgia	0				
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	1	*	*	*	*

Practice Group Director/Administrator

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	16	6.75%	4.61%	5.65%	7.39%
100–249	2	*	*	*	*
250+	14	6.75%	4.54%	5.30%	8.18%
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	7	5.56%	5.07%	5.30%	6.25%
400+	7	7.94%	3.36%	6.61%	14.15%
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	5	7.23%	4.88%	5.30%	10.55%
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	3	*	*	*	*
400+	1	*	*	*	*

Practice Group Director/Administrator

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	*	*	*	*
100–249	0				
250+	5	*	*	*	*
100–149	0				
150–249	0				
250–399	2	*	*	*	*
400+	3	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	1				
400+	2	*	*	*	*
MERIT INCREASE BY STATE					
Florida	0				
Georgia	0				
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	1	*	*	*	*

Practice Group Director/Administrator

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	16	$25,260	$16,980	$25,650	$29,230
100–249	2	*	*	*	*
250+	14	$26,830	$20,330	$26,400	$30,000
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	7	$23,090	$15,000	$26,300	$26,800
400+	7	$30,580	$25,000	$26,930	$38,800
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	5	$28,520	$23,500	$26,800	$34,400
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	3	*	*	*	*
400+	1	*	*	*	*

Practice Group Director/Administrator

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	$29,900	$20,000	$26,500	$41,500
100–249	0				
250+	5	$29,900	$20,000	$26,500	$41,500
100–149	0				
150–249	0				
250–399	2	*	*	*	*
400+	3	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
BONUS BY STATE					
Florida	0				
Georgia	0				
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	1	*	*	*	*

Practice Group Director/Administrator

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	16	$12,160	$1,930	$8,880	$19,140
100–249	2	*	*	*	*
250+	14	$12,740	$0	$9,800	$19,930
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	7	$16,130	$8,760	$10,580	$23,450
400+	7	$9,350	$0	$8,730	$19,910
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	2	*	*	*	*
100–249	0				
250+	2	*	*	*	*
100–149	0				
150–249	0				
250–399	1	*	*	*	*
400+	1	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	5	$8,910	$0	$8,480	$18,030
100–249	1	*	*	*	*
250+	4	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	3	*	*	*	*
400+	1	*	*	*	*

Practice Group Director/Administrator

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	$19,480	$4,510	$19,910	$34,250
100–249	0				
250+	5	$19,480	$4,510	$19,910	$34,250
100–149	0				
150–249	0				
250–399	2	*	*	*	*
400+	3	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	4	*	*	*	*
100–249	1	*	*	*	*
250+	3	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	1	*	*	*	*
400+	2	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	0				
Georgia	0				
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	1	*	*	*	*

Litigation Support Director/Manager

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	16	7	9	3	4	3	6
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%	0%	0%	0%	0%
JD/LLB degree	13%	14%	11%	0%	25%	0%	17%
MA/MS/MLS degree	13%	0%	22%	0%	0%	33%	17%
MBA degree	0%	0%	0%	0%	0%	0%	0%
BA/BS/BBA degree	50%	57%	44%	100%	25%	67%	33%
AA degree (2 years)	6%	0%	11%	0%	0%	0%	17%
Some college (no degree)	0%	0%	0%	0%	0%	0%	0%
High school or equivalent (no college)	0%	0%	0%	0%	0%	0%	0%
No answer	19%	29%	11%	0%	50%	0%	17%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	0%	0%	0%	0%	0%	0%	0%
Certified Public Accountant (CPA)	0%	0%	0%	0%	0%	0%	0%
Certified Employee Benefits Specialist (CEBS)	0%	0%	0%	0%	0%	0%	0%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	0%	0%	0%	0%	0%	0%	0%
Certified Network Engineer (CNE)	0%	0%	0%	0%	0%	0%	0%
Other	6%	0%	11%	0%	0%	0%	17%
Indicated at least one	6%	0%	11%	0%	0%	0%	17%
None	50%	14%	78%	33%	0%	100%	67%
No answer	44%	86%	11%	67%	100%	0%	17%
TENURE IN POSITION							
20 years or more	19%	0%	33%	0%	0%	33%	33%
15 up to 20 years	0%	0%	0%	0%	0%	0%	0%
10 up to 15 years	25%	43%	11%	67%	25%	0%	17%
5 up to 10 years	19%	43%	0%	33%	50%	0%	0%
2 up to 5 years	25%	14%	33%	0%	25%	33%	33%
1 up to 2 years	6%	0%	11%	0%	0%	33%	0%
Less than 1 year	0%	0%	0%	0%	0%	0%	0%
Average (years)	9.9	9.1	10.6	10.8	7.7	8.3	11.9
No answer	6%	0%	11%	0%	0%	0%	17%

