



**2021
WALRAA
Industry Survey
for Law Firms;
Government Agencies; and
Law School Career Services**



Wisnik Career Enterprises, Inc.
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Our goal in sharing this information with you is to offer benchmarks for where you, your staff, and your department fall as compared to your peers.

Dear WALRAA Members,

We wanted to share the current findings from the 2021 Wisnik WALRAA Industry Survey with you. The results that follow were generated from 99 responses. Thank you to all of those who participated!

Our goal in sharing this information with you is to offer benchmarks for where you, your staff, and your department fall as compared to your peers. We believe that these salary and bonus numbers reflect the current market accurately. By this, I mean that if a firm were to call tomorrow and ask us what they needed to pay a Recruiting Manager, we would confidently quote them the numbers in this report. We have found that the new jobs we have received in the past year fall into these ranges.

We hope that you find the enclosed information valuable. Your responses to this Wisnik WALRAA Industry Survey help us to capture and confirm market trends. As for the market, we have definitely seen a continued increase in new law firm Recruiting and PD positions since January and are hopeful that new opportunities will continue to grow. Please let us know if there is any way we can help you achieve your goals!

All the best,
Eva Wisnik



Biography



Eva Wisnik

President
Wisnik Career Enterprises, Inc.

Eva Wisnik founded **Wisnik Career Enterprises, Inc.** in 1996 after serving as Director of Recruitment and Training for Schulte Roth & Zabel and Cadwalader, Wickersham & Taft. Over the past 25 years, she has worked with over 120 law firms, including 86 of the AmLaw 100. Eva has placed over 1000 Marketing and BD professionals into law firms nationwide and has conducted over 700 training programs for attorneys and law firm professionals on topics that include Business Development Skills, Time Management and Myers Briggs. In addition, **Wisnik Career Enterprises, Inc.** has conducted over 50 salary surveys for law firm professionals since 1998.

Eva holds an MBA in Marketing from Fordham University and a BA in Psychology from Barnard College.



Participant Response Breakdown

Total of 85 Law Firm & Government Agency professionals' salary and industry information by:



Position

- Chief: 1*
- Director: 12
- Senior Manager: 8
- Manager: 24
- Specialist/Sr. Coordinator: 8
- Coordinator: 26
- Assistant: 6



Firm Size

- 1-250: 7
- 251-500: 12
- 501-750: 12
- 751-1000: 13
- 1001-1300: 16
- 1301+: 23



Office Size

- 1-75: 11
- 76-125: 22
- 126-175: 9
- 176-225: 10
- 226-300: 12
- 301-350: 9
- 351-400: 5
- 401-500: 4
- 501-700: 2*
- 701-1000: 1*

* = these results will not be included in the breakdowns, due to insufficient data

Participant Response Breakdown

Total of 14 Law School Career Services professionals' salary and industry information by:



Position*

- Assistant/Associate Dean: 2*
- Director: 4
- Assistant/Associate Director: 3
- Manager/Assistant Manager: 1*
- Career Counselor/Advisor: 3
- Administrative Staff: 1*



Full Time Students

- 101-150: 1*
- 151-200: 0*
- 201-250: 0*
- 251-300: 0*
- 301-350: 0*
- 351-400: 1*
- 401-500: 1*
- 501+: 9

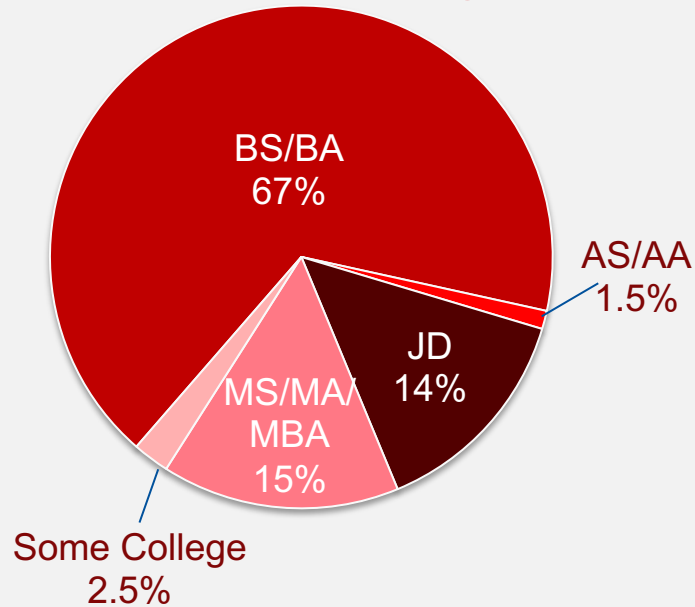
* = these results will not be included in the breakdowns, due to insufficient data

Profile of WALRAA Professionals



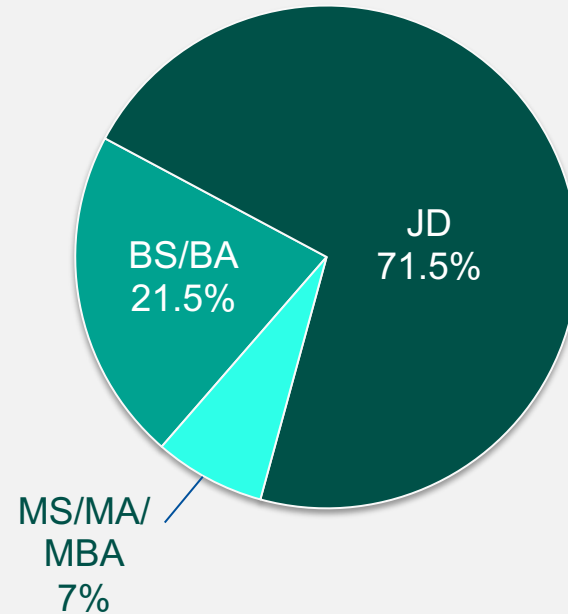
Highest Degree of Education by Job Title

Law Firms/Gov't. Agencies



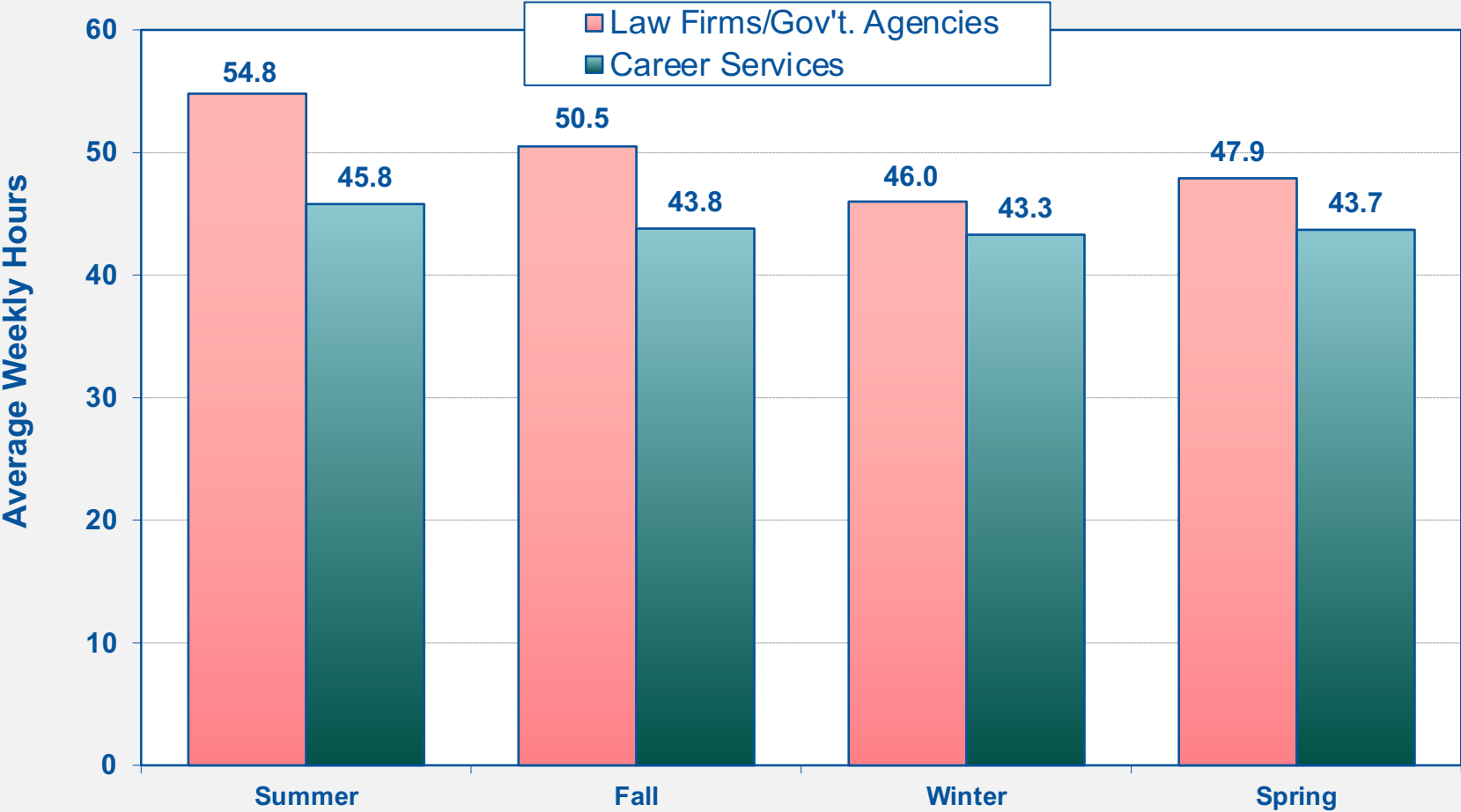
In 2018, 9.8% held a JD.

Career Services



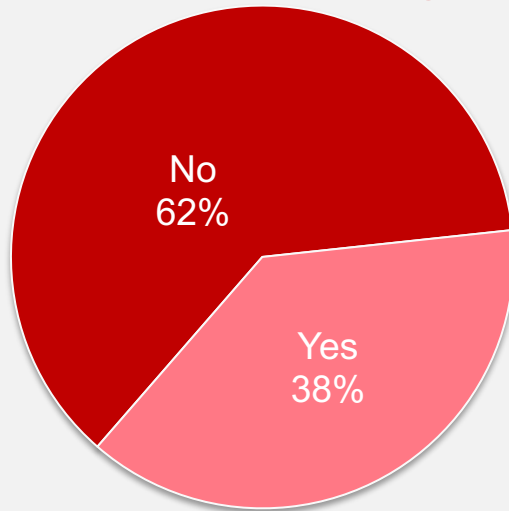
In 2018, 66.7% held a JD.

Average Hours Worked Per Week, Breakdown by Season in 2020



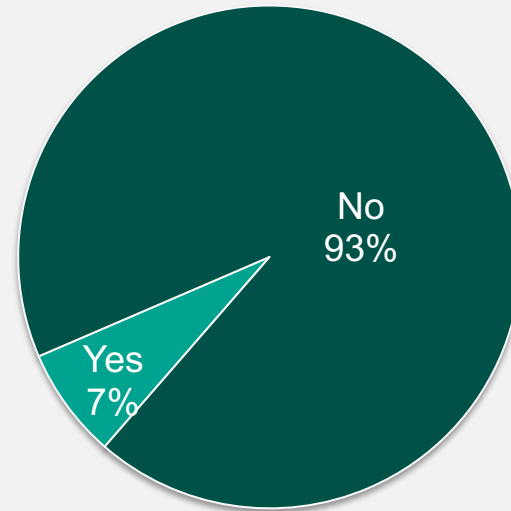
In the Past 2 Years, Have You Had a Promotion with a Title Change?

Law Firms/Gov't. Agencies



In 2018, 39% had a promotion with a title change.

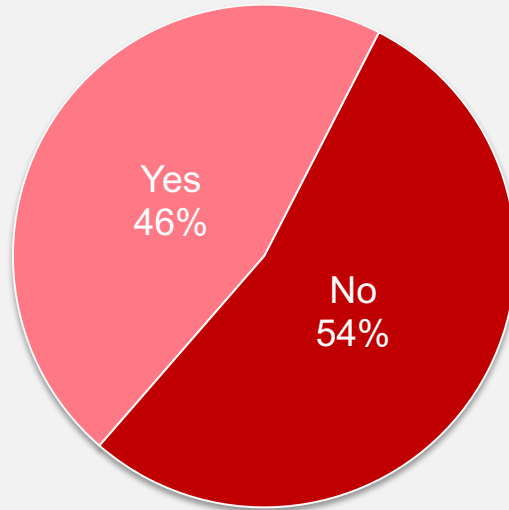
Career Services



In 2018, 38% had a promotion with a title change.

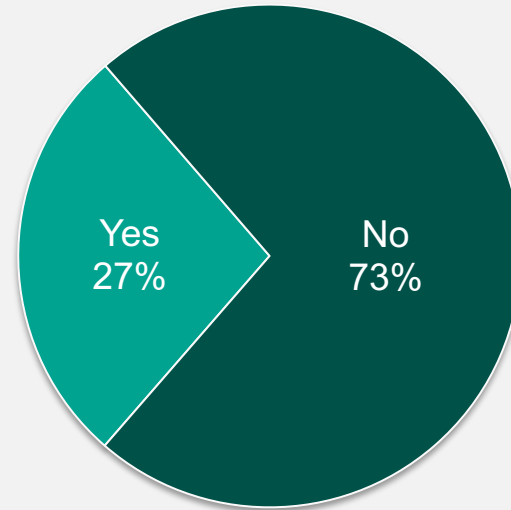
Do You Believe You Are Fairly Compensated?

Law Firms/Gov't. Agencies



In 2018, 54% felt they were fairly compensated.

Career Services



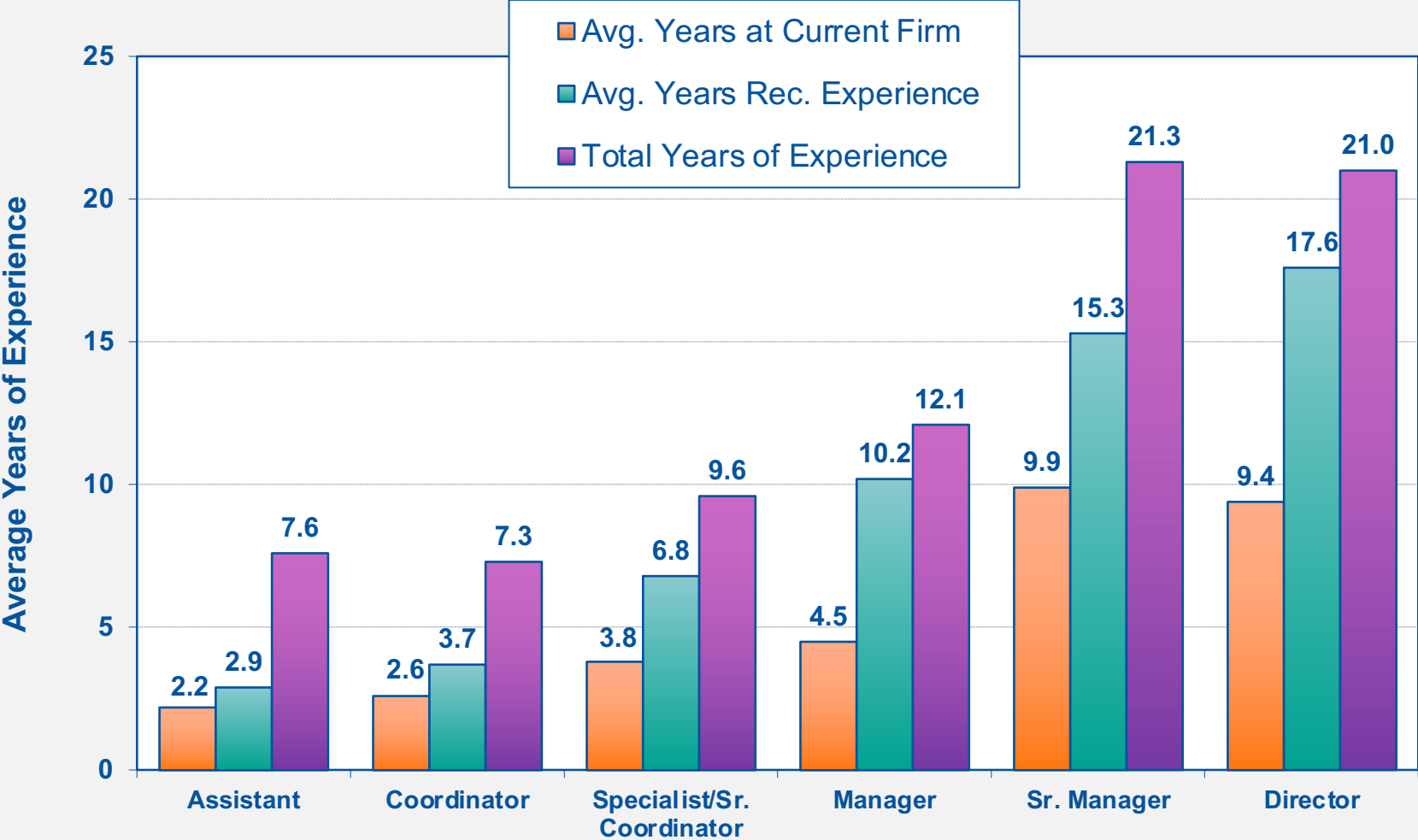
In 2018, 35% felt they were fairly compensated.

