



2021 BALRA Industry Survey



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 Friends of Wisnik,

We wanted to share the current findings from the 2021 Wisnik BALRA Industry Survey with you. The following information is based on a survey sent to all levels of legal Recruiting and PD professionals at top law firms in the Bay Area. The results that follow were generated from 60 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 BALRA 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 recruiting and marketing professionals into law firms nation-wide 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 60 Recruiting and PD professionals' salary and industry information by:



Position

- Chief: 1*
- Director: 5**
- Senior Manager: 7
- Manager: 22
- Specialist/Sr. Coordinator: 12
- Coordinator: 8
- Assistant: 5



Firm Size

- 1-250: 6
- 251-500: 8
- 501-750: 3*
- 751-1000: 9
- 1001-1300: 9
- 1301+: 21



Office Size

- 1-75: 18
- 76-125: 12
- 126-175: 9
- 176-225: 9
- 226-300: 7
- 301-350: 0*
- 351-400: 3*
- 401-500: 2*

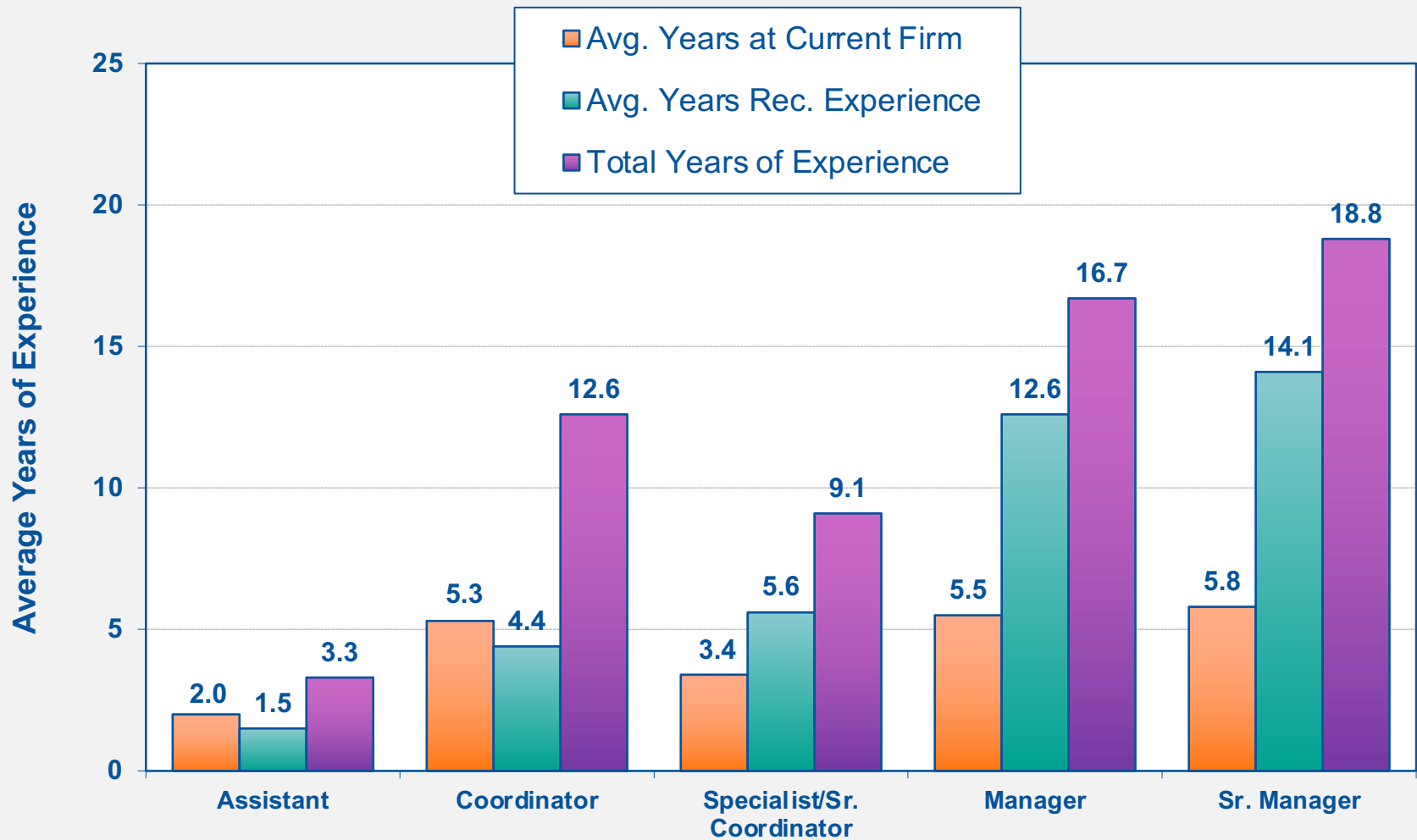
* these results will not be included in the breakdowns, due to insufficient data