Litigation Support Director/Manager

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	94%	100%	89%	100%	100%	100%	83%
Draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
Combination of base salary and draw based on firm profitability	0%	0%	0%	0%	0%	0%	0%
No answer	6%	0%	11%	0%	0%	0%	17%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	94%	86%	100%	67%	100%	100%	100%
No	6%	14%	0%	33%	0%	0%	0%
No answer	0%	0%	0%	0%	0%	0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	15	6	9	2	4	3	6
Firm profitability	73%	83%	67%	100%	75%	100%	50%
Successful completion of specific predetermined projects	47%	50%	44%	50%	50%	67%	33%
Accomplishment of financial goals	40%	17%	56%	50%	0%	100%	33%
Subjective judgments about performance	80%	100%	67%	100%	100%	67%	67%
Other	7%	0%	11%	0%	0%	0%	17%
Indicated at least one	100%	100%	100%	100%	100%	100%	100%
No answer	0%	0%	0%	0%	0%	0%	0%

Litigation Support Director/Manager

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	16	$198,380	$157,630	$194,650	$235,590
100–249	7	$202,700	$155,000	$187,300	$243,500
250+	9	$195,020	$157,750	$202,000	$231,190
100–149	3	*	*	*	*
150–249	4	*	*	*	*
250–399	3	*	*	*	*
400+	6	$178,030	$148,000	$170,300	$215,490
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	2	*	*	*	*
100–249	1	*	*	*	*
250+	1	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	0				
400+	1	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	$196,130	$168,830	$194,650	$226,780
100–249	1	*	*	*	*
250+	5	$197,890	$162,550	$202,000	$231,190
100–149	0				
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Litigation Support Director/Manager

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	$189,360	$160,250	$166,000	$230,150
100–249	3	*	*	*	*
250+	2	*	*	*	*
100–149	1	*	*	*	*
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	1	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	3	*	*	*	*
100–249	2	*	*	*	*
250+	1	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
BASE SALARY BY STATE					
Florida	0				
Georgia	0				
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Litigation Support Director/Manager

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	16	$212,440	$161,530	$212,300	$246,590
100–249	7	$221,130	$157,000	$199,300	$278,500
250+	9	$205,690	$163,550	$226,200	$240,190
100–149	3	*	*	*	*
150–249	4	*	*	*	*
250–399	3	*	*	*	*
400+	6	$184,360	$151,500	$175,300	$226,490
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	2	*	*	*	*
100–249	1	*	*	*	*
250+	1	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	0				
400+	1	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	$205,300	$168,830	$213,150	$233,780
100–249	1	*	*	*	*
250+	5	$206,490	$162,550	$227,000	$240,190
100–149	0				
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Litigation Support Director/Manager

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	$200,760	$165,250	$183,000	$245,150
100–249	3	*	*	*	*
250+	2	*	*	*	*
100–149	1	*	*	*	*
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	1	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	3	*	*	*	*
100–249	2	*	*	*	*
250+	1	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	0				
Georgia	0				
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Litigation Support Director/Manager

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	16	3.92%	3.23%	3.65%	4.55%
100–249	7	3.97%	3.08%	3.65%	5.03%
250+	9	3.89%	3.13%	3.75%	4.08%
100–149	3	*	*	*	*
150–249	4	*	*	*	*
250–399	3	*	*	*	*
400+	6	2.83%	1.50%	3.50%	3.83%
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	2	*	*	*	*
100–249	1	*	*	*	*
250+	1	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	0				
400+	1	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	*	*	*	*
100–249	1				
250+	5	*	*	*	*
100–149	0				
150–249	1				
250–399	2	*	*	*	*
400+	3	*	*	*	*

Litigation Support Director/Manager

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	*	*	*	*
100–249	3	*	*	*	*
250+	2	*	*	*	*
100–149	1				
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	1	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	3	*	*	*	*
100–249	2	*	*	*	*
250+	1	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
MERIT INCREASE BY STATE					
Florida	0				
Georgia	0				
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Litigation Support Director/Manager