Salary & Department Trends

Law Firms & Government Agencies



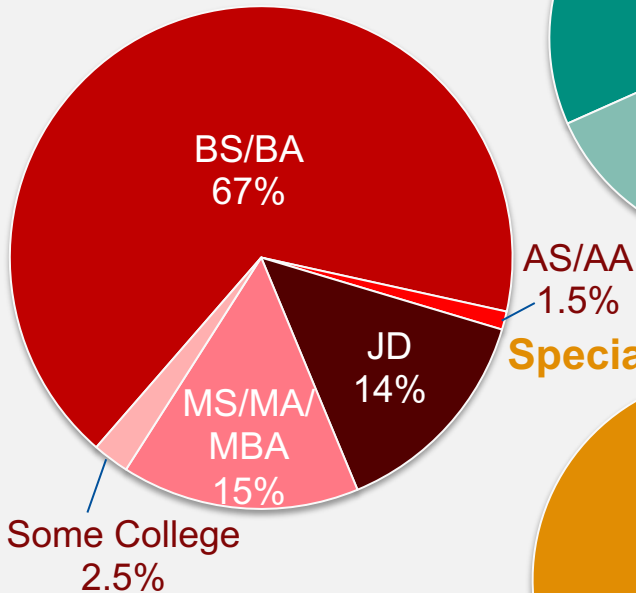
Average Years of Experience



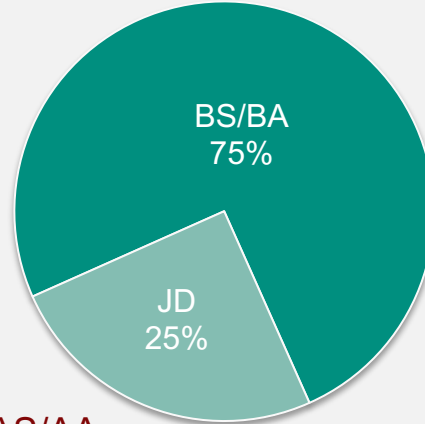
Highest Degree of Education by Job Title

For those with a JD, the average time spent in practice was 4.5 years.

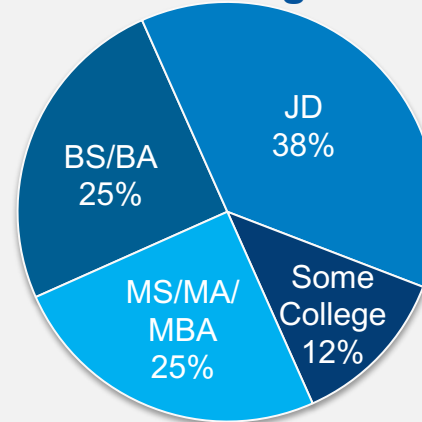
Overall



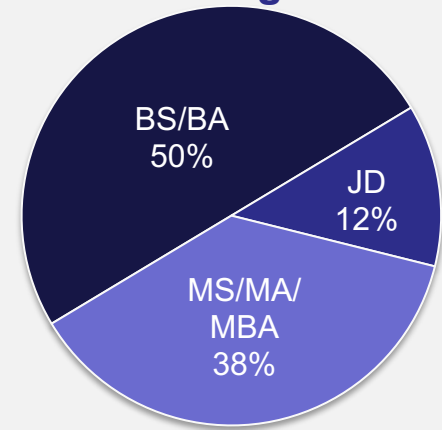
Director



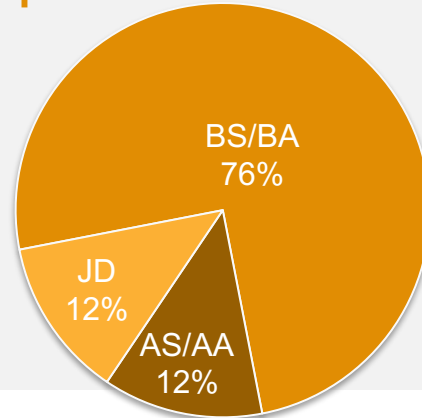
Sr. Manager



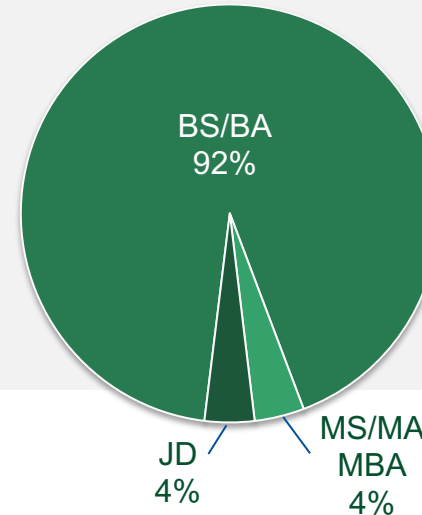
Manager



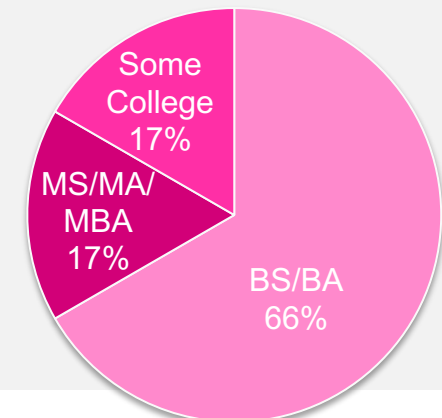
Specialist/Sr. Coordinator



Coordinator

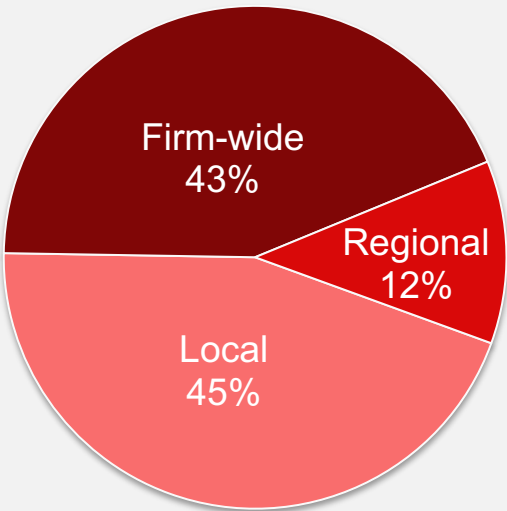


Assistant

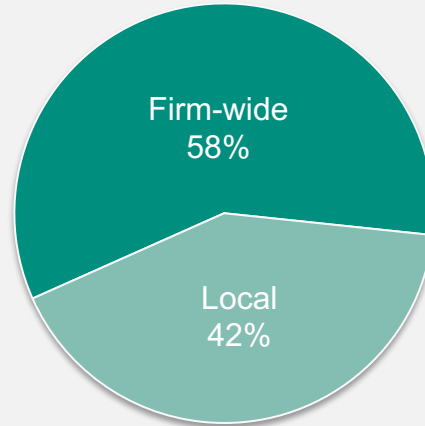


Is Your Position Firm-Wide, Regional or Local?

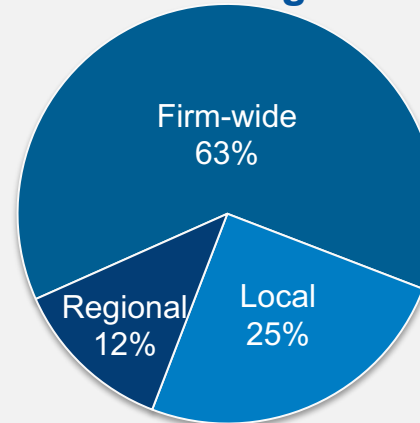
Overall



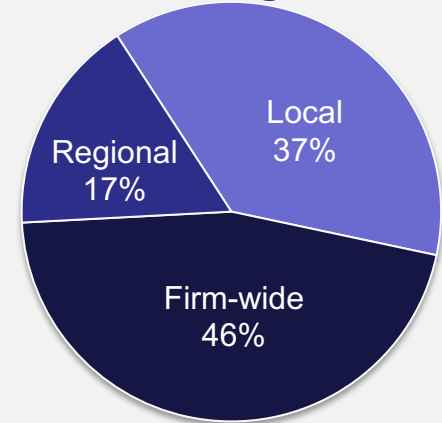
Director



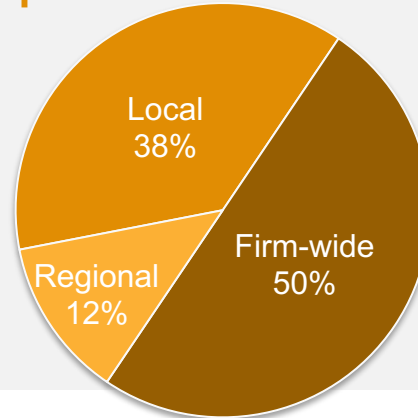
Sr. Manager



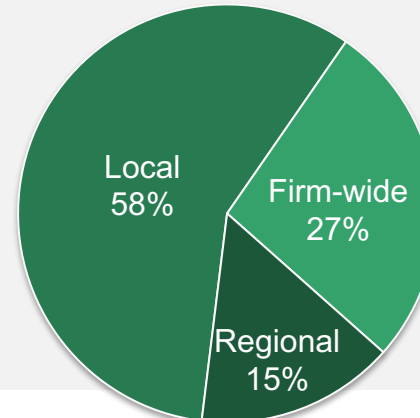
Manager



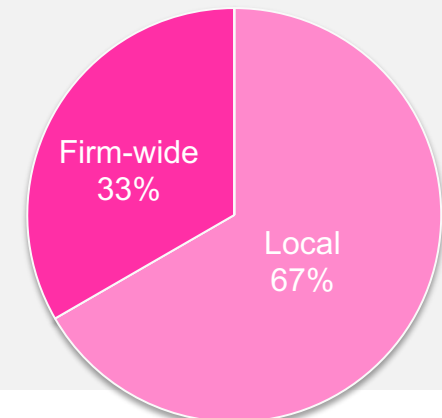
Specialist/Sr. Coordinator



Coordinator



Assistant



All Respondents: Average Salaries, By Title

Title (# responses with salary data)	Average Salary	Median	25 - 75% Range
Director (12):	\$195,250	\$197,500	\$191.3k - \$204.5k
Sr. Manager (8):	\$150,956	\$154,000	\$143.4k - \$161.1k
Manager (24):	\$125,218	\$128,000	\$107.5k - \$140.0k
Specialist/Sr. Coordinator (8):	\$79,200	\$78,300	\$75.0k - \$84.2k
Coordinator (26):	\$66,741	\$65,000	\$65.0k - \$70.0k
Assistant (6):	\$54,230	\$55,027	\$48.3k - \$60.1k

Changes in average salaries since 2018 survey:

Director: **0.3% increase**

Sr. Manager: **insufficient data**

Manager: **7.2% increase**

Specialist/Sr. Coordinator: **0.2% decrease**

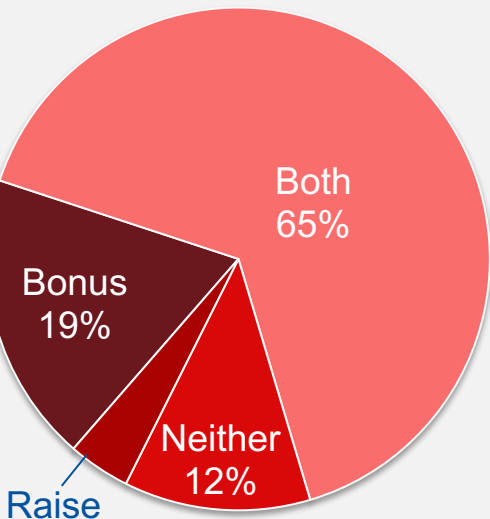
Coordinator: **3.8% decrease**

Assistant: **7.8% decrease**

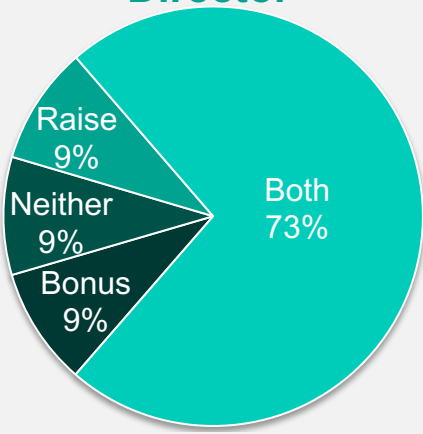


Did You Receive a Bonus/Raise in 2020?

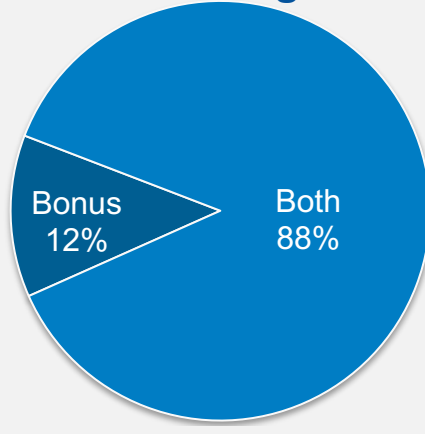
Overall



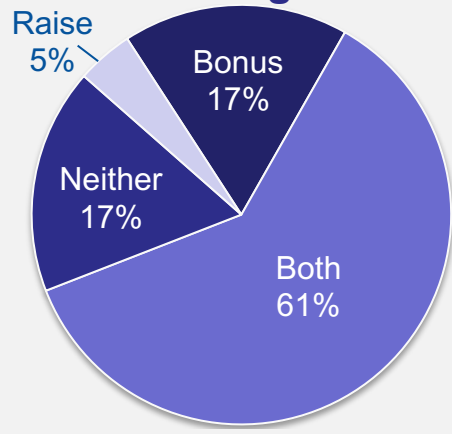
Director



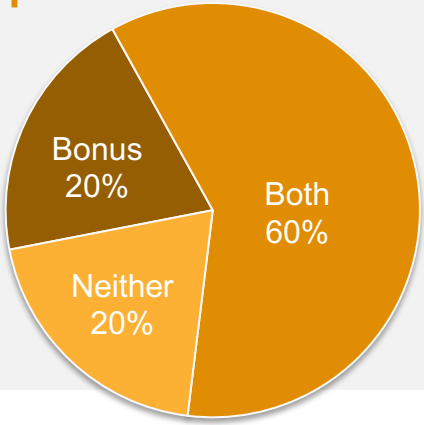
Sr. Manager



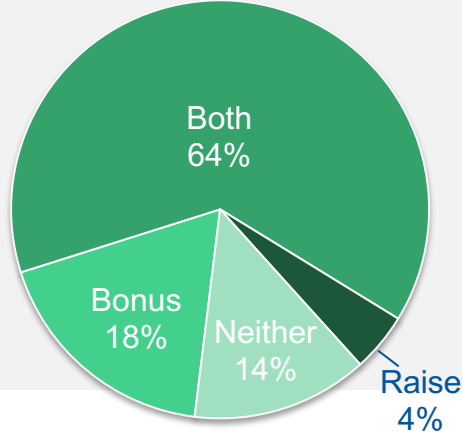
Manager



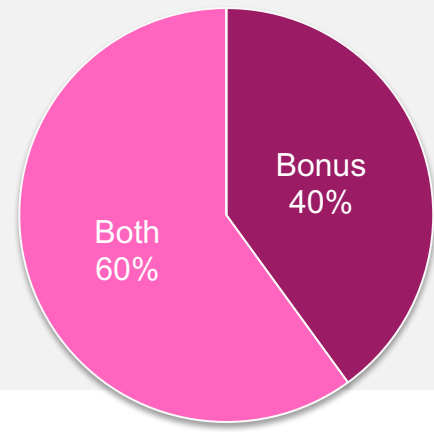
Specialist/Sr. Coordinator



Coordinator



Assistant



In **2019**, 77% of people got **raises**. In **2020**, this **decreased to 69%**.

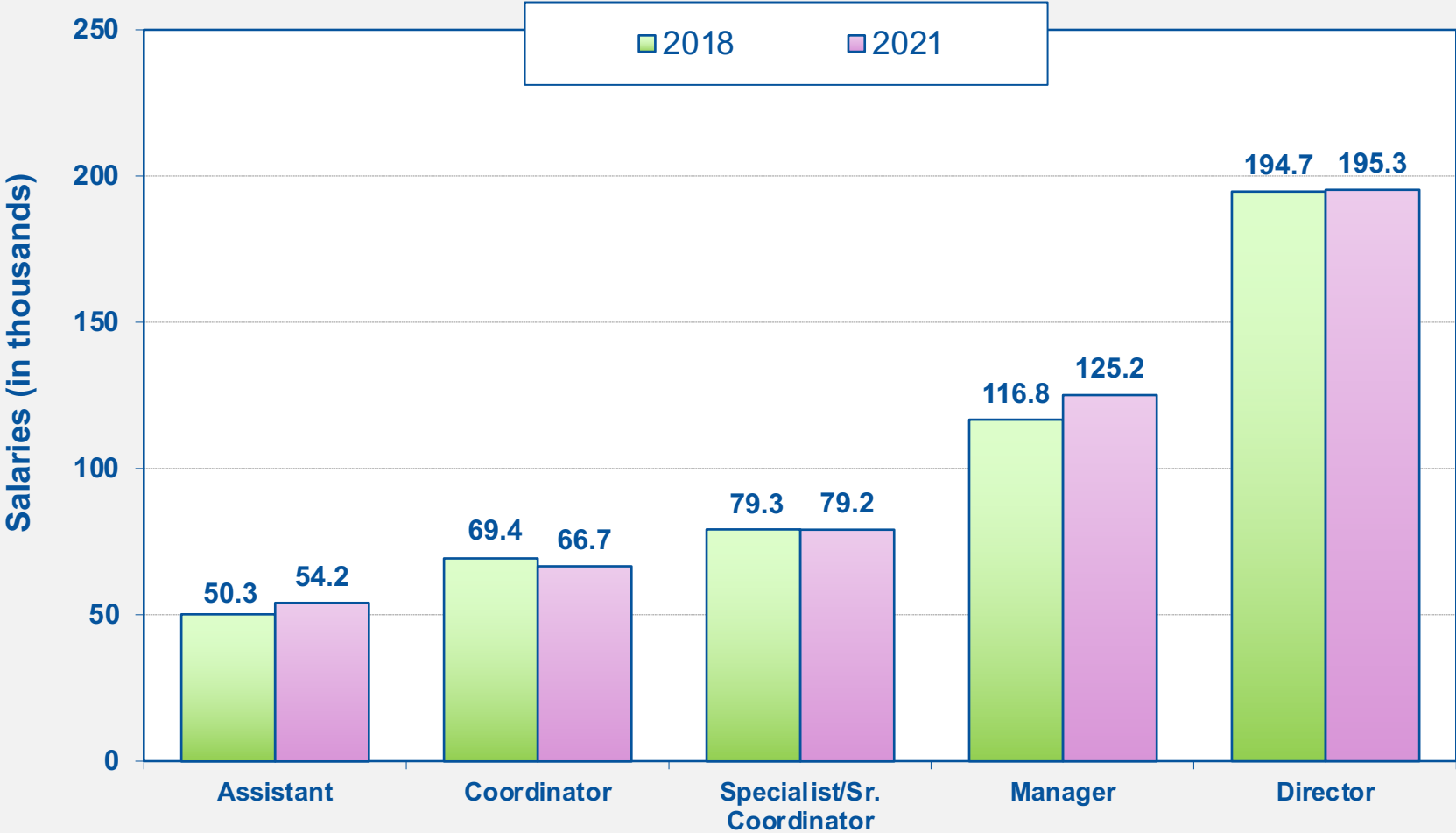
In both **2019** and **2020**, **84%** of people got **bonuses**.



