



Our goal is to help  
you achieve your

goals

**WISNIK INDUSTRY SNAPSHOT SURVEY**  
**PROFESSIONAL DEVELOPMENT**  
**WINTER 2011**

Presented By:  
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Dear Friends of Wisnik,

Thank you for participating in the Wisnik Industry Snapshot Survey! We are excited that 44 of you took time out of your schedules to respond so that we can provide feedback about the market.

Overall, the outlook is positive! Many of you reported feeling optimistic about your jobs and the current state of the industry. Additionally, 72.5% of you said that you are satisfied with your current compensation, which is not surprising since 70% of you received both a raise and a bonus. In our surveys of the Legal Recruiting industry, only half of respondents were satisfied with their compensation, which makes your satisfaction especially significant. This is great news, coupled with the fact that only about 30% of you said their departments have decreased compared to the 56.3% of Legal Recruiting respondents who had department downsizing occur in the past two years.

When asked which initiatives you would continue to invest in, you cited training programs as the most important. Also, with less focus needed on morale boosting, many of you said you would also invest in mentoring and coaching. Your commitment to training your attorneys has remained strong. The choices for types of training you would initiate show that business development and project management are top priorities.

Consistent with years past, it appears that your busiest attorneys are 4th-6th years. In 2009, the majority of you were considering replacing lock-step compensation with alternative models and, as of 2011, around 40% of your firms have done so. Although many of you deferred your new attorneys, the good news is that there are very few deferrals left. According to your responses, 50% of new associates started in the Fall of 2010 and the remainder started in January 2011.

Overall, it feels as though the legal industry is bouncing back from the tough times it has experienced in recent years, and it seems Professional Development is thriving.

We hope you find this survey results informative and welcome your thoughts,



*Eva Wisnik*

## PROFILE OF SURVEY RESPONDENTS

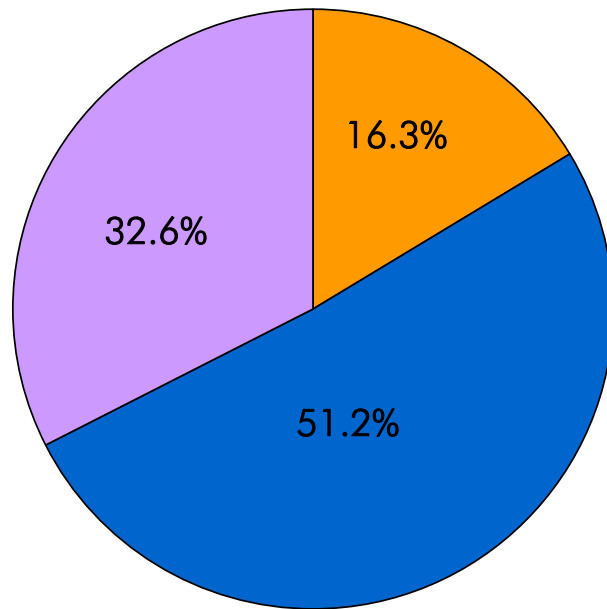
- 50% of you are Chiefs/Directors and 50% are Managers/Coordinators
- 87.2% of you are located in New York, Washington DC or Chicago
- 48% of PD respondents have a JD, compared to the recruiting industry where only 10.5% hold JDs
- 37.2% surveyed work in a firm of 1000+

A large proportion of respondents expressly reported feeling optimistic about their job

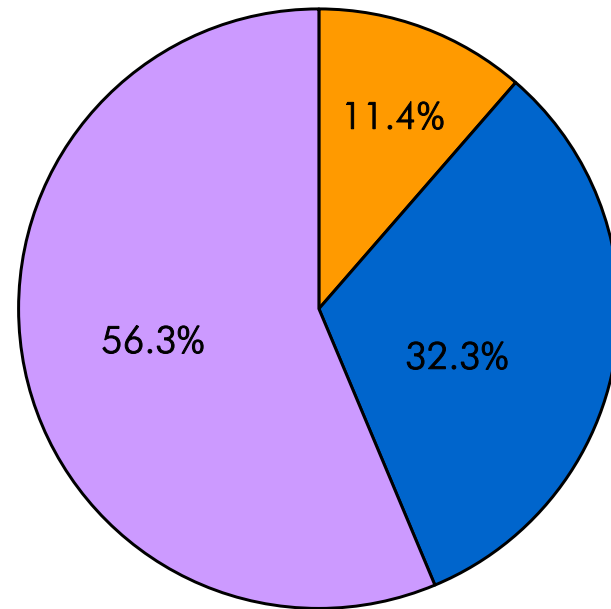
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## IN THE PAST TWO YEARS, HAS YOUR DEPARTMENT...