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	16	$14,060	$6,250	$12,500	$19,250
100–249	7	$18,430	$10,000	$15,000	$35,000
250+	9	$10,670	$2,500	$10,000	$16,500
100–149	3	*	*	*	*
150–249	4	*	*	*	*
250–399	3	*	*	*	*
400+	6	$6,330	$0	$7,500	$10,750
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	2	*	*	*	*
100–249	1	*	*	*	*
250+	1	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	0				
400+	1	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	$9,170	$0	$8,500	$16,000
100–249	1	*	*	*	*
250+	5	$8,600	$0	$5,000	$19,000
100–149	0				
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Litigation Support Director/Manager

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	$11,400	$5,000	$10,000	$18,500
100–249	3	*	*	*	*
250+	2	*	*	*	*
100–149	1	*	*	*	*
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	1	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	3	*	*	*	*
100–249	2	*	*	*	*
250+	1	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
BONUS BY STATE					
Florida	0				
Georgia	0				
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Litigation Support Director/Manager

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	16	$12,020	$0	$7,820	$18,590
100–249	7	$15,020	$130	$18,100	$25,360
250+	9	$9,690	$0	$5,000	$16,070
100–149	3	*	*	*	*
150–249	4	*	*	*	*
250–399	3	*	*	*	*
400+	6	$4,730	$0	$2,500	$9,270
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	2	*	*	*	*
100–249	1	*	*	*	*
250+	1	*	*	*	*
100–149	1	*	*	*	*
150–249	0				
250–399	0				
400+	1	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	$8,370	$0	$7,790	$16,950
100–249	1	*	*	*	*
250+	5	$6,430	$0	$0	$16,070
100–149	0				
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Litigation Support Director/Manager

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	5	$16,470	$70	$5,000	$38,620
100–249	3	*	*	*	*
250+	2	*	*	*	*
100–149	1	*	*	*	*
150–249	2	*	*	*	*
250–399	1	*	*	*	*
400+	1	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	3	*	*	*	*
100–249	2	*	*	*	*
250+	1	*	*	*	*
100–149	1	*	*	*	*
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	0				
Georgia	0				
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	2	*	*	*	*

Director of Pricing

Incumbent Characteristics by Number of Attorneys

		# OF ATTORNEYS					
	All Firms	100–249	250+	100–149	150–249	250–399	400+
Base: Firms with this position	17	2	15		2	5	10
HIGHEST LEVEL OF EDUCATION							
Doctoral degree (not JD/LLB)	0%	0%	0%		0%	0%	0%
JD/LLB degree	12%	0%	13%		0%	40%	0%
MA/MS/MLS degree	12%	0%	13%		0%	0%	20%
MBA degree	6%	0%	7%		0%	0%	10%
BA/BS/BBA degree	53%	50%	53%		50%	60%	50%
AA degree (2 years)	0%	0%	0%		0%	0%	0%
Some college (no degree)	0%	0%	0%		0%	0%	0%
High school or equivalent (no college)	0%	0%	0%		0%	0%	0%
No answer	18%	50%	13%		50%	0%	20%
CERTIFICATION(S)							
Certified Legal Manager (CLM)®	0%	0%	0%		0%	0%	0%
Certified Public Accountant (CPA)	0%	0%	0%		0%	0%	0%
Certified Employee Benefits Specialist (CEBS)	0%	0%	0%		0%	0%	0%
Certified Human Resource Specialist (CHRS, SHRM-CP, SHRM-SCP, HRCI)	0%	0%	0%		0%	0%	0%
Certified Network Engineer (CNE)	0%	0%	0%		0%	0%	0%
Other	18%	0%	20%		0%	20%	20%
Indicated at least one	18%	0%	20%		0%	20%	20%
None	35%	0%	40%		0%	80%	20%
No answer	47%	100%	40%		100%	0%	60%
TENURE IN POSITION							
20 years or more	0%	0%	0%		0%	0%	0%
15 up to 20 years	6%	0%	7%		0%	0%	10%
10 up to 15 years	12%	0%	13%		0%	20%	10%
5 up to 10 years	18%	50%	13%		50%	20%	10%
2 up to 5 years	35%	50%	33%		50%	40%	30%
1 up to 2 years	6%	0%	7%		0%	0%	10%
Less than 1 year	12%	0%	13%		0%	20%	10%
Average (years)	6	5.5	6		5.5	5.6	6.3
No answer	12%	0%	13%		0%	0%	20%