All Respondents: Average Bonus & Raise (2020 vs. 2019), By Title

Title (# responses with salary data)	Average Bonus ('20)	Average Bonus ('19)	Average Raise ('20)	Average Raise ('19)
Director (12):	\$17,031	\$16,504	5.1%	4.7%
Sr. Manager (8):	\$10,850	\$9,560	5.5%	5.1%
Manager (24):	\$9,216	\$6,769	8.4%	5.3%
Specialist/ Sr. Coordinator (8):	\$4,250	\$3,333	5.8%	5.6%
Coordinator (26):	\$3,160	\$2,518	6.2%	6.0%
Assistant (6):	\$2,985	<i>insufficient data</i>	<i>insufficient data</i>	<i>insufficient data</i>

Salary Trends: 2018-2021



*insufficient data for Sr. Managers

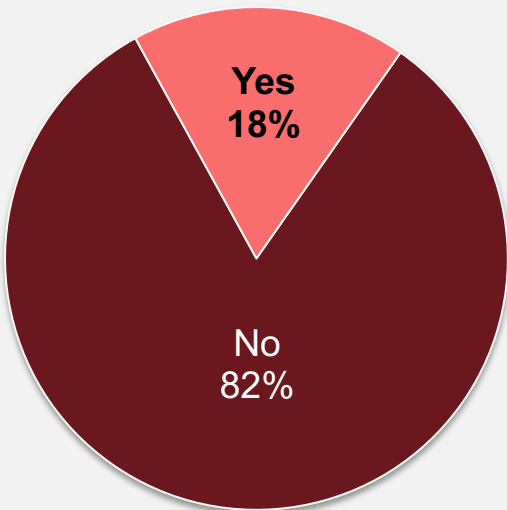


Average Salary vs. Average Years of Experience

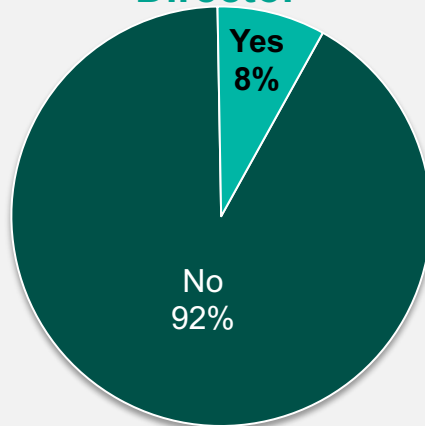


Did You Experience a Salary Cut in 2020?

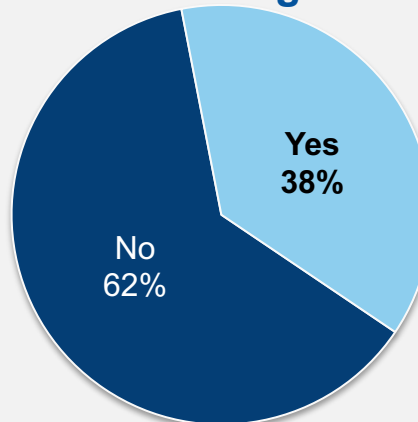
Overall



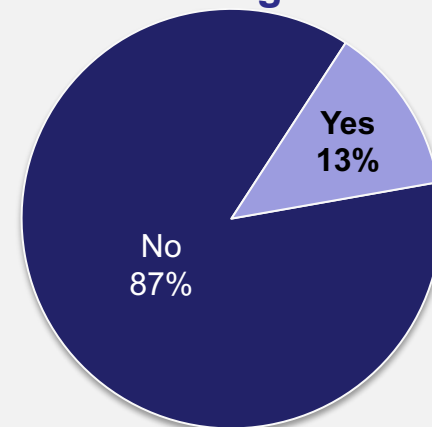
Director



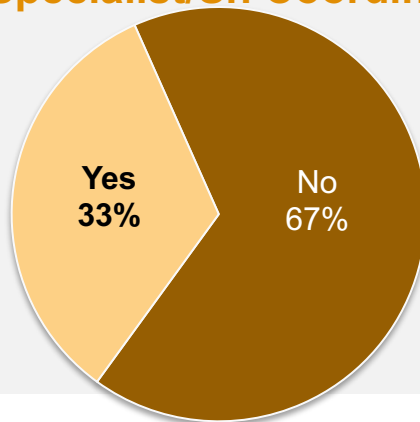
Sr. Manager



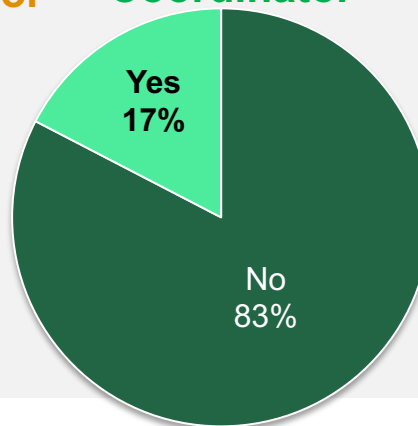
Manager



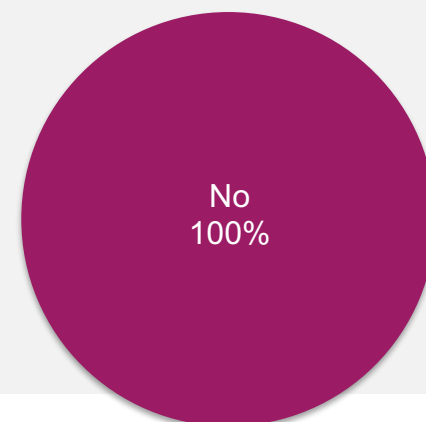
Specialist/Sr. Coordinator



Coordinator



Assistant



Avg. Salary Cuts, Breakdown by Firm Size:

1-250: 0.0%
 251-500: *insufficient data*
 501-750: *insufficient data*
 751-1000: 8.3%
 1001-1300: 12.7%
 1301+: 10.7%

Additional Information Regarding Salary Cuts

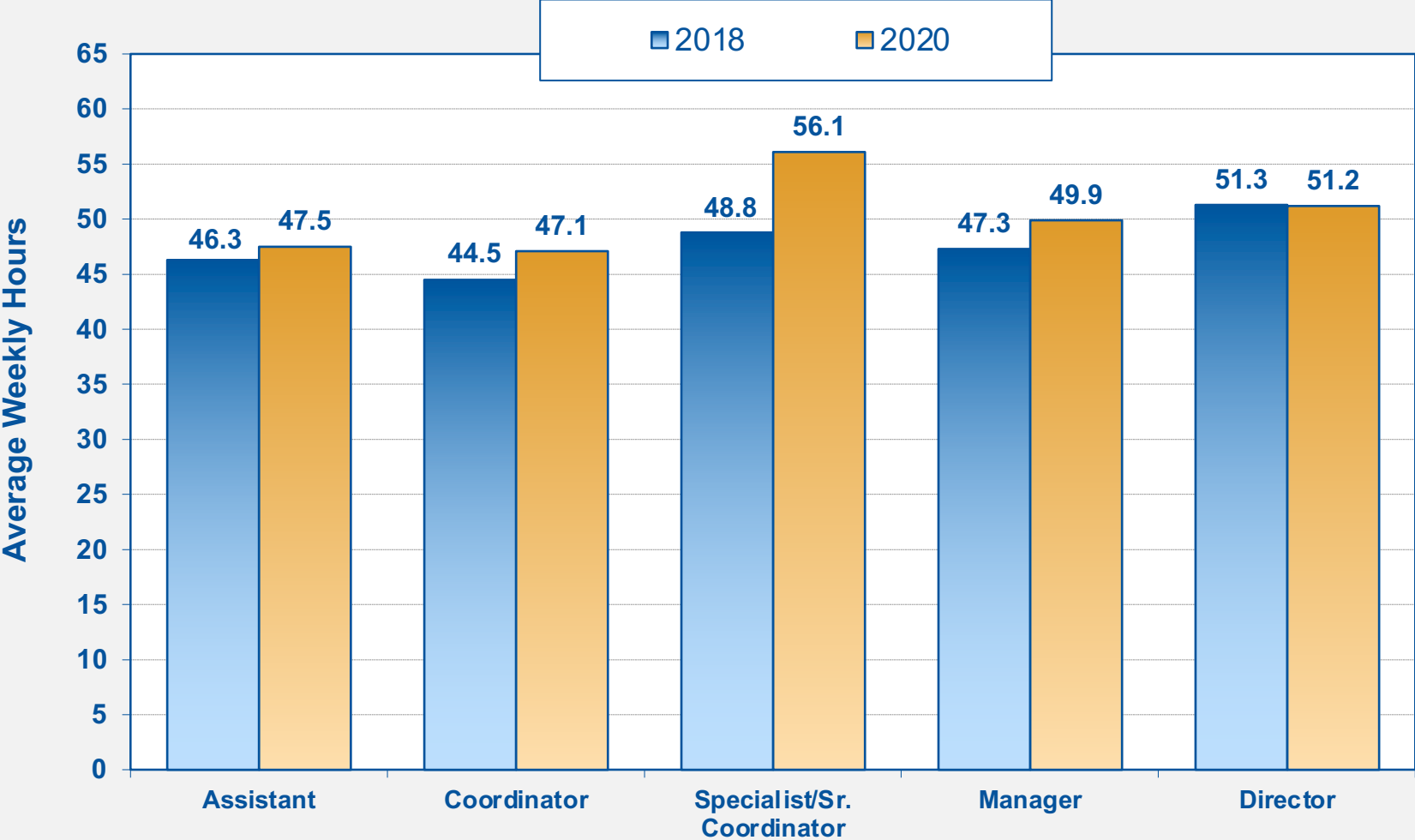
100% of cut salaries were fully reinstated in 2021

93% of respondents received back pay to compensate them for the cut

On average, salaries were cut by

10.1%

Comparison of Average Hours Worked Per Week, 2018 vs. 2020

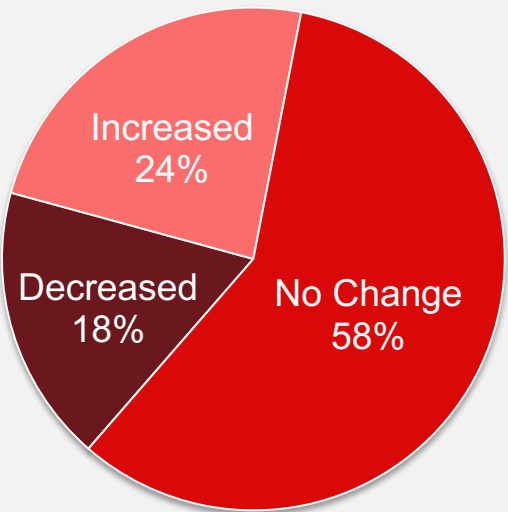


*insufficient data for Sr. Managers



In the Past 2 Years, Has Your Dept. Size Changed?