PD Respondents



Legal Recruiting Respondents\*



- Increased in size
- Stayed the same in size
- Decreased in size

\*Collected over the past 6 months from NYC, DC, Chicago and Texas Law Firm Recruiting Markets. All survey results are on our website [www.wisnik.com](http://www.wisnik.com)

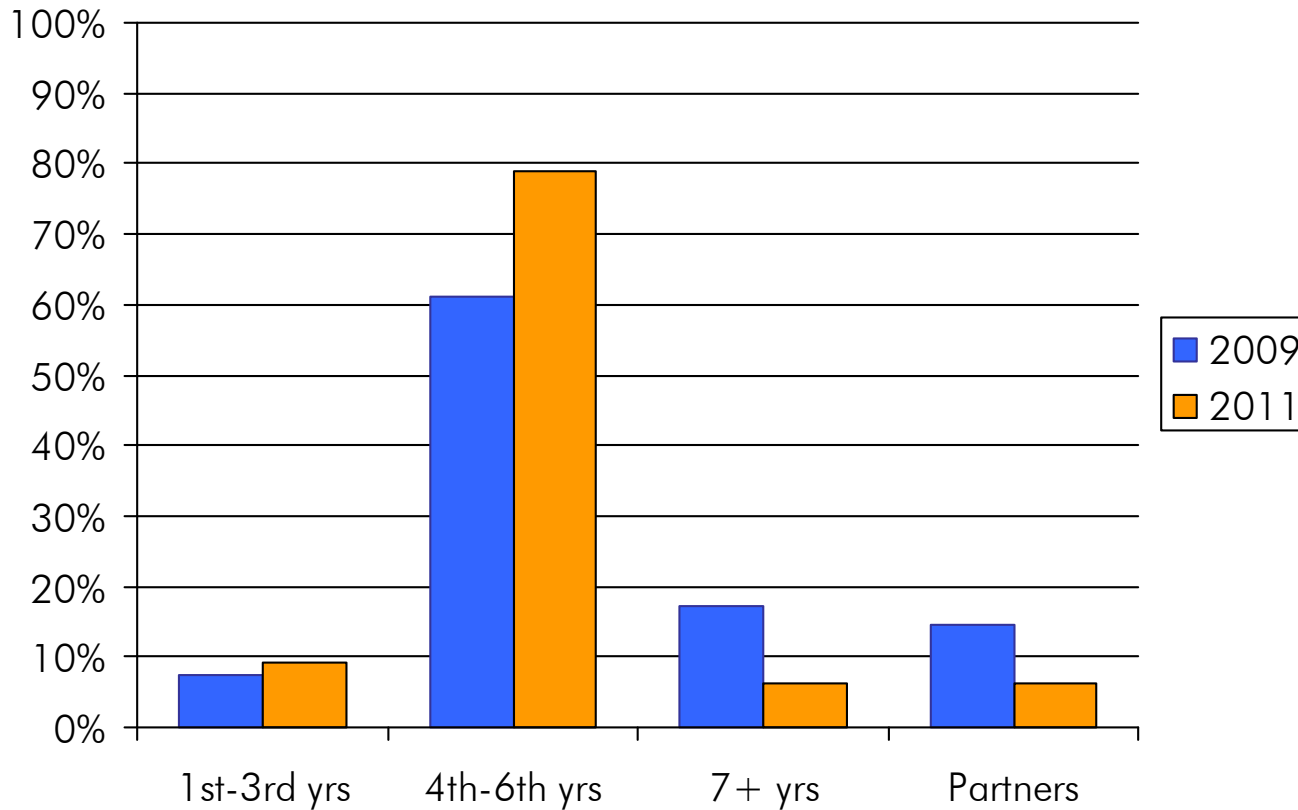
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PROFESSIONAL DEVELOPMENT DEPARTMENT SIZE  
AS REPORTED BY SURVEY RESPONDENTS