Director of Pricing

Incumbent Characteristics by Number of Attorneys

	All Firms	# OF ATTORNEYS					
		100–249	250+	100–149	150–249	250–399	400+
COMPENSATION BASIS							
Base salary	88%	100%	87%		100%	100%	80%
Draw based on firm profitability	0%	0%	0%		0%	0%	0%
Combination of base salary and draw based on firm profitability	0%	0%	0%		0%	0%	0%
No answer	12%	0%	13%		0%	0%	20%
ELIGIBILITY FOR BONUS/ADDITIONAL CASH COMPENSATION							
Yes	100%	100%	100%		100%	100%	100%
No	0%	0%	0%		0%	0%	0%
No answer	0%	0%	0%		0%	0%	0%
BONUS/ADDITIONAL CASH COMPENSATION CRITERIA							
Base: Incumbents eligible to earn a bonus/additional cash compensation (multiple answers)	17	2	15		2	5	10
Firm profitability	71%	100%	67%		100%	100%	50%
Successful completion of specific predetermined projects	35%	50%	33%		50%	60%	20%
Accomplishment of financial goals	35%	0%	40%		0%	80%	20%
Subjective judgments about performance	65%	100%	60%		100%	60%	60%
Other	12%	0%	13%		0%	0%	20%
Indicated at least one	100%	100%	100%		100%	100%	100%
No answer	0%	0%	0%		0%	0%	0%

Director of Pricing

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS					
All Firms	17	$255,550	$209,250	$265,000	$302,500
100–249	2	*	*	*	*
250+	15	$258,410	$210,000	$270,000	$305,000
100–149	0				
150–249	2	*	*	*	*
250–399	5	$264,800	$229,500	$270,000	$297,500
400+	10	$255,210	$179,300	$270,300	$313,000
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	3	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	$248,780	$209,750	$254,350	$283,750
100–249	1	*	*	*	*
250+	5	$246,600	$194,490	$249,000	$297,500
100–149	0				
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Director of Pricing

	BASE SALARY				
	Count	Average	25th Percentile	Median	75th Percentile
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	6	$285,300	$251,250	$297,500	$314,950
100–249	0				
250+	6	$285,300	$251,250	$297,500	$314,950
100–149	0				
150–249	0				
250–399	3	*	*	*	*
400+	3	*	*	*	*
BASE SALARY BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	2	*	*	*	*
100–249	1	*	*	*	*
250+	1	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
BASE SALARY BY STATE					
Florida	1	*	*	*	*
Georgia	0				
BASE SALARY BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Director of Pricing

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	17	$301,590	$234,250	$290,000	$351,600
100–249	2	*	*	*	*
250+	15	$302,360	$225,000	$290,000	$355,000
100–149	0				
150–249	2	*	*	*	*
250–399	5	$338,900	$245,000	$290,000	$457,250
400+	10	$284,090	$197,290	$285,300	$349,440
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	3	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	$292,280	$229,620	$277,500	$367,400
100–249	1	*	*	*	*
250+	5	$281,100	$212,740	$265,000	$357,500
100–149	0				
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Director of Pricing

	TOTAL CASH COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	6	$349,380	$262,500	$337,000	$411,950
100–249	0				
250+	6	$349,380	$262,500	$337,000	$411,950
100–149	0				
150–249	0				
250–399	3	*	*	*	*
400+	3	*	*	*	*
TOTAL CASH COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	2	*	*	*	*
100–249	1	*	*	*	*
250+	1	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
TOTAL CASH COMPENSATION BY STATE					
Florida	1	*	*	*	*
Georgia	0				
TOTAL CASH COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Director of Pricing

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS					
All Firms	17	7.09%	4.30%	5.60%	8.50%
100–249	2	*	*	*	*
250+	15	7.27%	4.20%	6.19%	9.00%
100–149	0				
150–249	2	*	*	*	*
250–399	5	6.64%	2.50%	7.00%	10.59%
400+	10	7.66%	4.10%	5.60%	9.50%
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	3	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	*	*	*	*
100–249	1				
250+	5	*	*	*	*
100–149	0				
150–249	1				
250–399	2	*	*	*	*
400+	3	*	*	*	*

Director of Pricing

	MERIT INCREASE				
	Count	Average	25th Percentile	Median	75th Percentile
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	6	6.20%	4.00%	7.00%	8.00%
100–249	0				
250+	6	6.20%	4.00%	7.00%	8.00%
100–149	0				
150–249	0				
250–399	3	*	*	*	*
400+	3	*	*	*	*
MERIT INCREASE BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	2	*	*	*	*
100–249	1	*	*	*	*
250+	1	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
MERIT INCREASE BY STATE					
Florida	1	*	*	*	*
Georgia	0				
MERIT INCREASE BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Director of Pricing