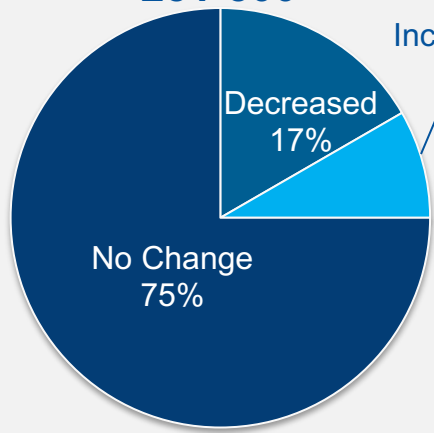
Overall



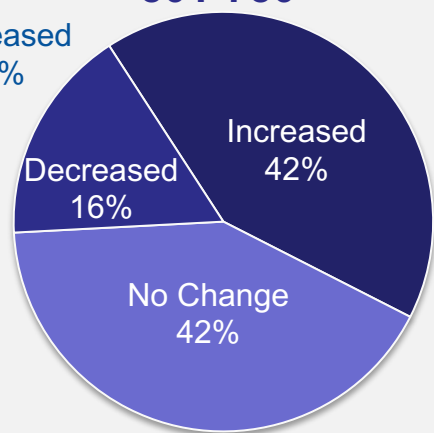
1-250



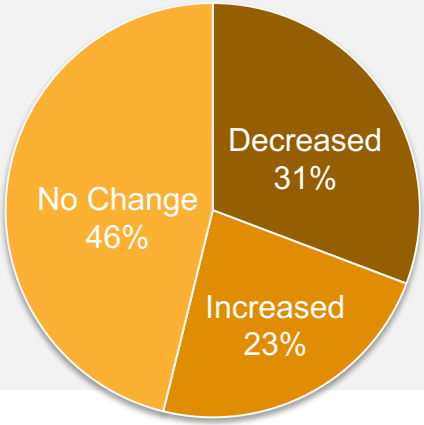
251-500



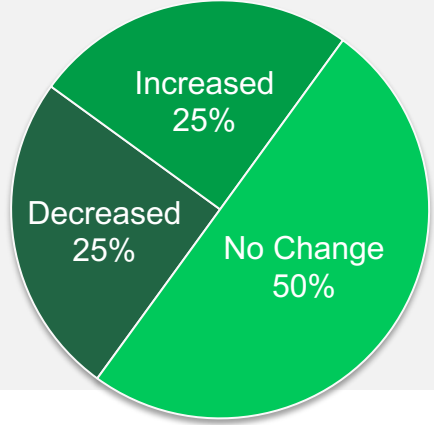
501-750



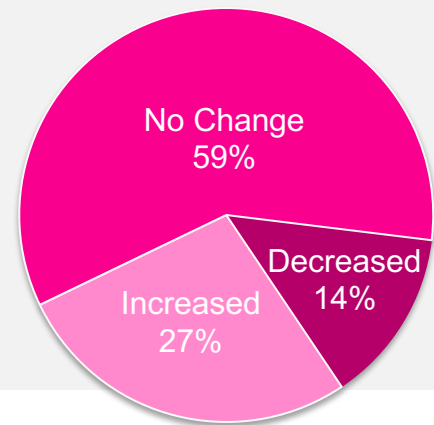
751-1000



1001-1300



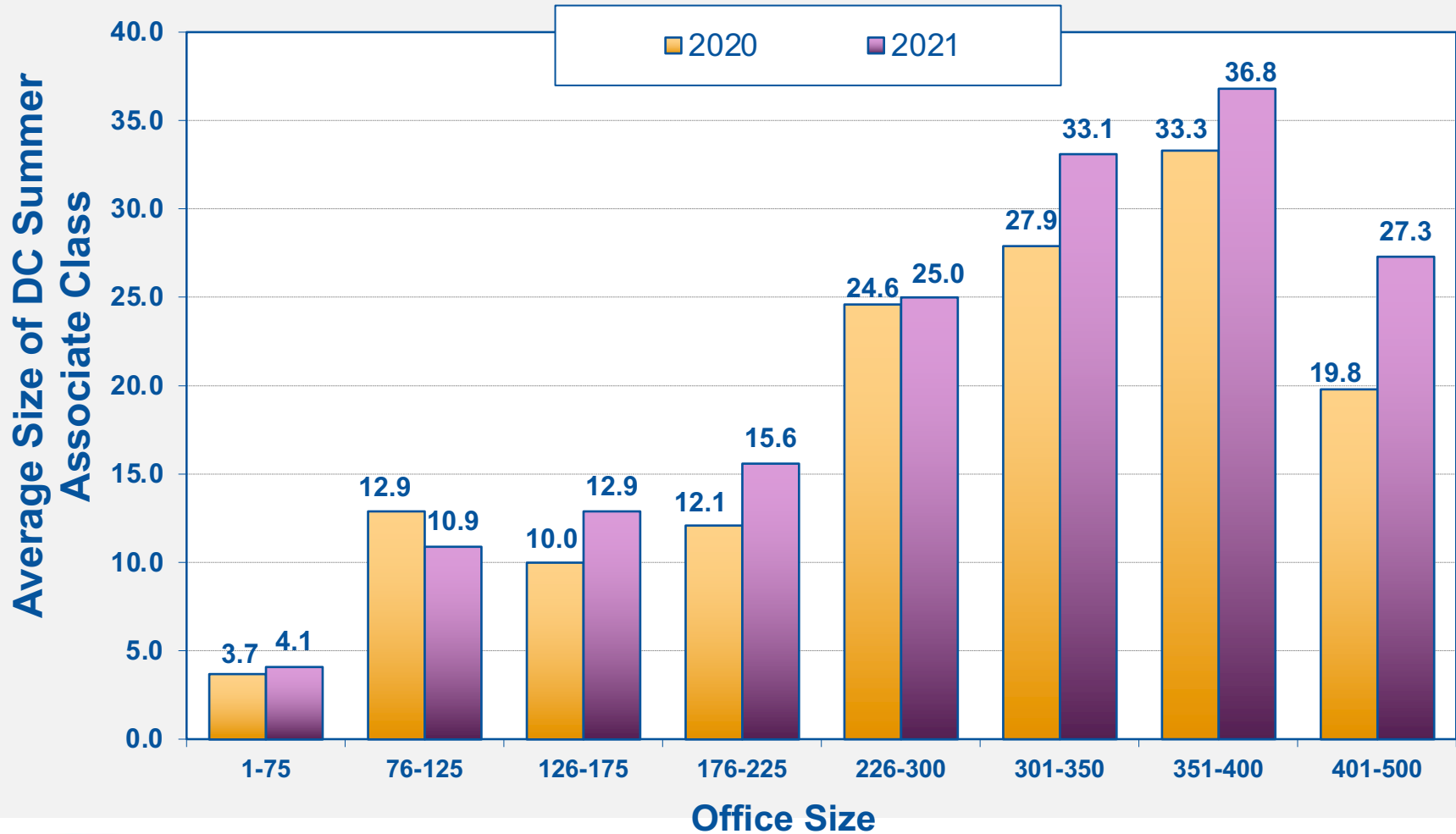
1300+



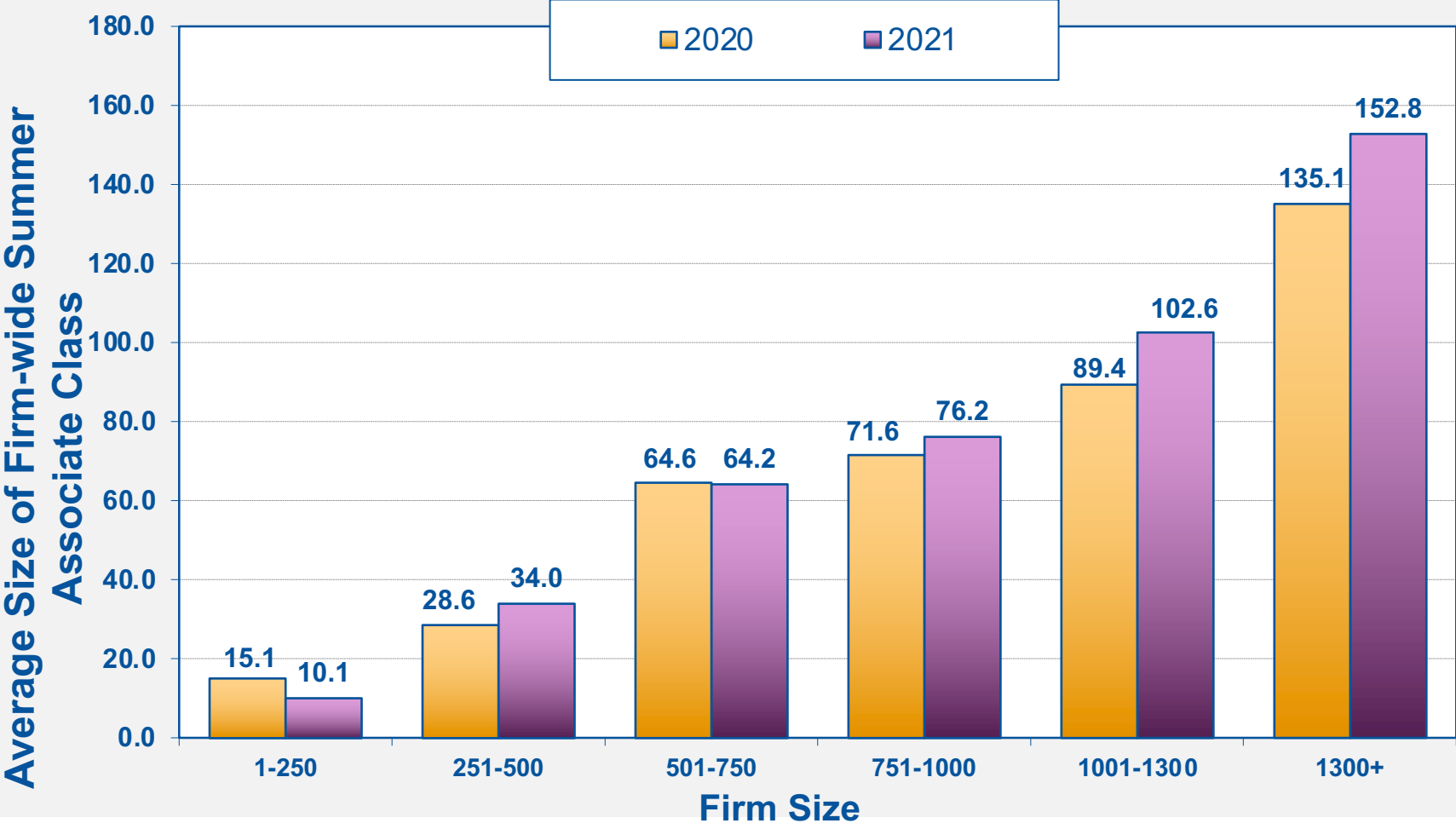
Small Firms (1-500) were **10.5%** likely to decrease.
 Large Firms (501+) were **20.6%** likely to decrease.



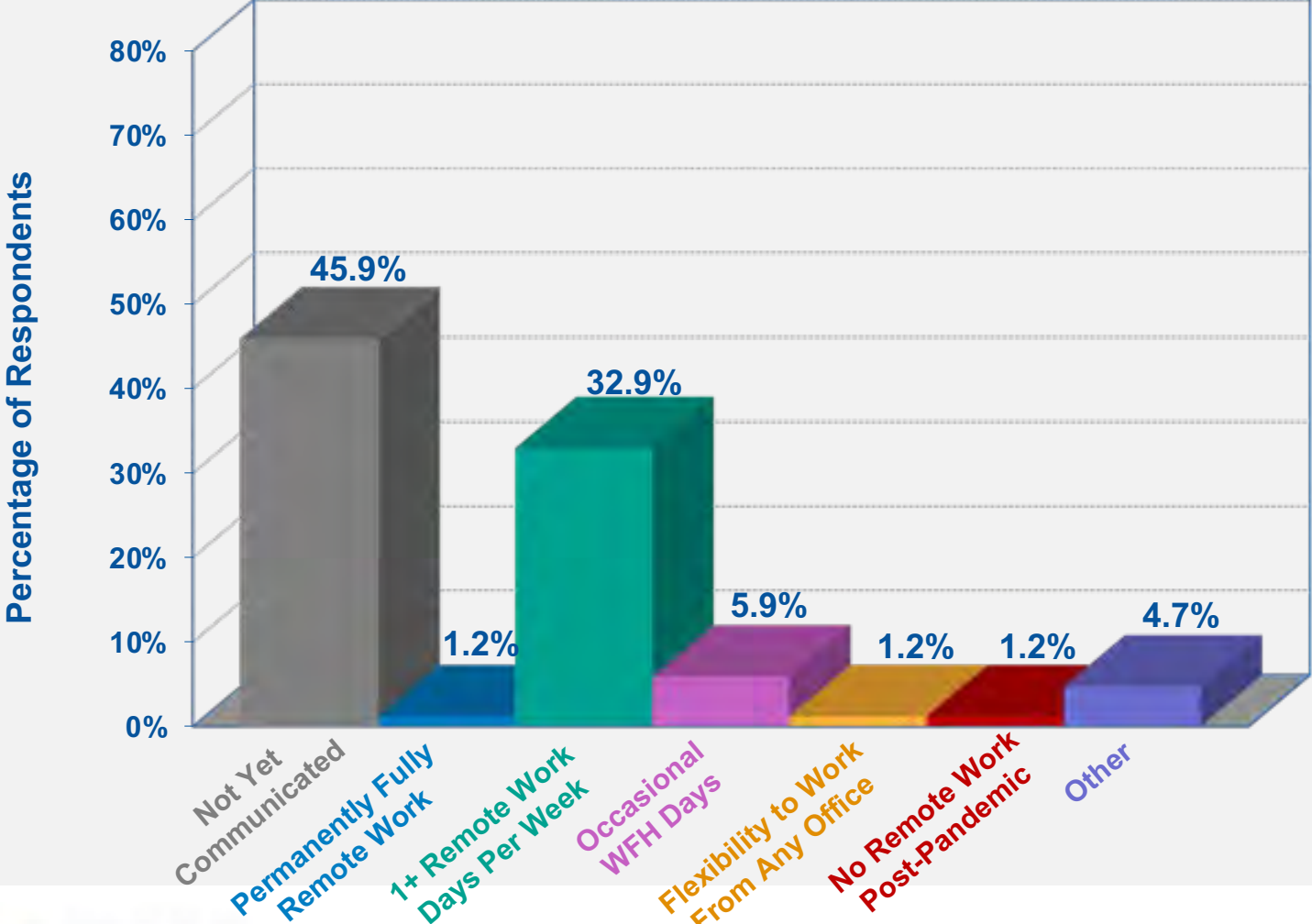
DC Office Size vs. Size of DC 2L Summer Associate Class: 2020 to 2021 Comparison



Firm Size vs. Size of Firm-wide 2021 2L Summer Associate Class: 2020 to 2021 Comparison



Will Firms Have Post-Pandemic Flexible Work Arrangements?



*certain firms have indicated more than one option

Importance of Post-Pandemic Flexible Work Arrangements: Average Ranking (1 Not Important – 5 Very Important)

<u>Title</u> (# responses)	<u>Fully Remote Position</u>	<u>Hybrid Workweek</u>	<u>Flexible Hours</u>	<u>Ability to Work in an Office Location</u>	<u>Option to Occasionally Work Remotely</u>
Director (12):	2.3	4.3	4.5	2.4	4.8
Senior Manager (8):	2.1	4.6	3.9	2.9	4.4
Manager (24):	2.7	4.2	4.0	3.0	4.0
Specialist/Sr. Coordinator (8):	2.6	5.0	4.6	2.8	3.6
Coordinator (26):	2.4	4.5	4.3	3.6	4.2
Assistant (6):	2.3	3.7	3.3	3.8	4.0



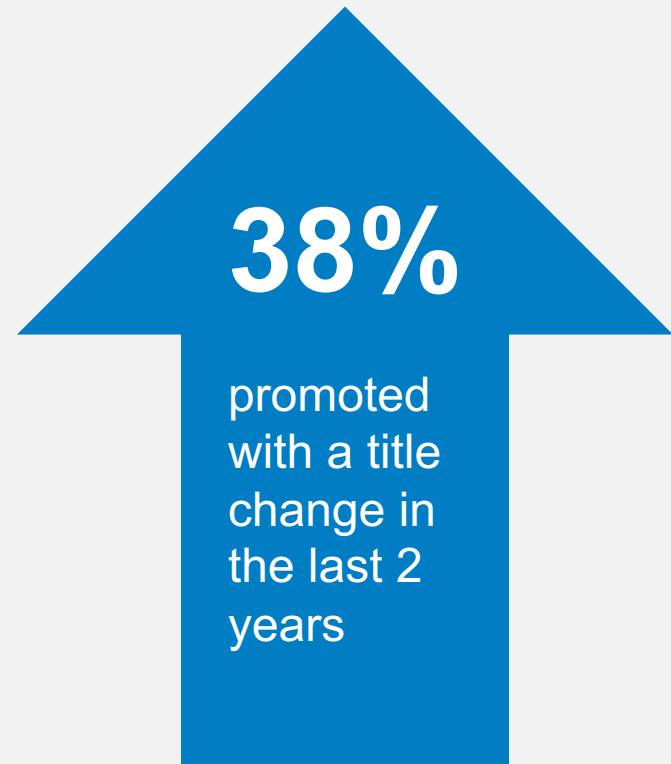
Summary of Interesting Survey Results

18% of respondents took a salary cut in 2020 – 100% were fully reinstated in 2021

46% of respondents believe they are fairly compensated

88% of respondents got either a bonus, a raise, or both

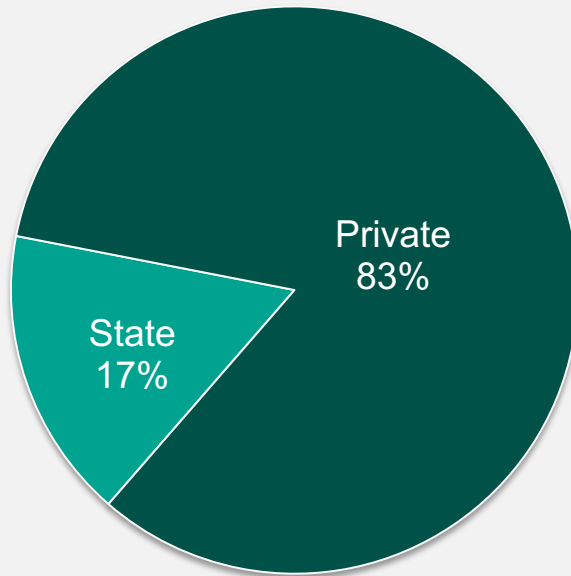
45% have been in Recruiting/PD for 8 or more years



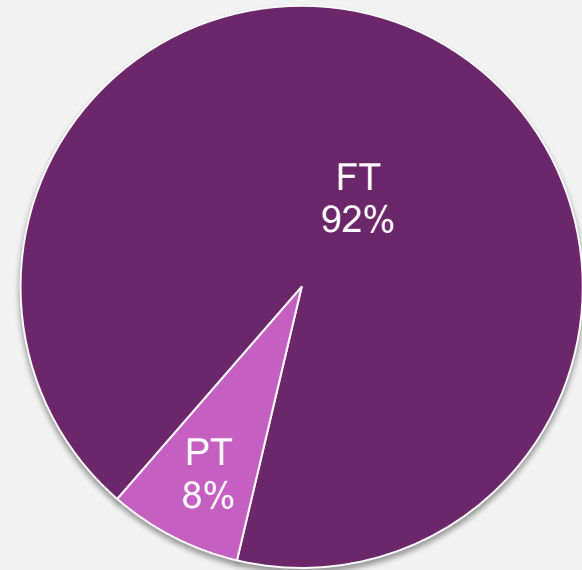


Role Overview: Law School Career Services

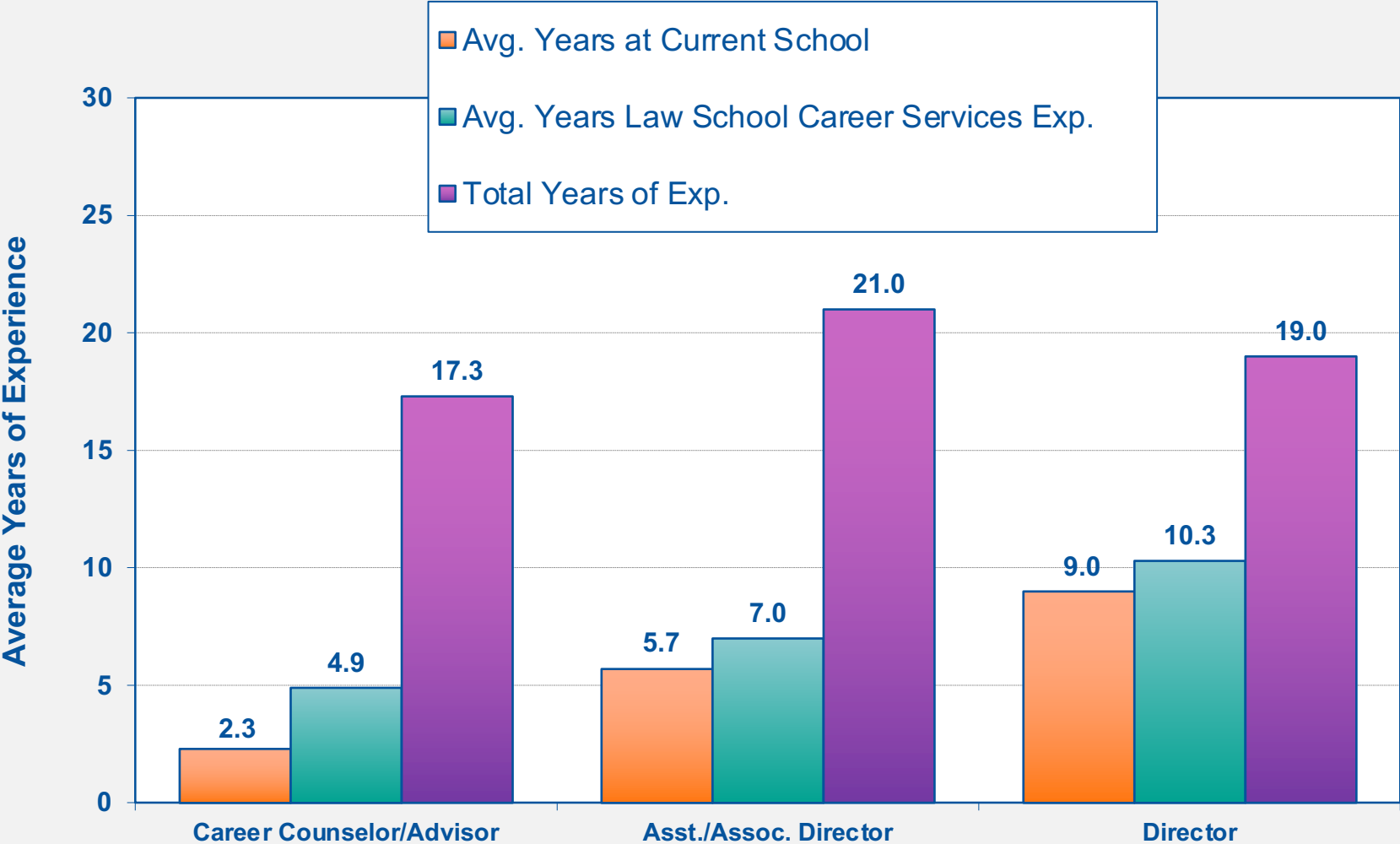
Is your school a State or Private institution?



Do you work Full Time or Part Time?