** Director data was insufficient for certain categories (e.g., salary, experience, etc.)

Profile of BALRA Professionals



Average Years of Experience

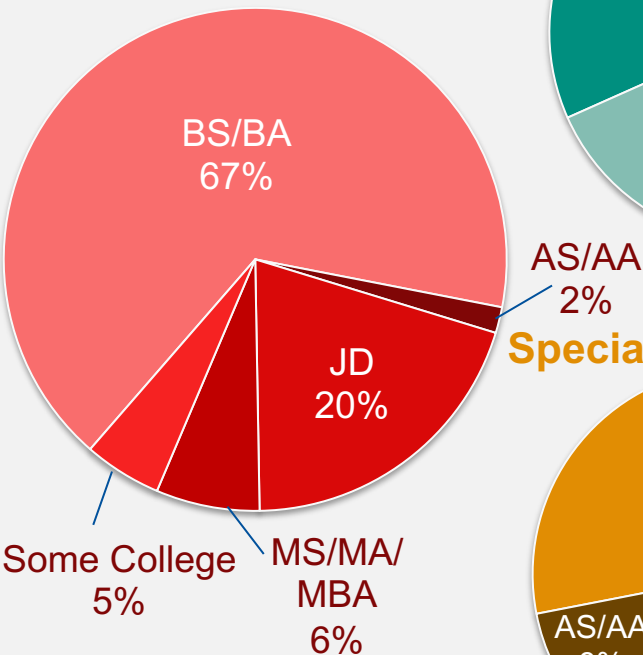


*insufficient data for Directors

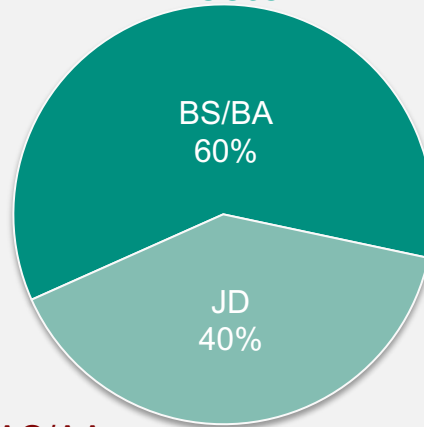
Highest Degree of Education by Job Title