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS					
All Firms	17	$45,670	$15,000	$20,000	$47,500
100–249	2	*	*	*	*
250+	15	$43,530	$15,000	$20,000	$45,000
100–149	0				
150–249	2	*	*	*	*
250–399	5	$74,100	$15,500	$20,000	$159,750
400+	10	$28,250	$10,750	$20,000	$33,720
BONUS BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	3	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	$43,500	$15,750	$20,750	$91,380
100–249	1	*	*	*	*
250+	5	$34,500	$15,500	$20,000	$60,750
100–149	0				
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Director of Pricing

	BONUS				
	Count	Average	25th Percentile	Median	75th Percentile
BONUS BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	6	$64,080	$10,000	$22,480	$104,880
100–249	0				
250+	6	$64,080	$10,000	$22,480	$104,880
100–149	0				
150–249	0				
250–399	3	*	*	*	*
400+	3	*	*	*	*
BONUS BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	2	*	*	*	*
100–249	1	*	*	*	*
250+	1	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
BONUS BY STATE					
Florida	1	*	*	*	*
Georgia	0				
BONUS BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

Director of Pricing

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS					
All Firms	17	$12,950	$0	$9,250	$21,450
100–249	2	*	*	*	*
250+	15	$11,780	$0	$7,210	$16,640
100–149	0				
150–249	2	*	*	*	*
250–399	5	$20,900	$3,160	$15,570	$41,300
400+	10	$7,230	$0	$3,600	$13,840
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: NORTHEAST					
All Firms	3	*	*	*	*
100–249	0				
250+	3	*	*	*	*
100–149	0				
150–249	0				
250–399	0				
400+	3	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: MIDWEST					
All Firms	6	$13,760	$0	$14,240	$26,640
100–249	1	*	*	*	*
250+	5	$10,950	$0	$12,910	$20,910
100–149	0				
150–249	1	*	*	*	*
250–399	2	*	*	*	*
400+	3	*	*	*	*

Director of Pricing

	DEFERRED COMPENSATION				
	Count	Average	25th Percentile	Median	75th Percentile
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: SOUTH					
All Firms	6	$19,140	$4,750	$12,950	$36,150
100–249	0				
250+	6	$19,140	$4,750	$12,950	$36,150
100–149	0				
150–249	0				
250–399	3	*	*	*	*
400+	3	*	*	*	*
DEFERRED COMPENSATION BY NUMBER OF ATTORNEYS AND REGION: WEST					
All Firms	2	*	*	*	*
100–249	1	*	*	*	*
250+	1	*	*	*	*
100–149	0				
150–249	1	*	*	*	*
250–399	0				
400+	1	*	*	*	*
DEFERRED COMPENSATION BY STATE					
Florida	1	*	*	*	*
Georgia	0				
DEFERRED COMPENSATION BY U.S. METROPOLITAN AREAS					
Atlanta-Sandy Springs-Alpharetta, GA	0				
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	3	*	*	*	*

2026 Job Descriptions

Chief Operating Officer/Firm Administrator/Executive Director:

This individual is the principal administrative manager at the firm. Responsibilities include oversight of the managers of the firm's business functions: accounting, information services, human resources, marketing/client relations, knowledge management, recruiting, legal assistants, office operations and branch office administration. Key activities include oversight of strategic planning and goal setting for administration, budgeting for operations and capital spending, compensation and benefits administration, and technology planning and operations. Responsibilities also include participation in key firm management committees, management retreats and strategic planning.

Chief Financial Officer/Director of Finance

This individual is the lead administrative manager responsible for firmwide finance and accounting matters, including budgeting, cash management, financial analysis, bank relations, treasury activities, financial reporting, and selection and operation of accounting systems. Within multi-office firms, this manager oversees the activities of the accounting staff in other offices in coordination with their office administrators and may oversee the information services function.

Chief Marketing Officer

This individual is ultimately responsible for department's and team members' performance. They collaborate with senior leadership to contribute to the firm's overall strategy; develop and drive annual marketing plans and budgets ensuring alignment with the firm's overall strategic direction; identify and develop the firm's position in the market; evaluate market opportunities with senior firm leadership; drive business development and sales opportunities; set and communicate internally and externally the firm's reputation and brand; and represent the firm in the legal industry and within business markets in which they work.