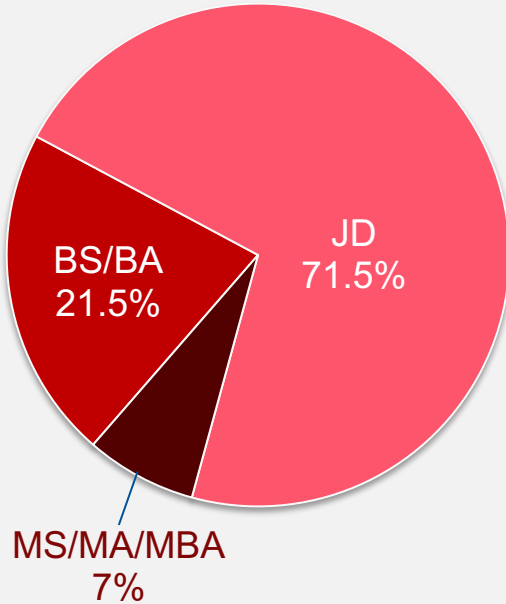


Average Years of Experience

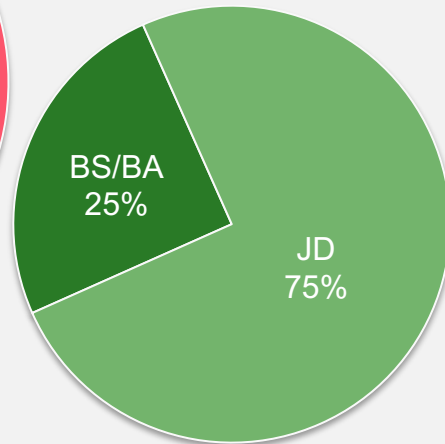


Highest Degree of Education by Job Title

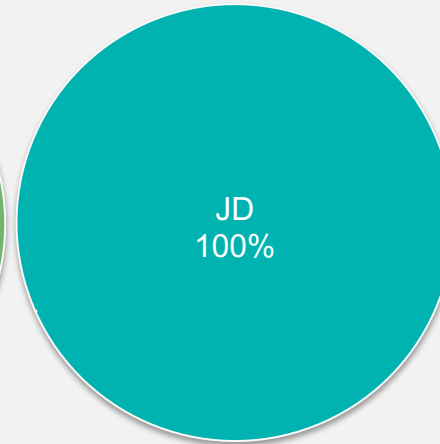
Overall



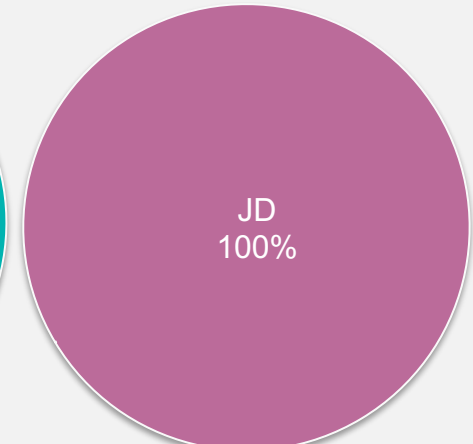
Director



Asst./Assoc. Director



Career Counselor/Advisor



For those with a JD, the average time spent in practice was 4.3 years.

All Respondents: Average Salaries, By Title

Title (# responses with salary data)	Average Salary	Median	25 - 75% Range
Director (4):	\$99,500	\$97,500	\$94.5k - \$102.5k
Asst./Assoc. Director (3):	\$96,000	\$90,000	\$86.5k - \$102.5k
Career Counselor/Advisor (3):	\$74,667	\$75,000	\$74.5k - \$75.0k

Changes in average salaries since 2018 survey:

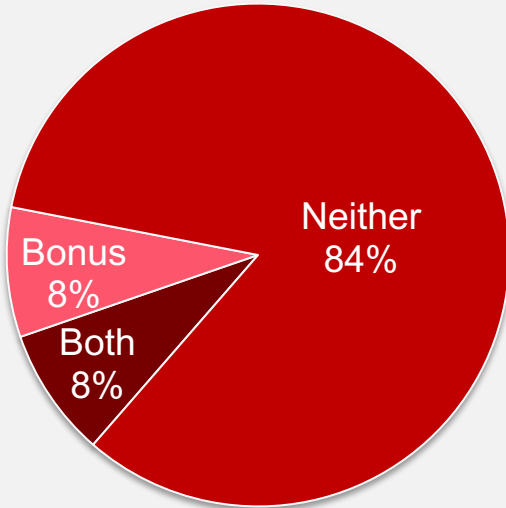
Director: **8.0% increase**

Asst./Assoc. Director: **29.2% increase**

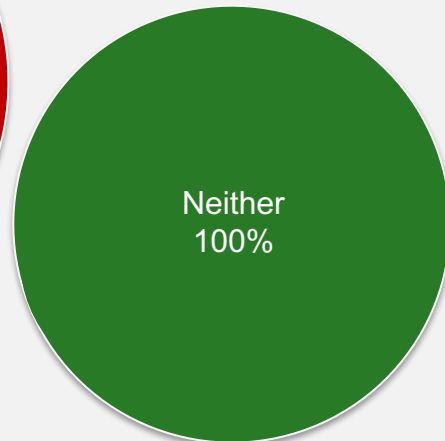
Career Counselor/Advisor: ***insufficient data***

Did You Receive a Bonus/Raise in 2020?

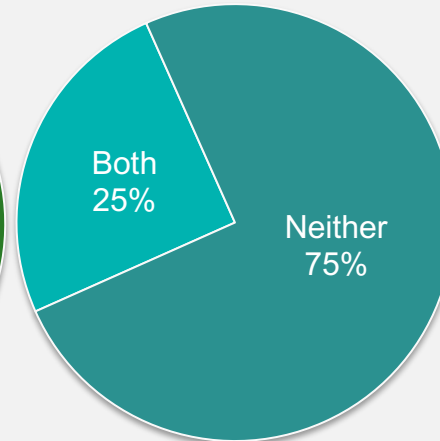
Overall



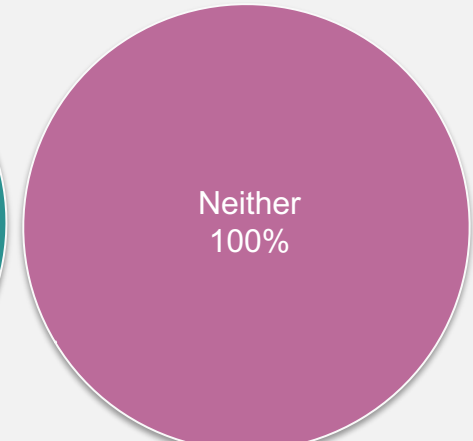
Director



Asst./Assoc. Director



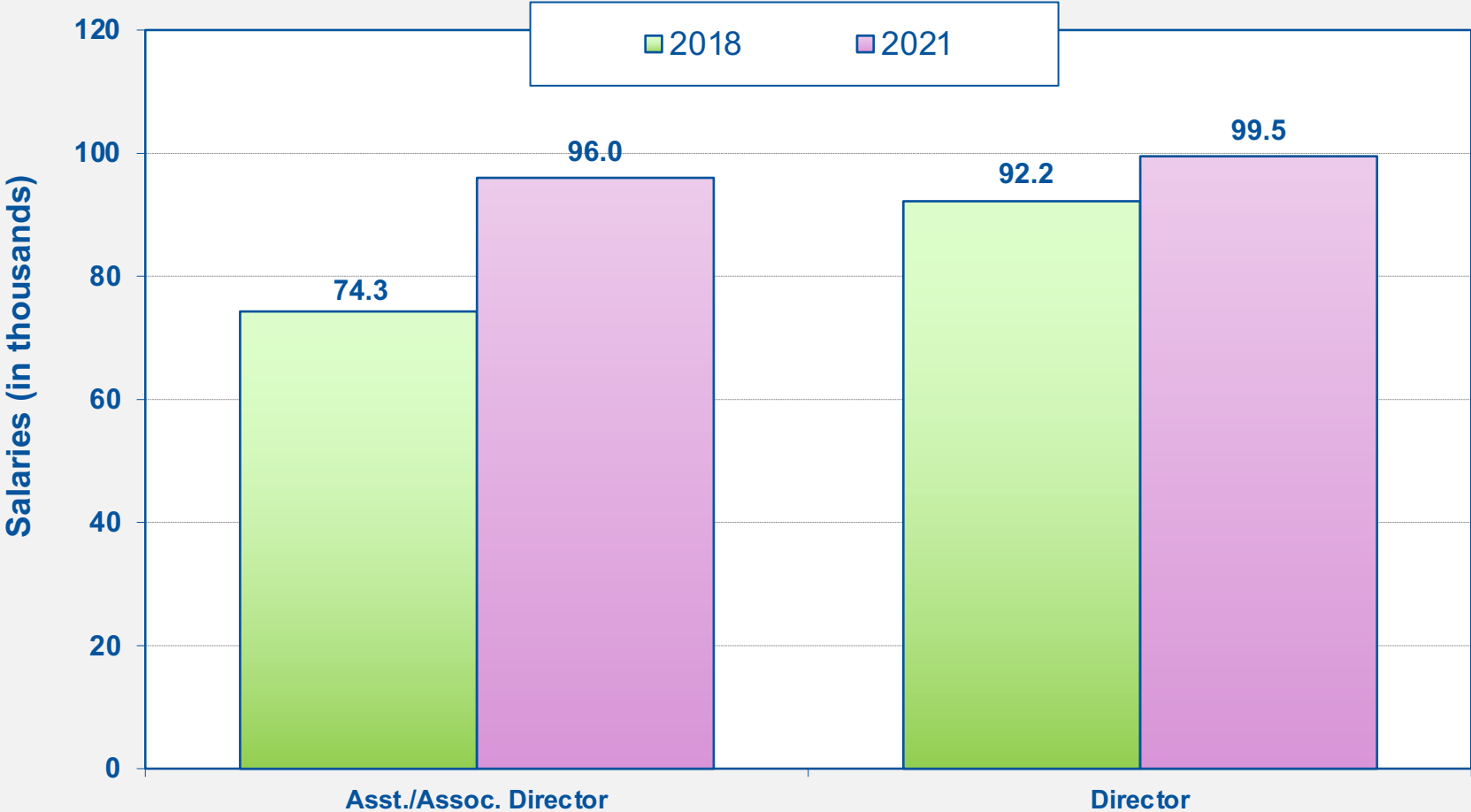
Career Counselor/Advisor



In **2019**, **33%** of people got **raises**. In **2020**, this **decreased to 8%**.

In **2019**, **8%** of people got **bonuses**. In **2020**, this **increased to 16%**.

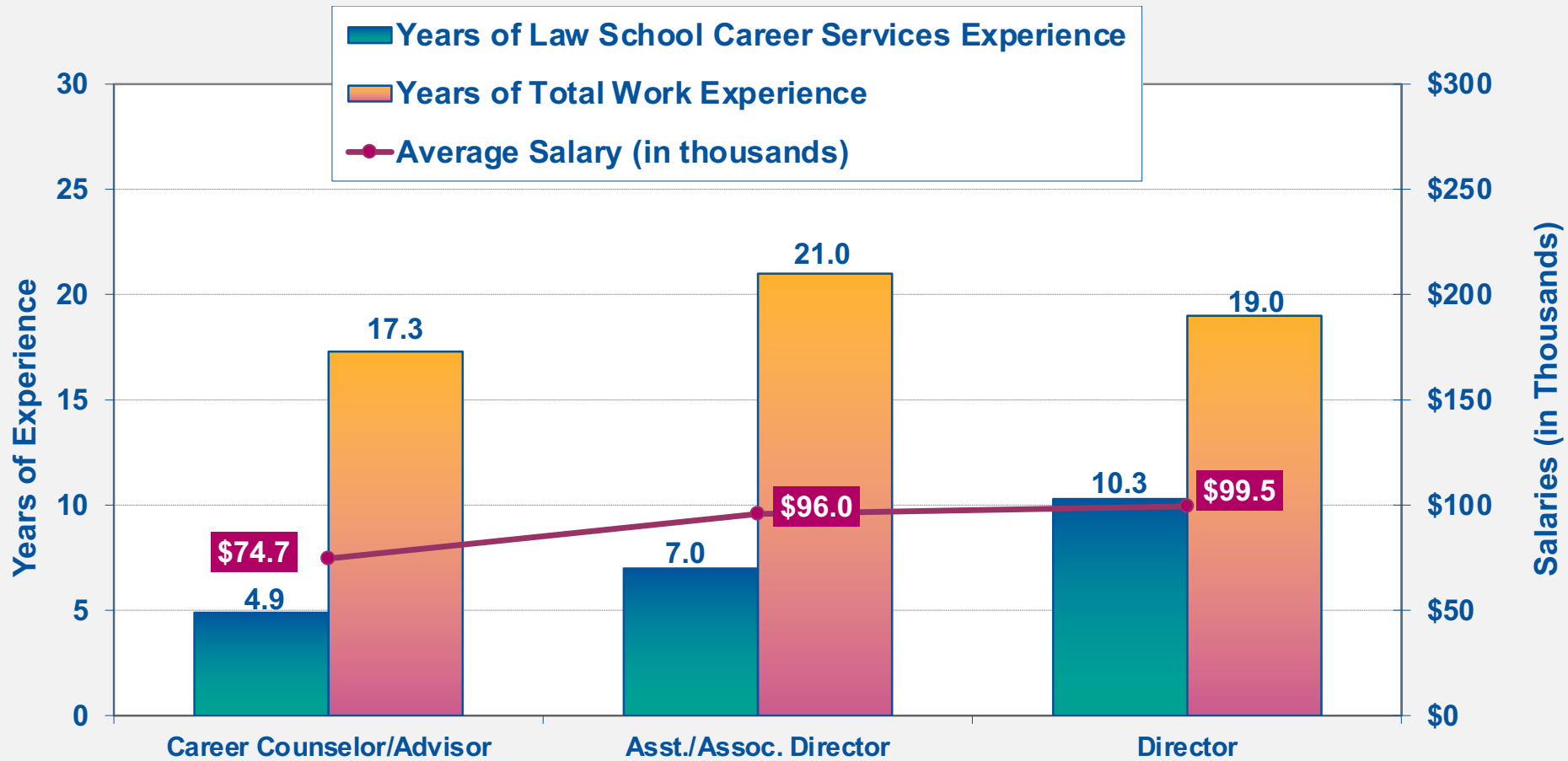
Salary Trends: 2018-2021



*insufficient data for Career Counselors



Average Salary vs. Average Years of Experience



Did You Experience a Salary Cut in 2020?

Overall

No
100%

Director

No
100%

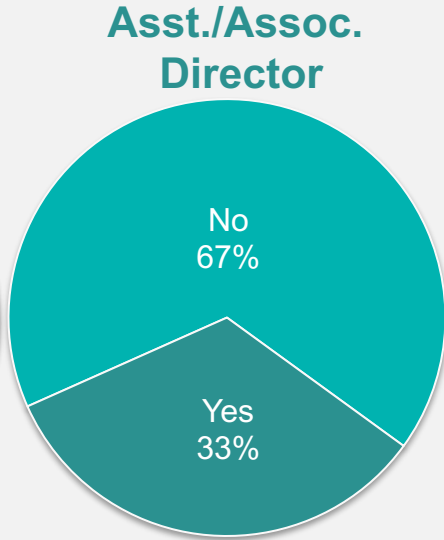
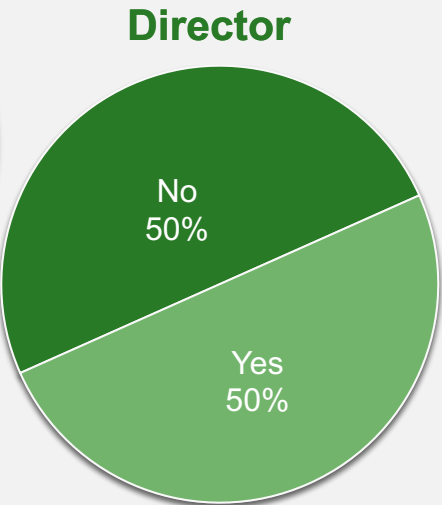
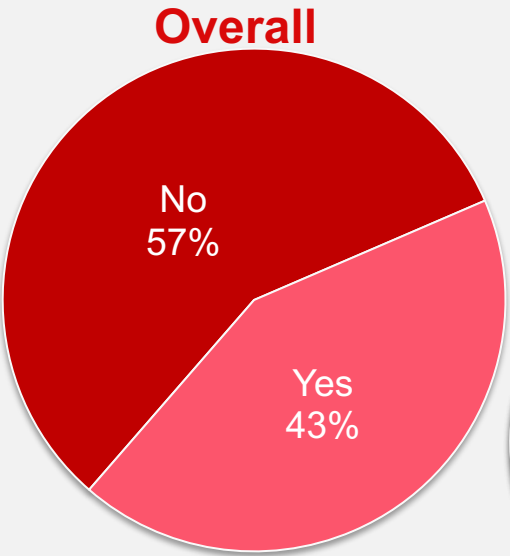
**Asst./Assoc.
Director**

No
100%

**Career Counselor/
Advisor**

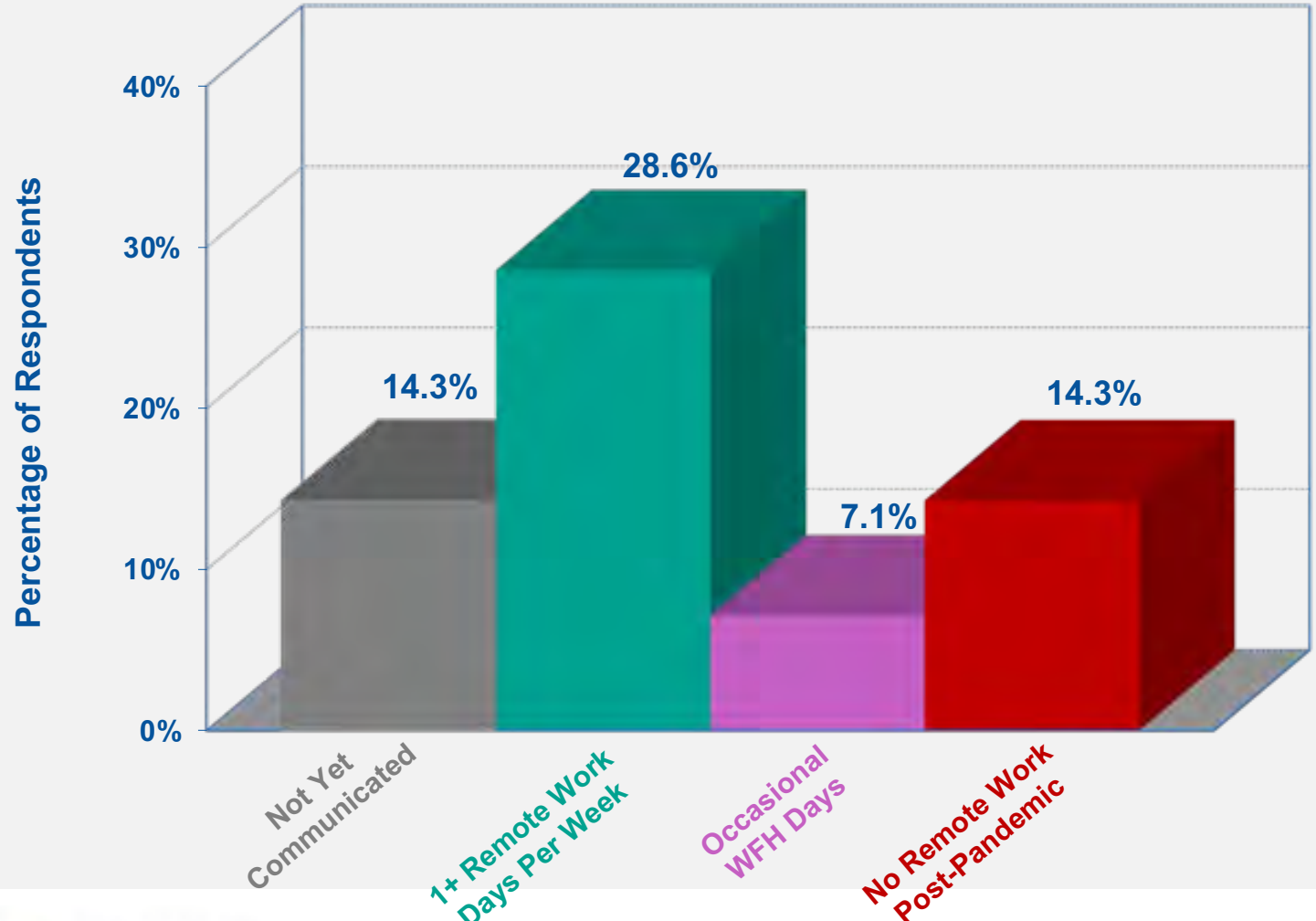
No
100%

Is Your Office Appropriately Staffed?