Firm Size	Average Department Size
1-500	3
501-750	5
751-1000	10
1000+	15

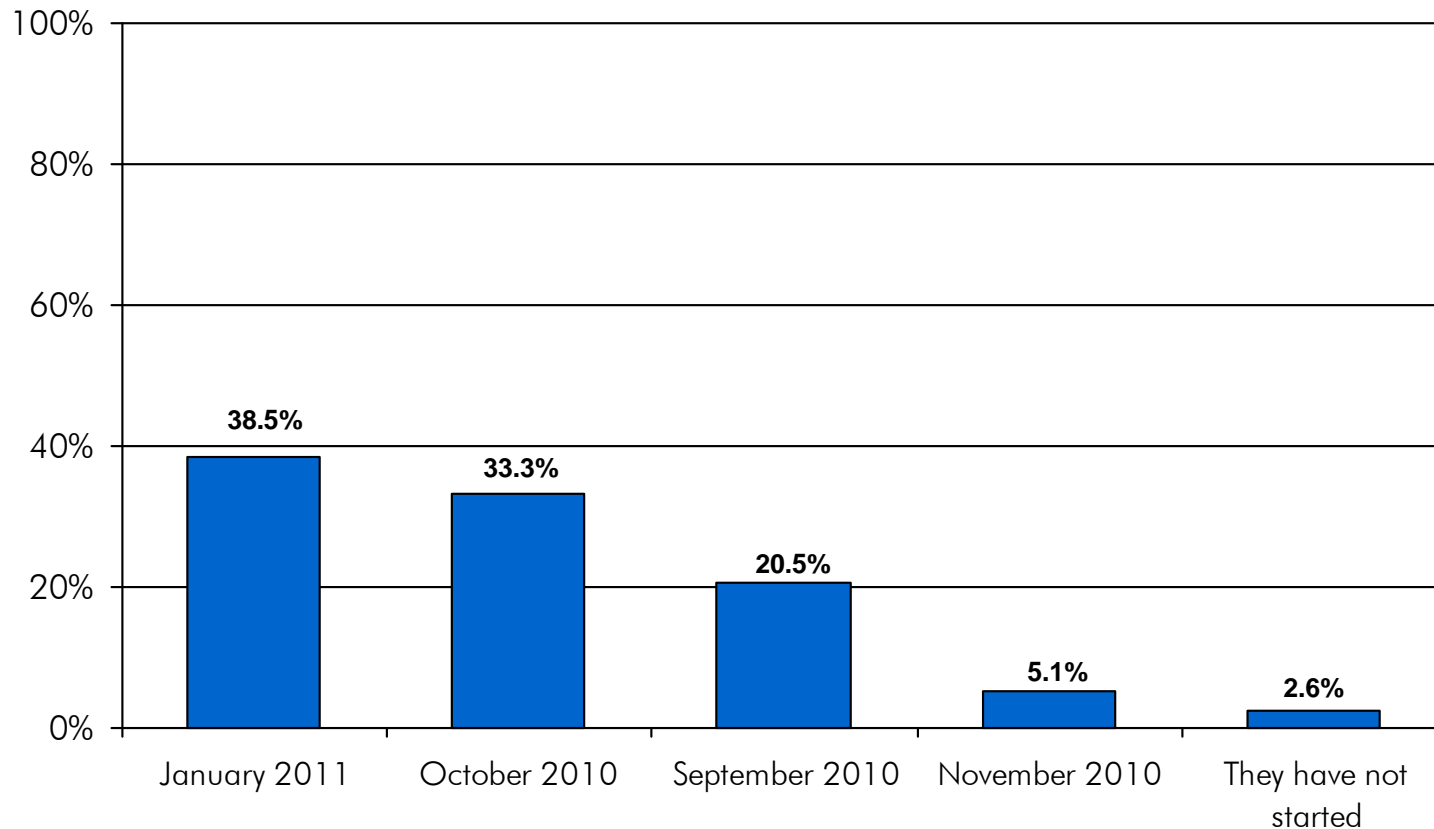
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IN TERMS OF BILLABLE HOURS,  
WHAT LEVEL ATTORNEYS ARE BUSIEST AT YOUR FIRM?



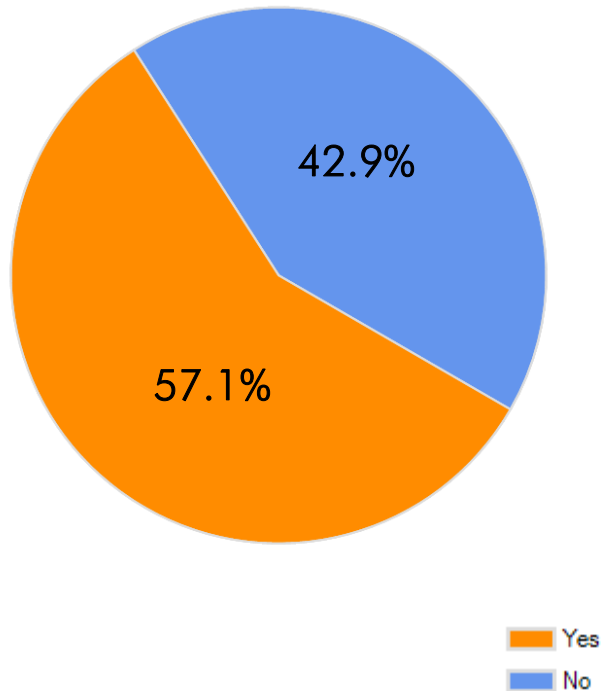
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## WHEN DID YOUR 2010 ATTORNEYS START?