Chief Diversity Officer

An experienced diversity leader who is accountable to an organization on everything related to **equity, diversity and inclusion**. The Chief Diversity Officer (CDO) is a strategic leader, thought partner and implementer who will connect the dots between diversity and inclusion efforts across the organization. Typically, early in their tenure, the Chief Diversity Officer will develop a comprehensive organization-wide strategic diversity and inclusion plan, develop training programs for attorneys and staff, review and assess the impact and effectiveness of diversity and inclusion programs, and serve as a leader in the organization. The CDO will serve as a champion for **equity, diversity and inclusion** initiatives. The CDO will work with leadership, management, staff and senior leadership to further a more vibrant, inclusive and supportive environment for underrepresented and all members of the organization.

Chief Information Officer/Director of Information Services

This individual is the lead administrative manager responsible for technology firmwide, including front office, time and billing, accounting, human resources, litigation support, knowledge management, and other practice support systems. This manager is also responsible for voice, data and video networks; wireless communications; and mobile technology. Responsibilities include supporting the ongoing operation of the above systems; researching, developing and implementing new systems and tools as necessary; and developing the information services organization and staff through training and on-the-job development. This individual also oversees information services staff in other offices in coordination with office administrators.

2026 Job Descriptions

Chief Human Resources Officer/Personnel Director/Director of Human Resources

This individual is the lead administrative manager responsible for negotiating and administrating lawyer and staff benefit programs, administering staff salary and merit bonus programs, and overseeing mentor and orientation programs. Responsibilities include developing and documenting staff employment policies, and overseeing enforcement of Equal Employment Opportunity (EEO) programs. This manager oversees human resources staff in other offices in coordination with office administrators.

Director of Marketing & Client Relations

This individual is the lead administrative manager responsible for supporting lawyer marketing, business development and client relations activities. Responsibilities include developing marketing materials, facilitating the request for proposal process, and providing sales training and business development guidance. This individual oversees marketing support staff in other offices in coordination with office administrators.

Director of Knowledge Management/Library Services

This individual is the lead administrative manager responsible for overseeing the operations of the firm's libraries and online information resources to provide relevant knowledge management content to the firm lawyers. Responsibilities include planning and budgeting, negotiating national contracts and research services, overseeing the selection and implementation of automated research tools and systems, developing and overseeing the physical collection, overseeing preparation of legal research, and managing interlibrary loans. This director oversees the activities of library staff in other offices in coordination with office administrators.

Director of Professional Recruiting

This individual is the lead administrative manager responsible for maintaining relationships with law school placement offices, scheduling recruiting trips, supporting recruiting committees, and managing summer associate programs.

Director of Office Operations

This individual is the lead administrative manager responsible for office services and facilities. Responsibilities include firm property management, leasehold improvements, space planning and procurement of all goods and services (including capital equipment, but excluding technology, office supplies, furnishings, and maintenance services and repairs). Contingent upon the breadth of operations within the firm responsibilities, this individual may also have responsibility for key vendor relationships such as travel, car service, off-site storage contracts, distribution, the firm's conference center and catering operations.

Practice Group Director/Administrator

This individual is the lead administrative manager responsible for supporting the firm's practice groups. Responsibilities include overseeing the assignment of firm-wide client work to attorneys and paralegals to balance the workload and ensure they maintain productivity; developing and monitoring formal training programs; maintaining CLE records; and the transition of workload related to the departure and arrival of attorneys and paralegals.

2026 Job Descriptions

Litigation Support Director/Manager

This individual is the lead administrative manager responsible for all aspects of the firmwide litigation support systems. Responsibilities include the IT department and outside vendors involved in matters employing litigation support tools and services; assisting attorneys, staff and clients in determining application requirements and managing implementation of solutions to meet those requirements; the introduction and oversight of the selection and implementation of litigation technologies at all levels of the firm; and acting as a liaison between the firm's litigation teams. This manager will oversee all aspects of education and training for attorneys and staff related to litigation support applications, and will manage legal assistant teams and vendors involved in litigation support activities.

Director of Pricing

This individual is responsible for all aspects of the firm's pricing strategy, acting as the liaison between the financial and marketing functions to establish and implement pricing policy and maximize profitability. Responsibilities include analyzing client requirements and developing innovative pricing models; reviewing engagement letters, RFPs, and billing protocols; and advising on staffing strategies to ensure efficiency.