In 2018, 48% felt their office was appropriately staffed.

Will Firms Have Post-Pandemic Flexible Work Arrangements?



*certain respondents have indicated more than one option

Importance of Post-Pandemic Flexible Work Arrangements: Average Ranking (1 Not Important – 5 Very Important)

<u>Title</u> (# responses)	<u>Fully Remote Position</u>	<u>Hybrid Workweek</u>	<u>Flexible Hours</u>	<u>Ability to Work in an Office Location</u>	<u>Option to Occasionally Work Remotely</u>
Director (4):	2.3	4.3	5.0	2.0	4.3
Asst./Assoc. Director (3):	1.7	4.3	5.0	4.0	5.0

*insufficient data for Career Counselors



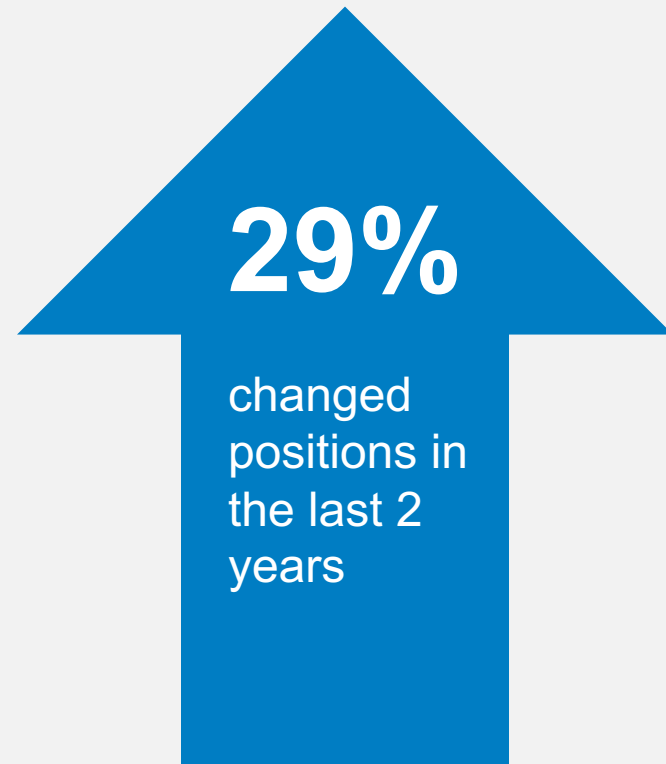
Summary of Interesting Survey Results

0% of respondents took a salary cut in 2020

27% of respondents believe they are fairly compensated

8% of respondents got both a bonus and a raise

58% have been in Law School Career Services for 8 or more years



Addendum

Law Firms & Government Agencies



Average Salary, Bonus & Raise by Firm Size

All Directors: 12

Avg. Salary: \$195,250	Median Salary: \$197,500
Avg. Bonus: \$17,031	Avg. Raise: 5.1%

*insufficient data for all Firm Sizes



Average Salary, Bonus & Raise by Firm Size

All Sr. Managers: 8	
Avg. Salary: \$150,956	Median Salary: \$154,000
Avg. Bonus: \$10,850	Avg. Raise: 5.5%

<u>Firm Size:</u>	<u>751-1000</u>
Average Salary:	\$140,814
Median:	\$138,250
Average Bonus:	<i>insufficient data</i>
Average Raise:	<i>insufficient data</i>

*insufficient data for 1-250; 251-500; 501-750; 1001-1300; 1301+



Average Salary, Bonus & Raise by Firm Size

All Managers: 24	
Avg. Salary: \$125,218	Median Salary: \$128,000
Avg. Bonus: \$9,216	Avg. Raise: 8.4%

Firm Size:	1-250	251-500	1001-1300	1301+
Average Salary:	\$115,125	\$120,000	\$113,712	\$141,143
Median:	\$115,250	\$115,000	\$110,000	\$130,000
Average Bonus:	<i>insufficient data</i>	\$5,167	\$7,940	\$12,583
Average Raise:	<i>insufficient data</i>	<i>insufficient data</i>	7.1%	10.3%

*insufficient data for 501-750; 751-1000



Average Salary, Bonus, Raise & OT by Firm Size

All Specialists/Sr. Coordinators: 8
Avg. Salary: \$79,200 Median Salary: \$78,300
Avg. Bonus: \$4,250 Avg. Raise: 5.8%
Avg. OT (2020): insufficient data

Firm Size:	<u>1301+</u>
Average Salary:	\$80,533
Median:	\$81,600
Average Bonus:	\$4,000
Average Raise:	<i>insufficient data</i>

*insufficient data for 1-250; 251-500; 501-750; 751-1000; 1001-1300



Average Salary, Bonus, Raise & OT by Firm Size

All Coordinators: 26

Avg. Salary: \$66,741 Median Salary: \$65,000

Avg. Bonus: \$3,160 Avg. Raise: 6.2%

Avg. OT (2020): \$5,527

Firm Size:	<u>251-500</u>	<u>501-750</u>	<u>751-1000</u>	<u>1001-1300</u>	<u>1301+</u>
Average Salary:	\$70,956	\$66,252	\$68,900	\$63,500	\$65,120
Median:	\$71,868	\$64,003	\$70,500	\$64,500	\$65,000
Average Bonus:	<i>insufficient data</i>	\$3,563	<i>insufficient data</i>	\$2,800	\$3,654
Average Raise:	<i>insufficient data</i>	<i>insufficient data</i>	<i>insufficient data</i>	6.8%	<i>insufficient data</i>

*insufficient data for 1-250



Average Salary, Bonus, Raise & OT by Firm Size

All Assistants: 6

Avg. Salary: \$54,230

Median Salary: \$55,027

Avg. Bonus: \$2,985

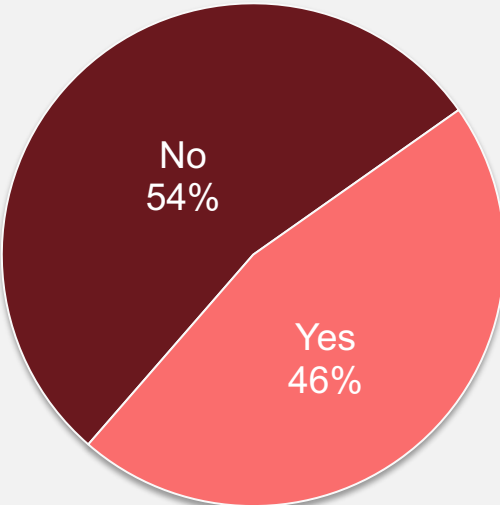
Avg. Raise: insufficient data

Avg. OT (2020): \$8,292

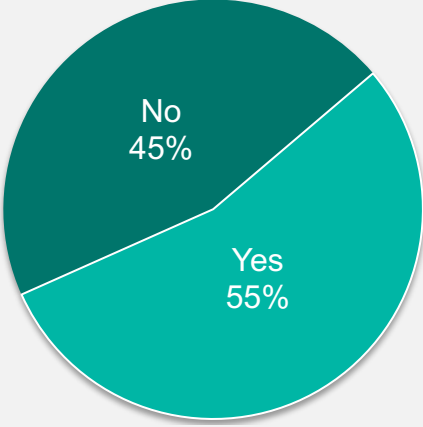
*insufficient data for all Firm Sizes

Do You Believe You Are Fairly Compensated?

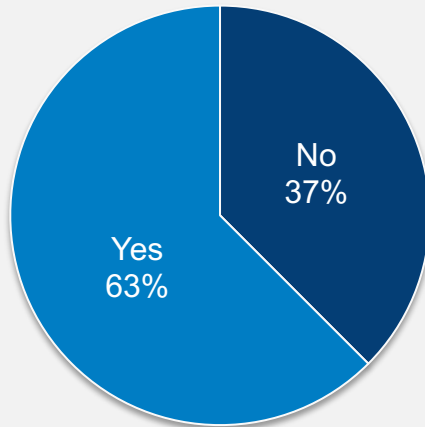
Overall



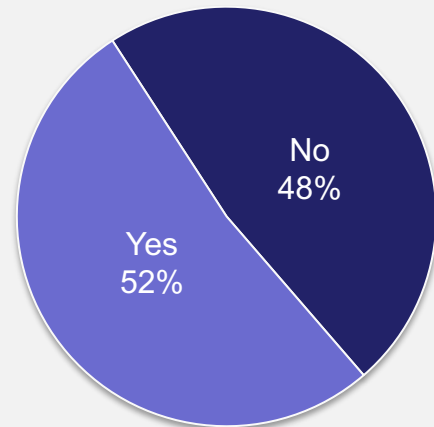
Director



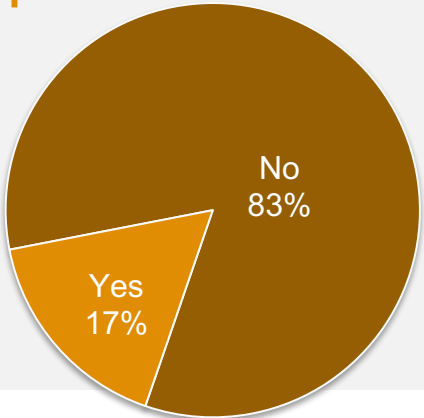
Sr. Manager



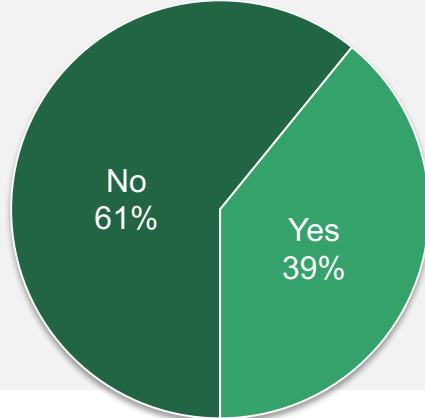
Manager



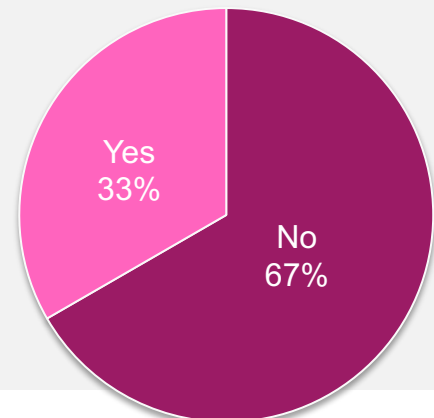
Specialist/Sr. Coordinator



Coordinator



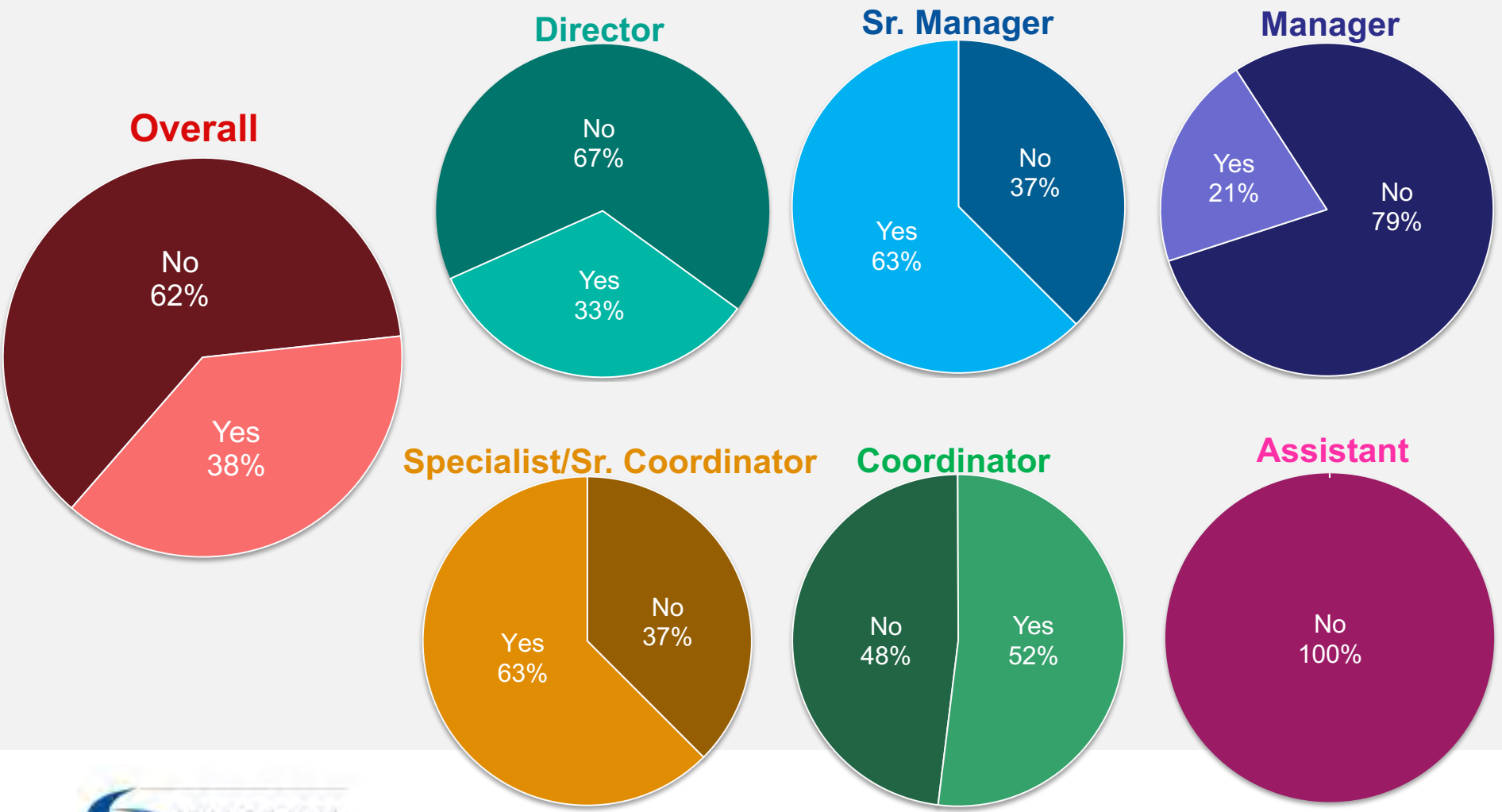
Assistant



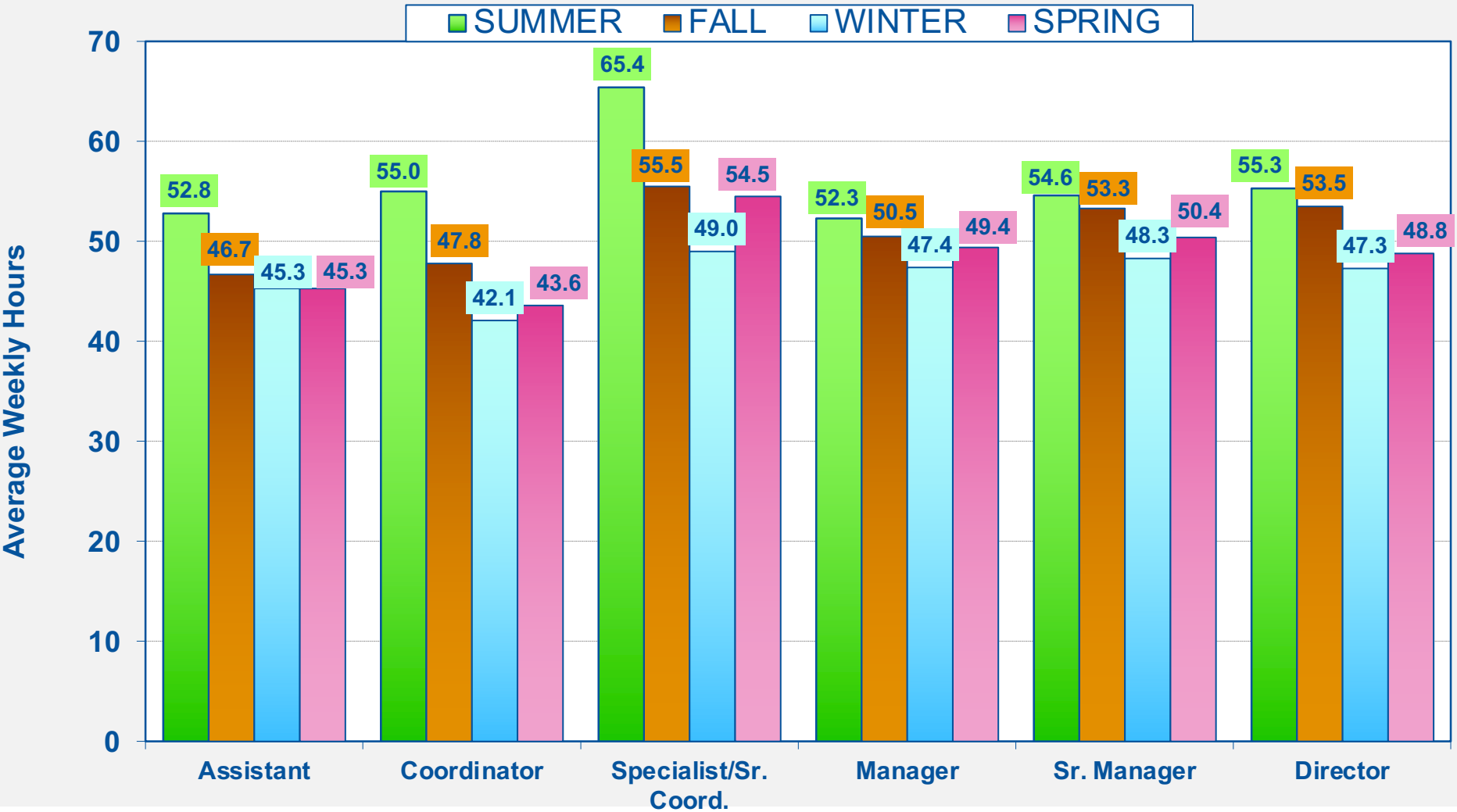
In 2018, 52% were satisfied with their salaries.