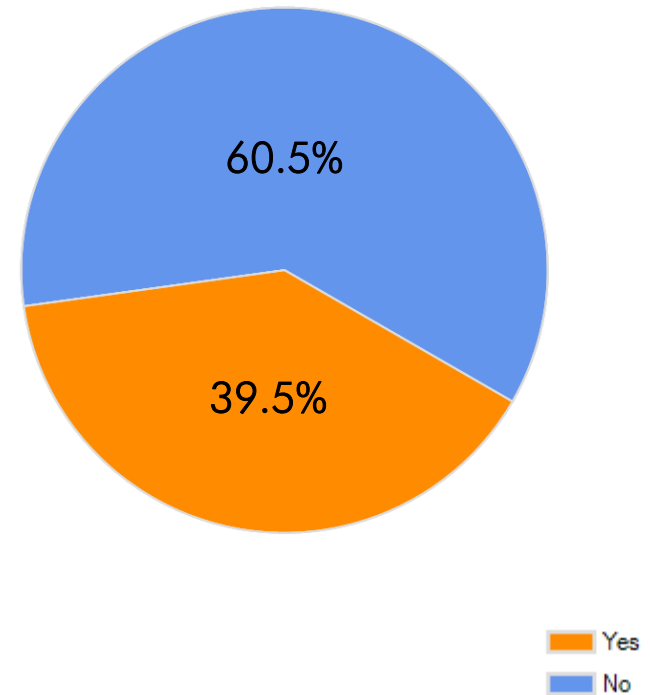


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In 2009 we asked: Is your Firm considering replacing lock-step compensation with alternative models?



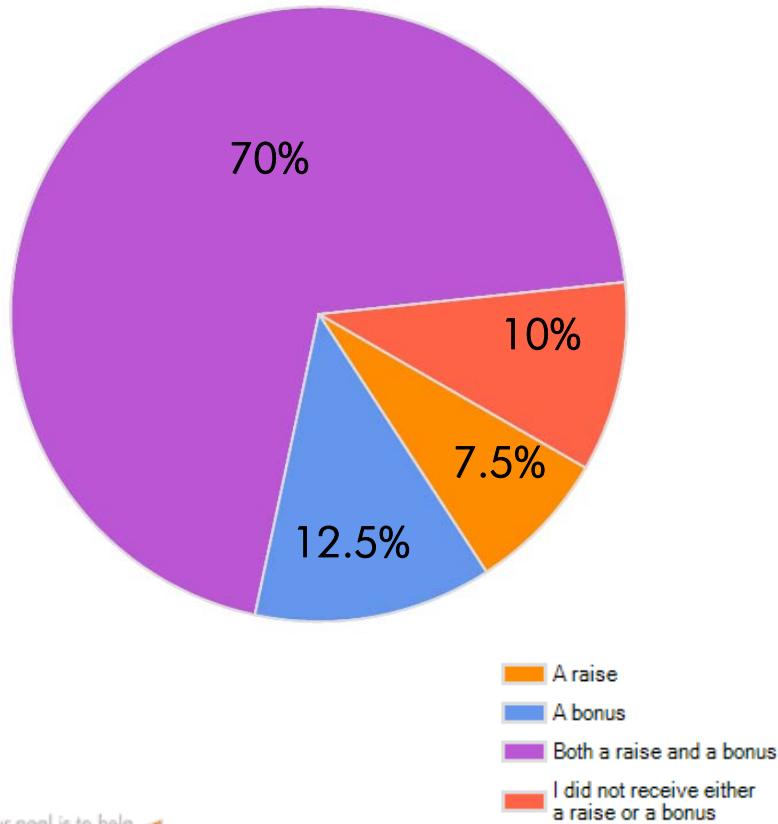
In 2011 we asked: Has your firm replaced lock-step compensation with alternative compensation models?