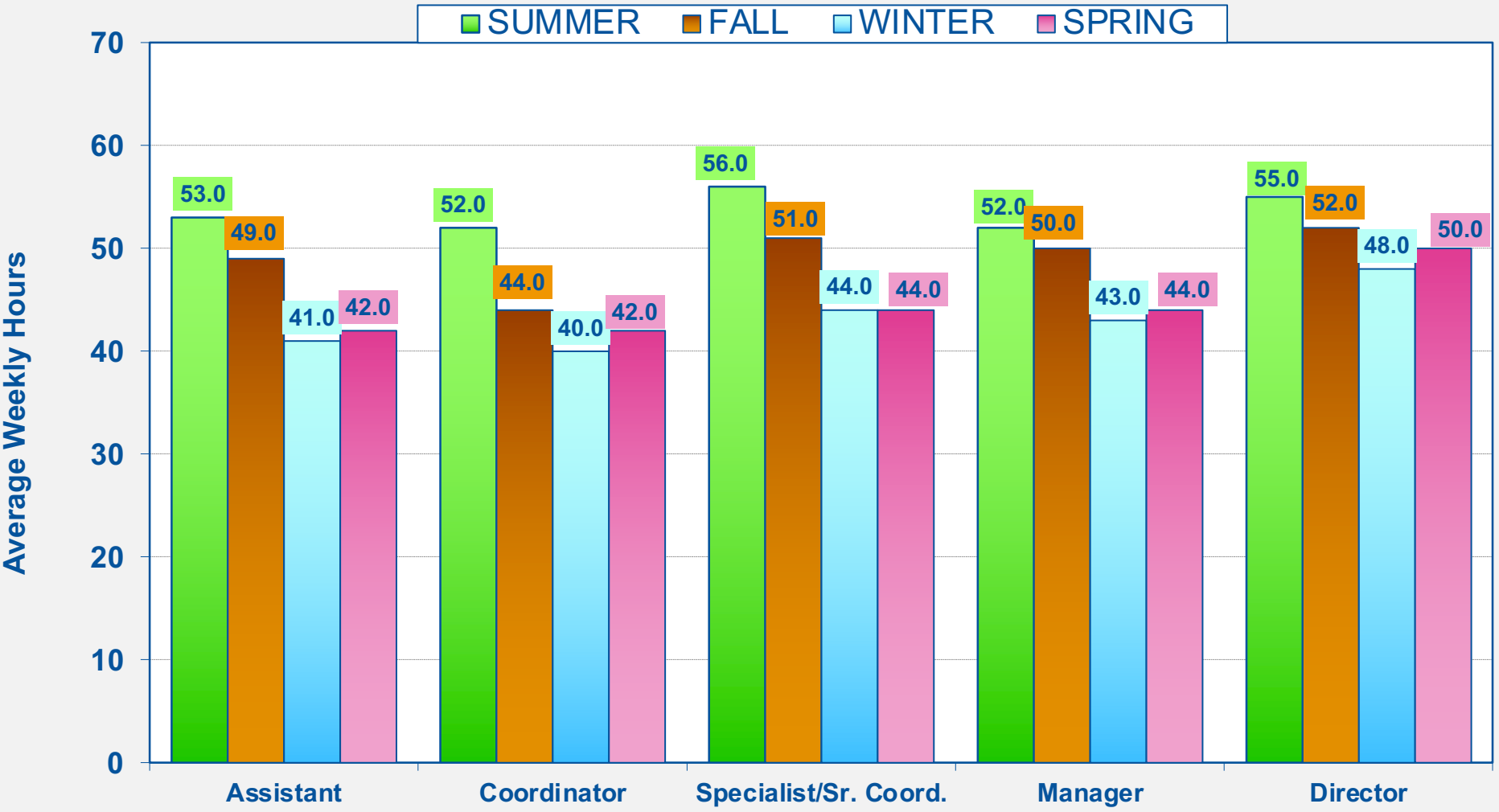
In the Past 2 Years, Have You Had a Promotion with a Title Change?



Average Hours Worked Per Week in 2020, Breakdown by Season



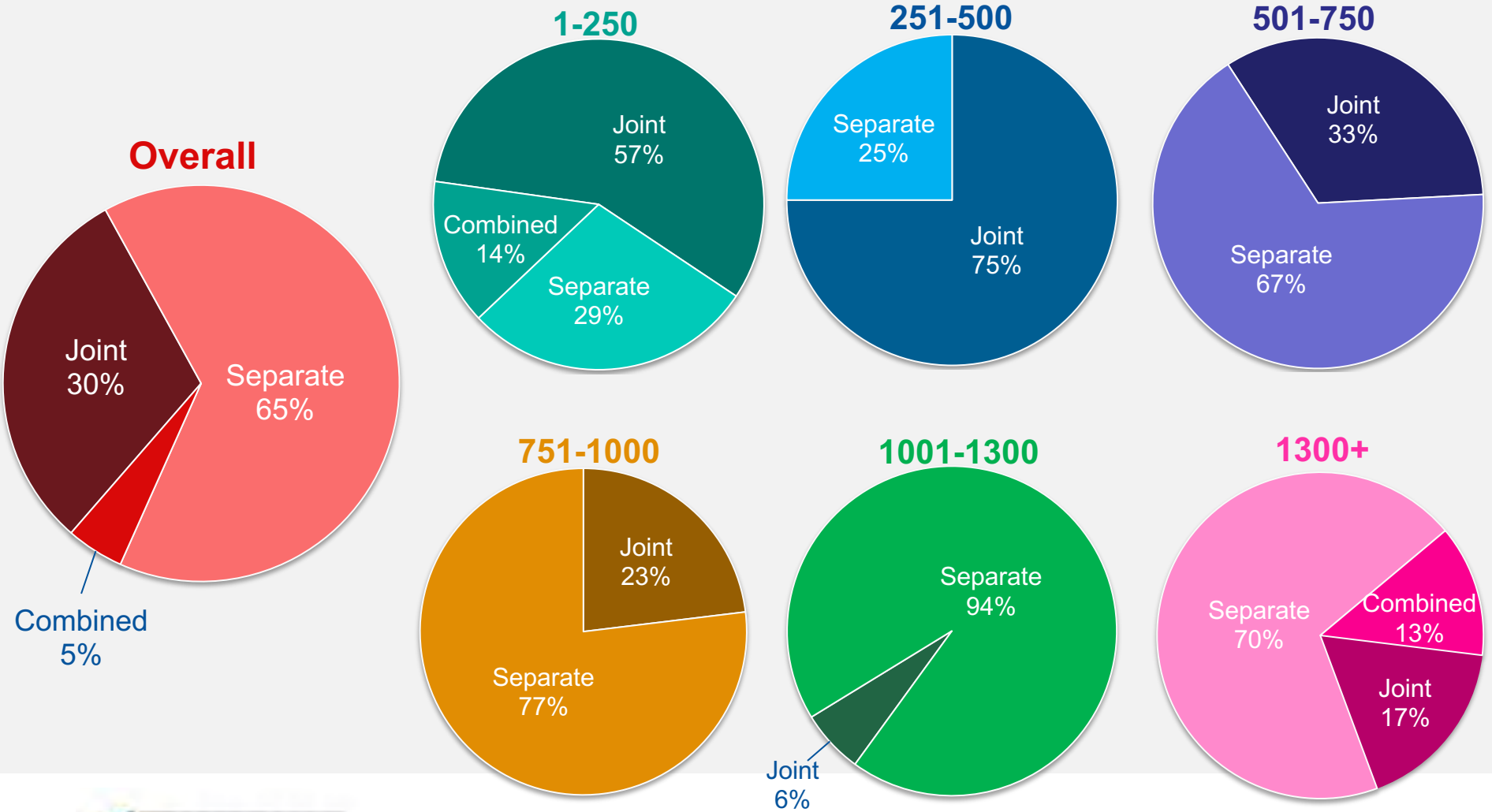
Average Hours Worked Per Week in 2018, Breakdown by Season



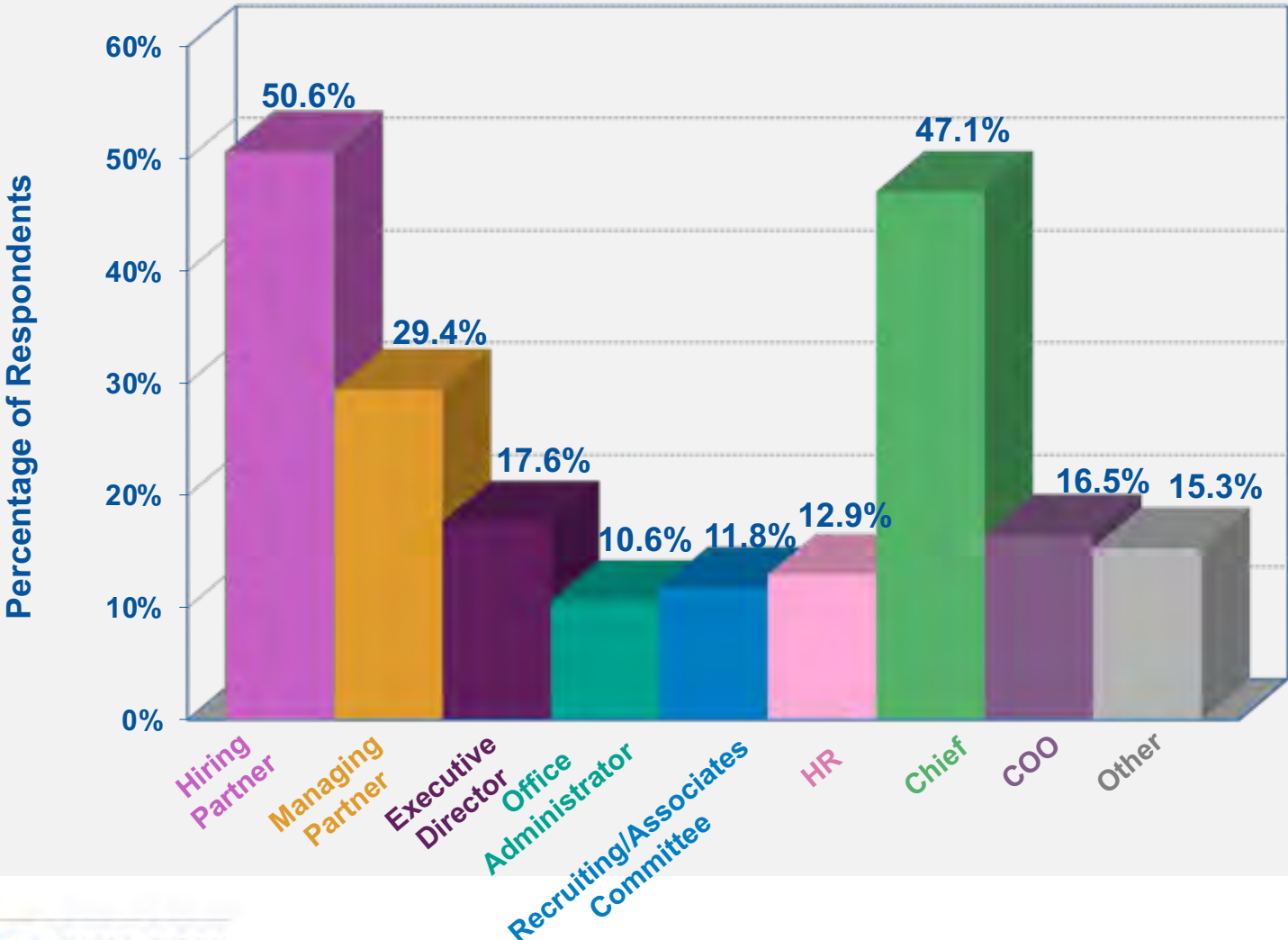
*insufficient data for Sr. Managers



Are Your Recruiting and PD Departments Separate or Joint? – By Firm Size



Who Does the Recruiting/PD Dept. Report To?



*certain respondents have indicated more than one option

Benefits Received

- 54.3% of Firms allow employees to work part-time.
- 29.9% of Firms provide Flex Days.
- 80.9% of Firms provide backup daycare, and 18.2% of Firms have onsite daycare.
- 47.0% of Firms provide a mobile device to employees, while 72.1% offer mobile service.
- 95.9% of Firms provide employees with computers/laptops.
- 64.2% of Firms offer transportation discounts, mileage reimbursement, or transportation stipends.
- 70.4% of Firms offer a Health Club membership or discount.
- 93.0% of Firms provide a flexible spending account.
- 86.8% of Firms provide a health savings account.
- 81.9% of employees contribute to the cost of their medical care plans.
- 98.7% of Firms have a 401k program, and 62.9% of Firms offer 401k matching.
- 19.4% of Firms have a pension plan.
- 6.1% of Firms offer free parking.

Benefits Received: Average Days Paid Time Off (PTO)

PTO includes Vacation, Sick and Personal Days

<u>Title (# responses)</u>	<u>Average (days)</u>	<u>Median (days)</u>	<u>Range (days)</u>
Director (12):	28.6	26.5	20-40
Sr. Manager (8):	26.6	29.0	20-30
Manager (24):	25.4	25.0	14-35
Specialist/Sr. Coordinator (8):	24.6	23.0	18-32
Coordinator (26):	21.6	20.0	10-39
Assistant (6):	21.3	23.0	10-29

Only 4.6% of respondents receive unlimited PTO.



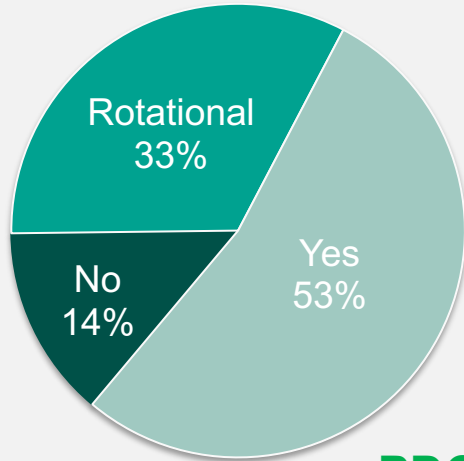
Benefits Received:

Average Weeks Parental Leave

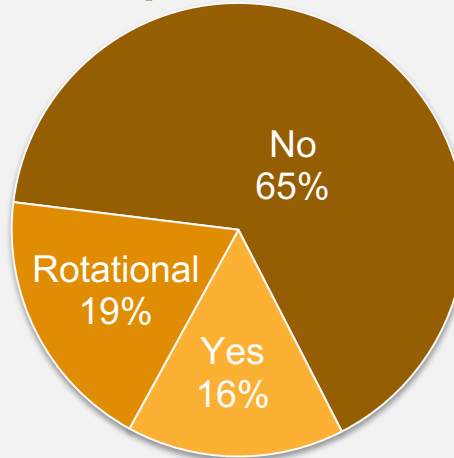
<u>Title</u> (# responses)	<u>Average Parental Leave</u> (weeks)	<u>Median Parental Leave</u> (weeks)	<u>Range</u> (weeks)
Director (12):	14.0	12.0	12-18
Sr. Manager (8):	11.8	12.0	4-20
Manager (24):	13.8	12.0	8-24
Specialist/Sr. Coordinator (8):	14.7	16.0	4-24
Coordinator (26):	11.9	12.0	7-18
Assistant (6):	15.7	15.0	12-20

Did Your Firm Sponsor Your Attendance at Any of the Following Conferences Last Year?

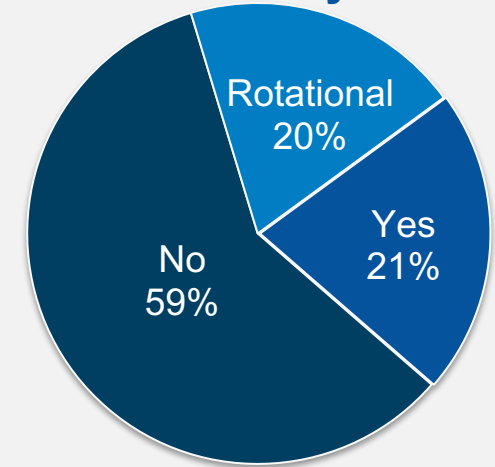
NALP Annual Education Conference



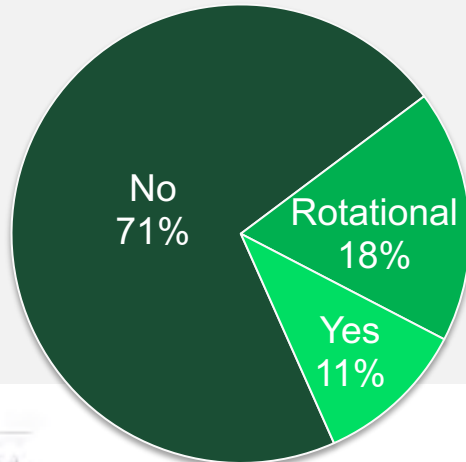
NALP ALI CLE Professional Development Institute



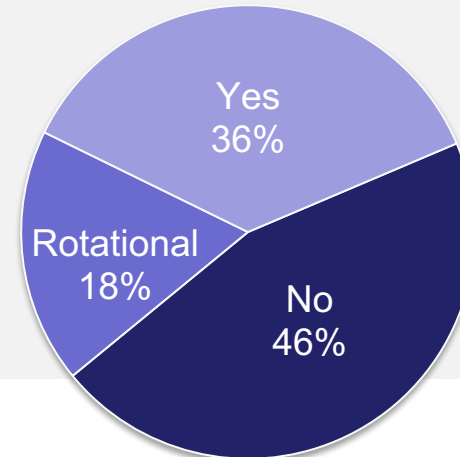
NALP Diversity Summit



PDC Conference



Other



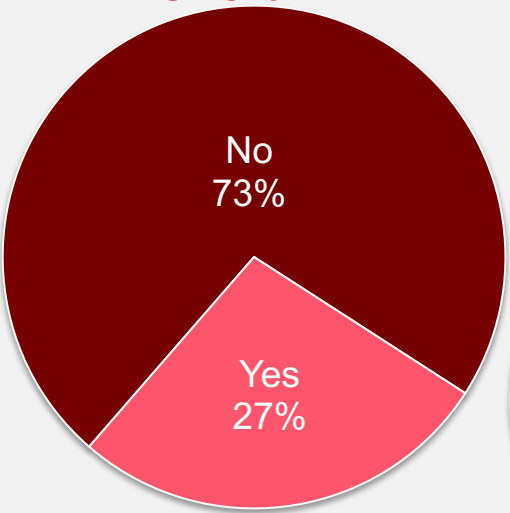
Addendum

Law School Career Services

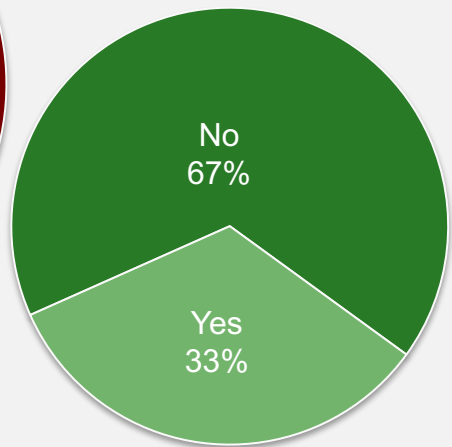


Do You Believe You Are Fairly Compensated?

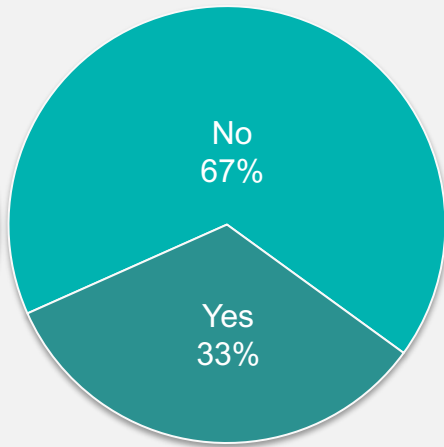
Overall



Director



Asst./Assoc. Director

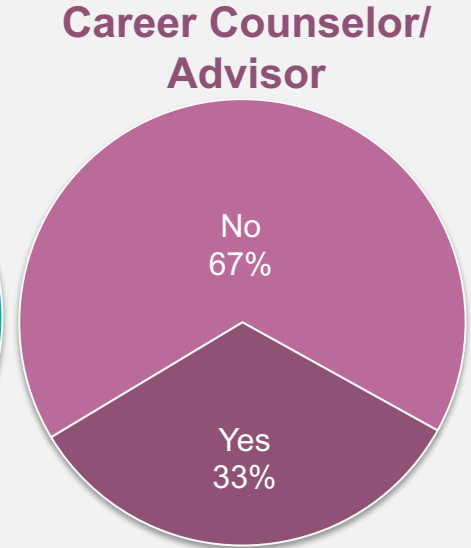
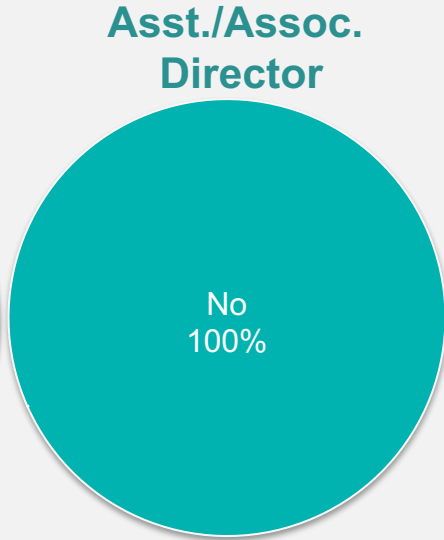
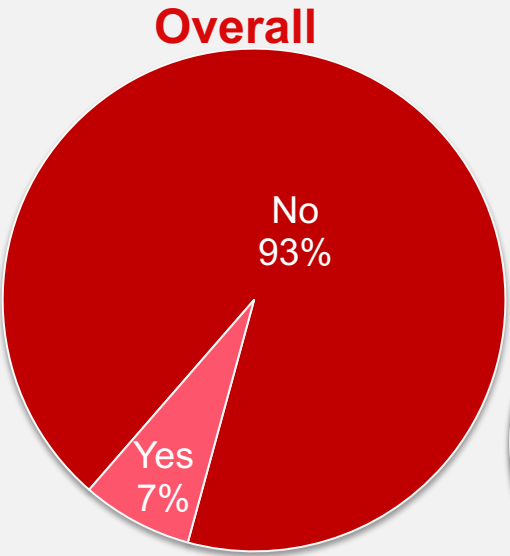


Career Counselor/Advisor



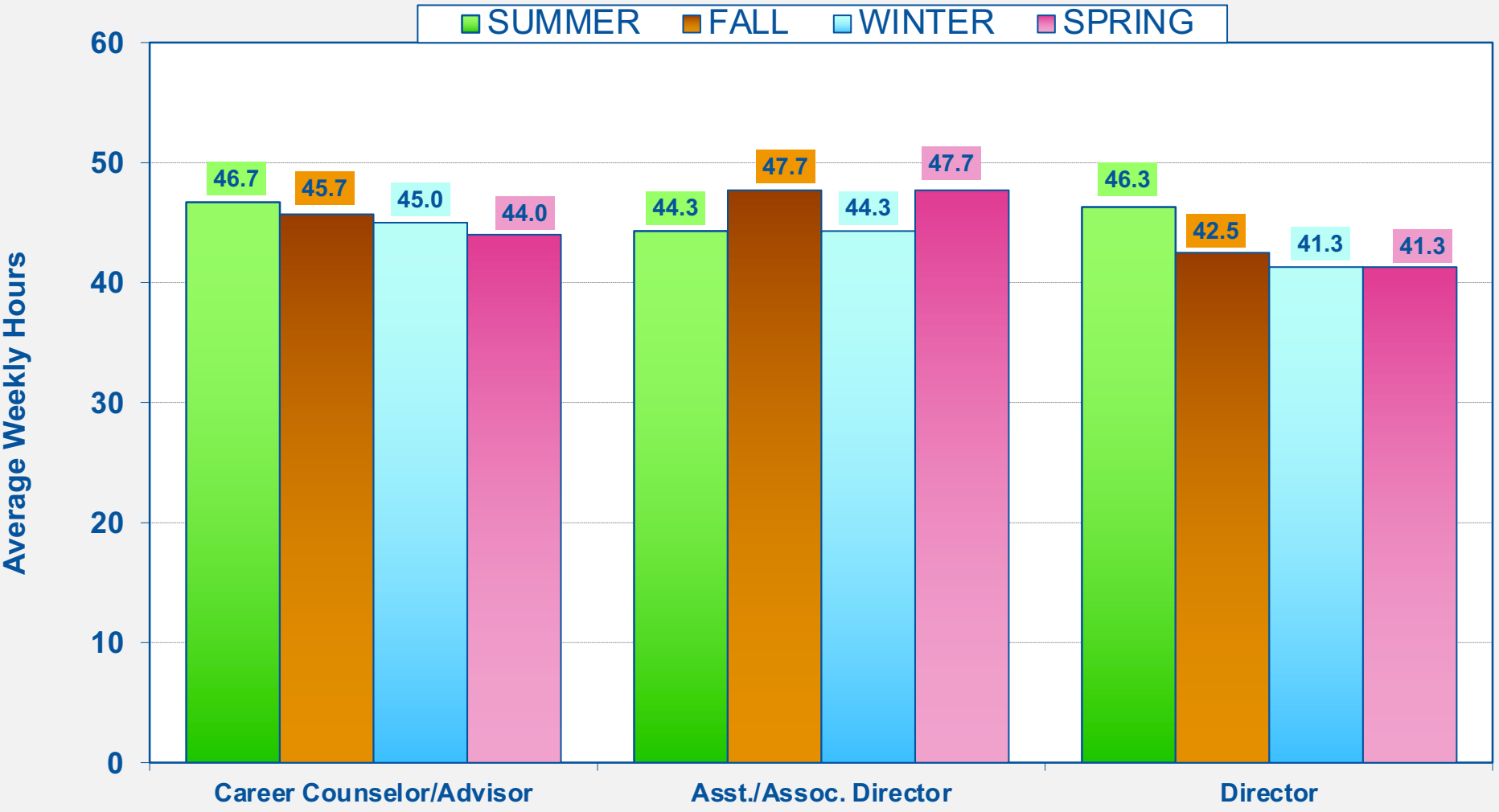
In 2018, 35% felt they were fairly compensated.

In the Past 2 Years, Have You Had a Promotion with a Title Change?

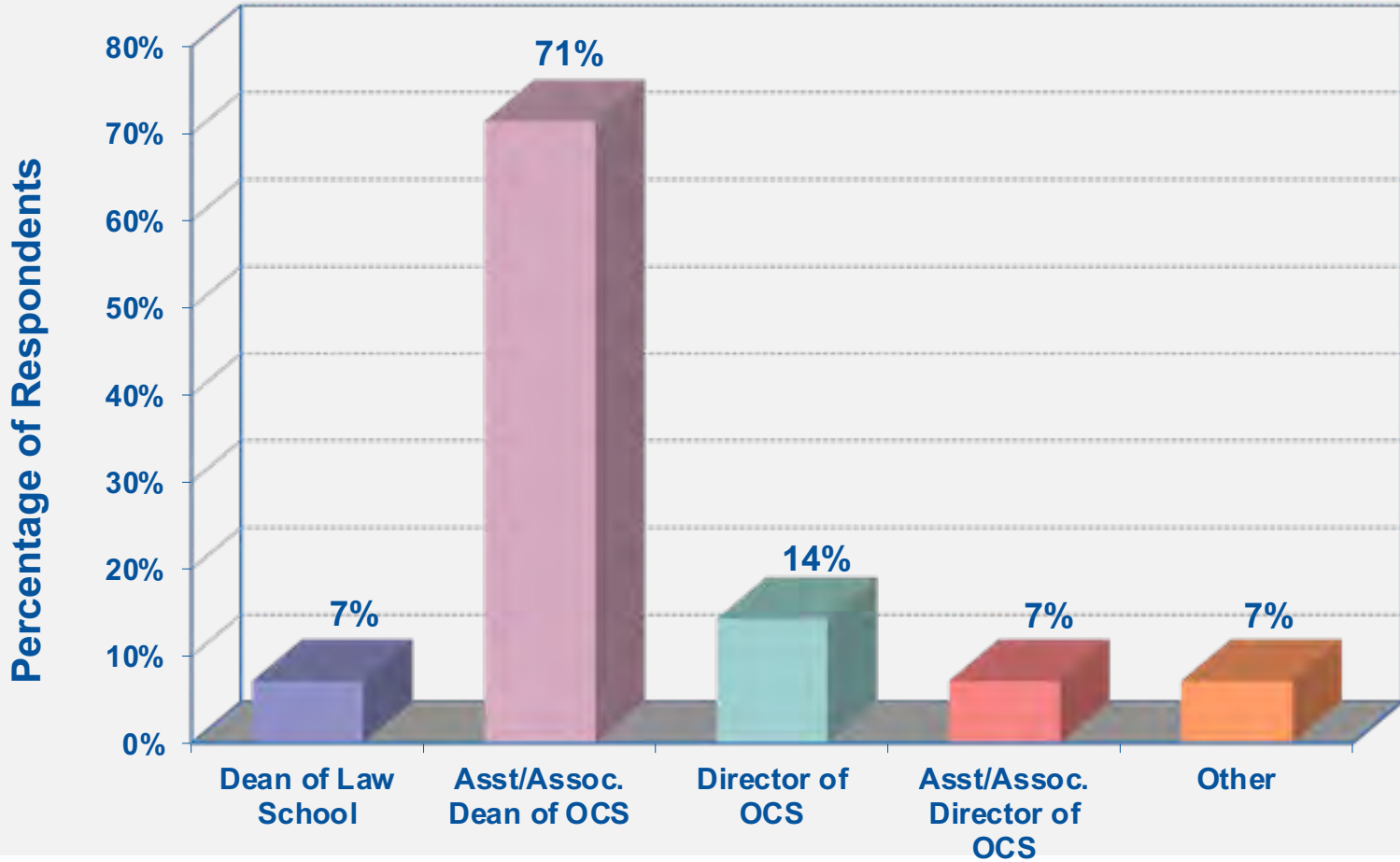


In 2018, 38% had a promotion with a title change.

Average Hours Worked Per Week in 2020, Breakdown by Season



Who Does Your Department Report to?



*certain respondents have indicated more than one option

Benefits Received

- 25.0% of Law Schools allow employees to work part-time.
- 12.5% of Law Schools provide Flex Days.
- 25.0% of Law Schools provide backup daycare, and 37.5% of Law Schools have onsite daycare.
- No Law Schools provide a mobile device to employees, nor mobile service.
- 55.6% of Law Schools provide employees with computers/laptops.
- 50.0% of Law Schools offer transportation discounts, mileage reimbursement, or transportation stipends.
- 50.0% of Law Schools offer a Health Club membership or discount.
- 90.0% of Law Schools provide a flexible spending account.
- 87.5% of Law Schools provide a health savings account.
- 66.7% of employees contribute to the cost of their medical care plans.
- 80.0% of Law Schools offer tuition reimbursement, and 33.3% offer consortium school benefits.
- 90.0% of Law Schools have a 403b program, with 66.7% of Law Schools offering an employer contribution and 55.6% of Law Schools offering 403b matching (average 6.3% match).
- 19.4% of Law Schools have a pension plan.
- 11.1% of Law Schools offer free parking.

Benefits Received: Average Days Paid Time Off (PTO)

PTO includes Vacation, Sick and Personal Days

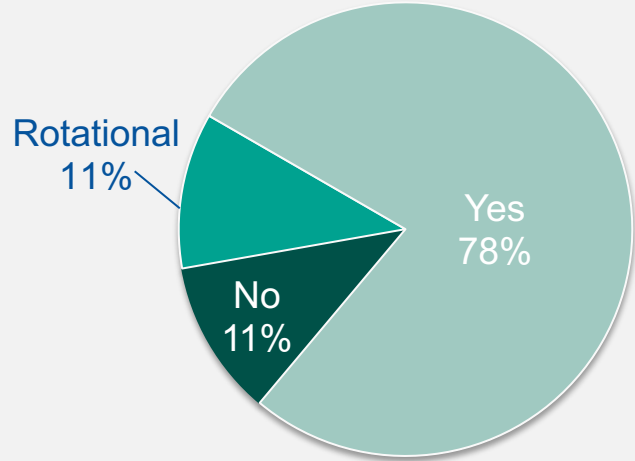
<u>Title (# responses)</u>	<u>Average (days)</u>	<u>Median (days)</u>	<u>Range (days)</u>
Director (4):	30.7	26.0	26-40

None of the respondents receive unlimited PTO.

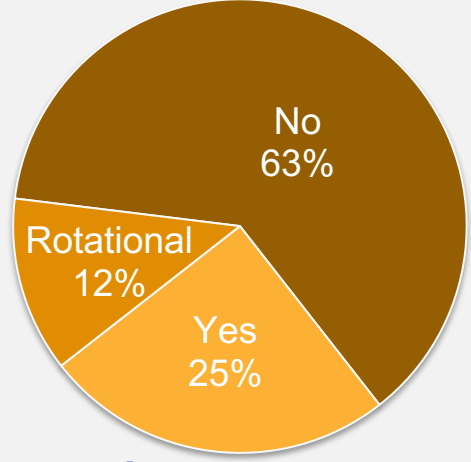
*insufficient data for Asst./Assoc. Directors & Career Counselors

Did Your Firm Sponsor Your Attendance at Any of the Following Conferences Last Year?

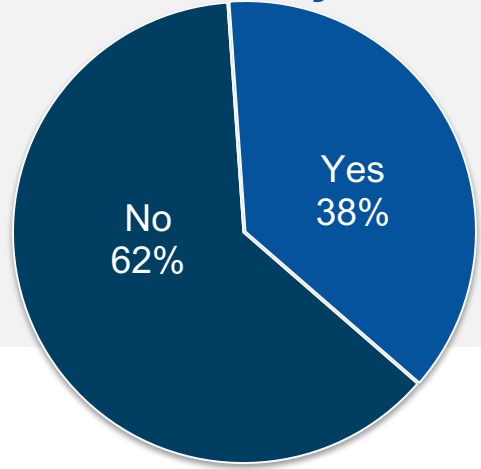
NALP Annual Education Conference



NALP ALI CLE Professional Development Institute



NALP Diversity Summit





**2021
WALRAA
Industry Survey
for Law Firms;
Government Agencies; and
Law School Career Services**



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