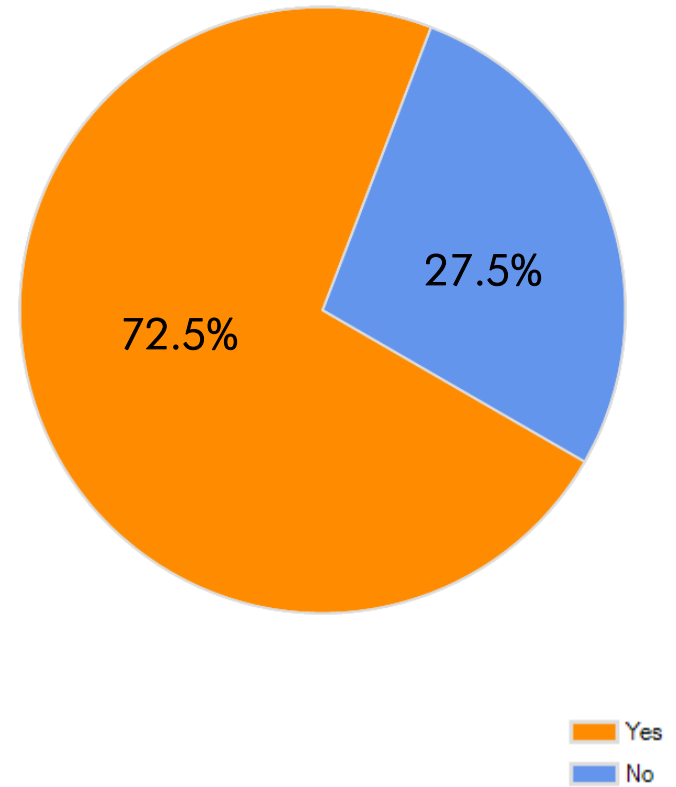


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Which of the following did you receive in 2010?

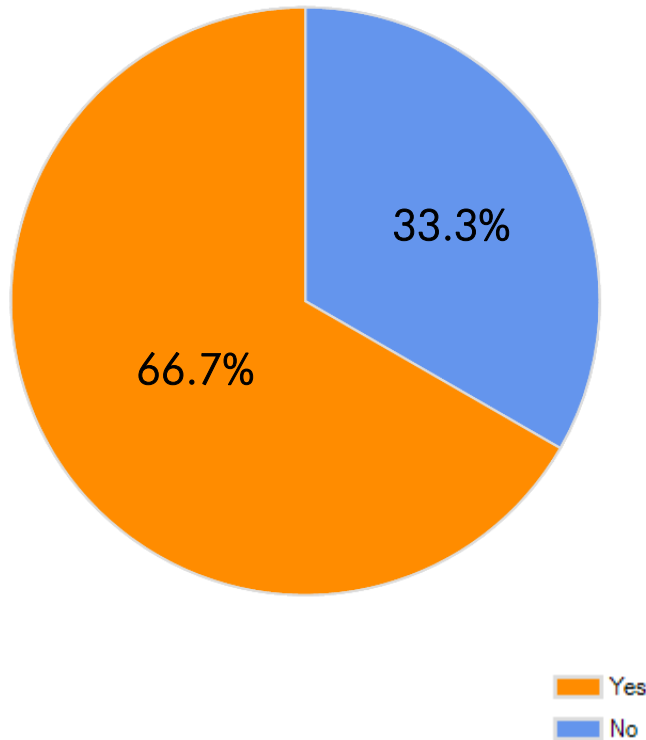


Are you satisfied with your compensation?



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Have your job responsibilities changed in the last year?



How have your job responsibilities changed?

- “Been involved in competencies and associate evaluations”
- “Greater focus on associate reviews now that we've moved to merit-based system”
- “Working on additional training initiatives such as off-site retreats and business development”
- “Developing new programs”
- “More coaching”
- “Lost an assistant so I have assumed more administrative tasks”
- “Increased firm-wide collaboration”

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If your department received an additional \$150,000 what would you spend it on?

RESPONSE CATEGORIES	% RESPONDENTS in 2011	% RESPONDENTS in 2009
Training Programs	47.5%	41%
Retreats and Morale Boosting Events	10%	26%
Consulting Projects (i.e. competency modeling, revamping evaluation process)	7.5%	15%
Staff and Salary	15%	10%
Mentoring and Coaching Programs	12.5%	8%

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What programs would you be likely to invest in for 2011?

## Top Five Responses

- ❖ Business Development Training for Associates
- ❖ Project Management Training
- ❖ Business Development Training for Partners
- ❖ Writing Training
- ❖ Client Service Training

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If you had the time and resources, what would you initiate in 2011?

- ❖ “Project Management training and creating online CLE’s”
- ❖ “Business Development training”
- ❖ “Coaching for the next generation of leaders in a variety of areas including project management, business development and leadership”
- ❖ “In person training programs (retreats) for associates”
- ❖ “Alumni programs”
- ❖ “A Professional Development Committee”
- ❖ “Management and supervisory training for mid-level associates and Partners”
- ❖ “Diversity newsletter”
- ❖ “Leadership training for Partners”



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