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

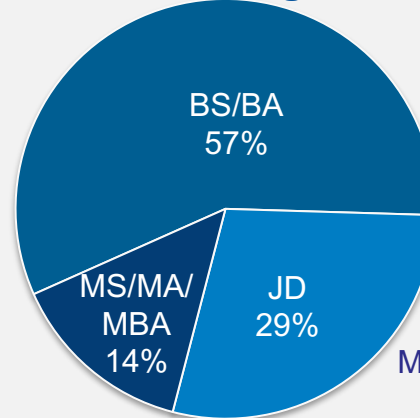
Overall



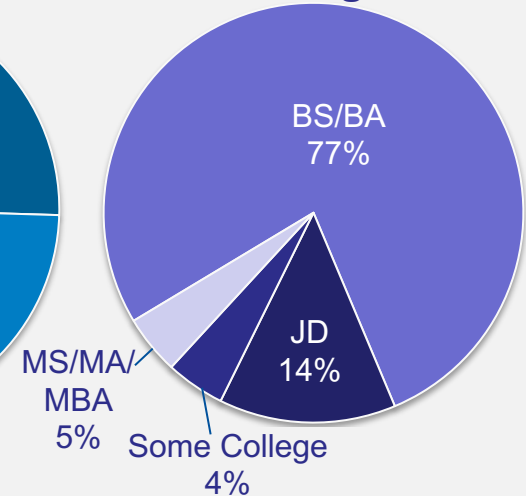
Director



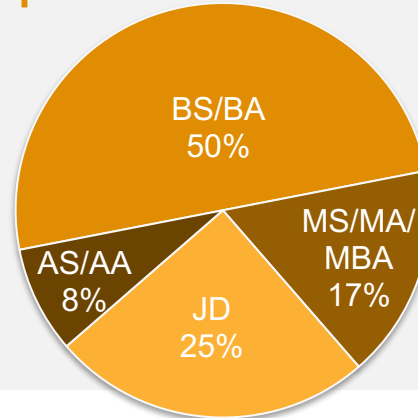
Sr. Manager



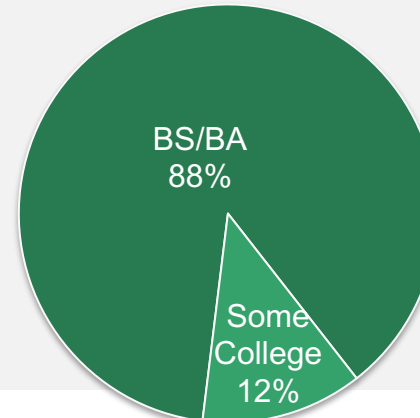
Manager



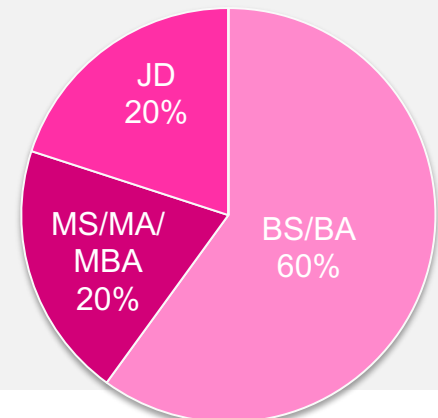
Specialist/Sr. Coordinator



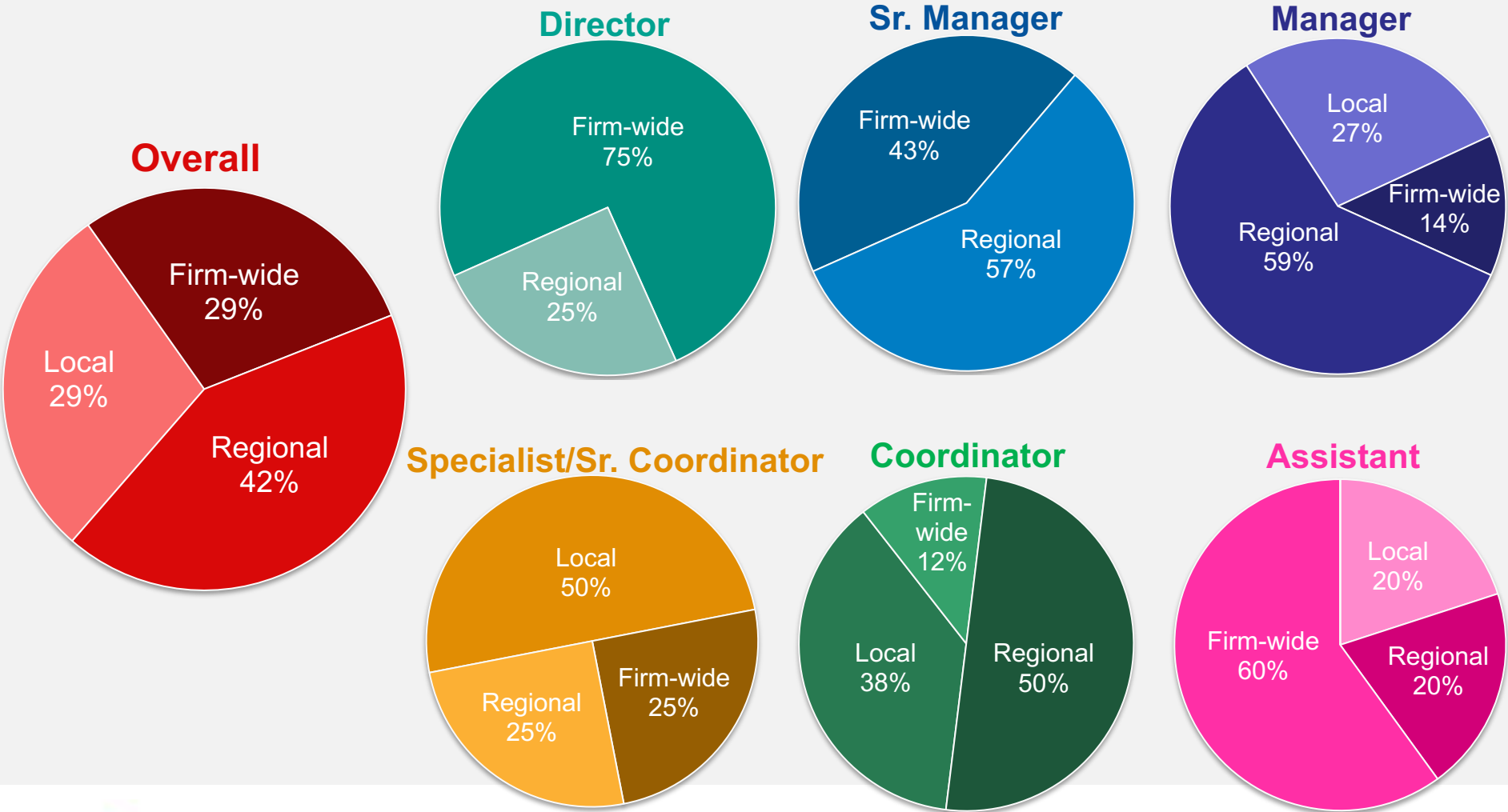
Coordinator



Assistant



Is Your Position Firm-Wide, Regional or Local?



Salary Trends



All Respondents: Average Salaries, By Title

Title (# responses with salary data)	Average Salary	Median	25 - 75% Range
Sr. Manager (7):	\$166,286	\$170,000	\$160.0k - \$172.5k
Manager (22):	\$143,336	\$142,000	\$127.6k - \$155.0k
Specialist/ Sr. Coordinator (12):	\$99,869	\$100,000	\$95.0k - \$102.0k
Coordinator (8):	\$75,794	\$75,000	\$72.0k - \$80.3k
Assistant (5):	\$57,250	\$58,500	\$53.3k - \$62.5k

Changes in average salaries since 2018 survey:

Sr. Manager: **9.9% increase**

Manager: **12.4% increase**

Specialist/Sr. Coordinator: **6.2% increase**

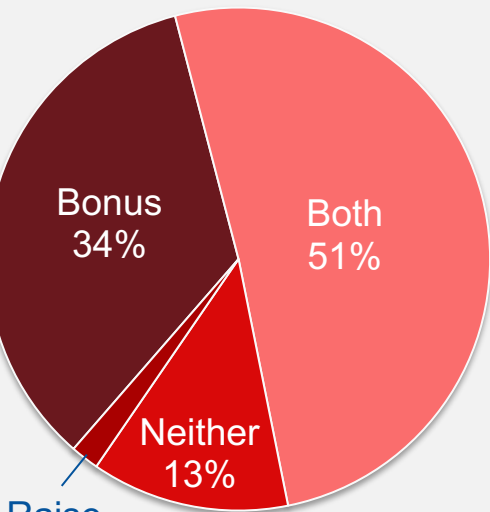
Coordinator: **4.6% increase**

Assistant: **0.1% decrease**

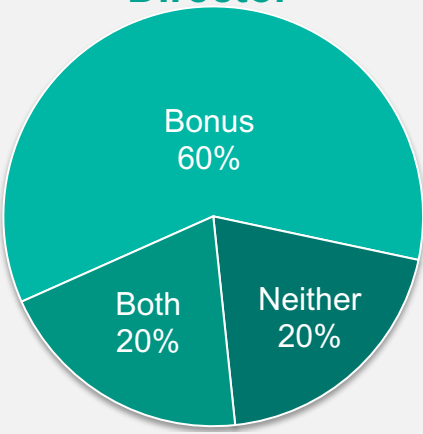
*insufficient data for
Directors

Did You Receive a Bonus/Raise in 2020?

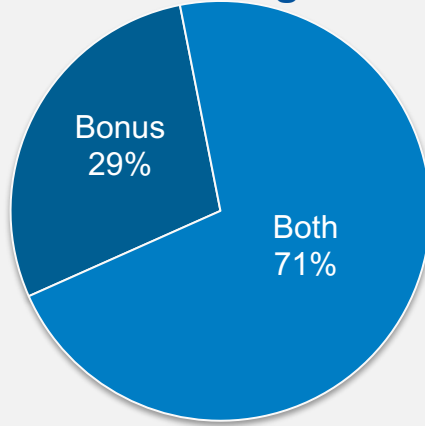
Overall



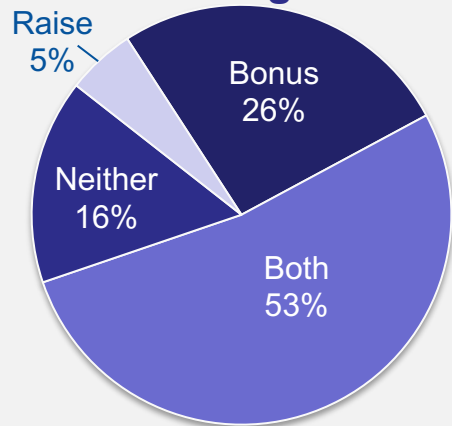
Director



Sr. Manager

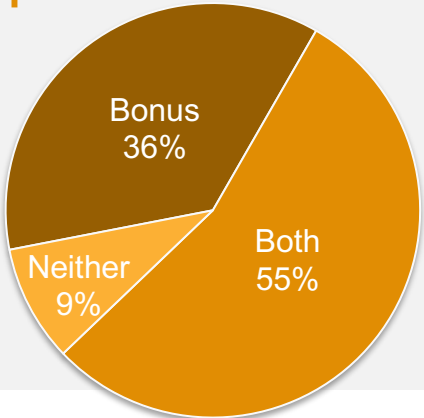


Manager

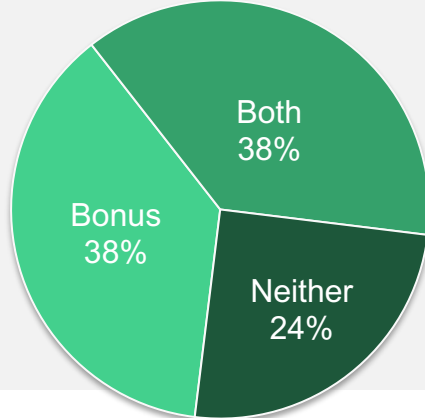


Raise
2%

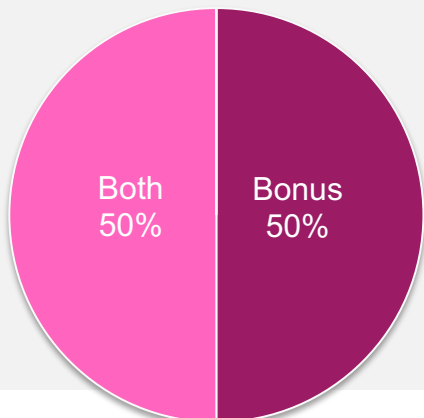
Specialist/Sr. Coordinator



Coordinator



Assistant



In 2019, 71% of people got raises. In 2020, this decreased to 53%. In 2019, 74% of people got bonuses. In 2020, this increased to 85%.

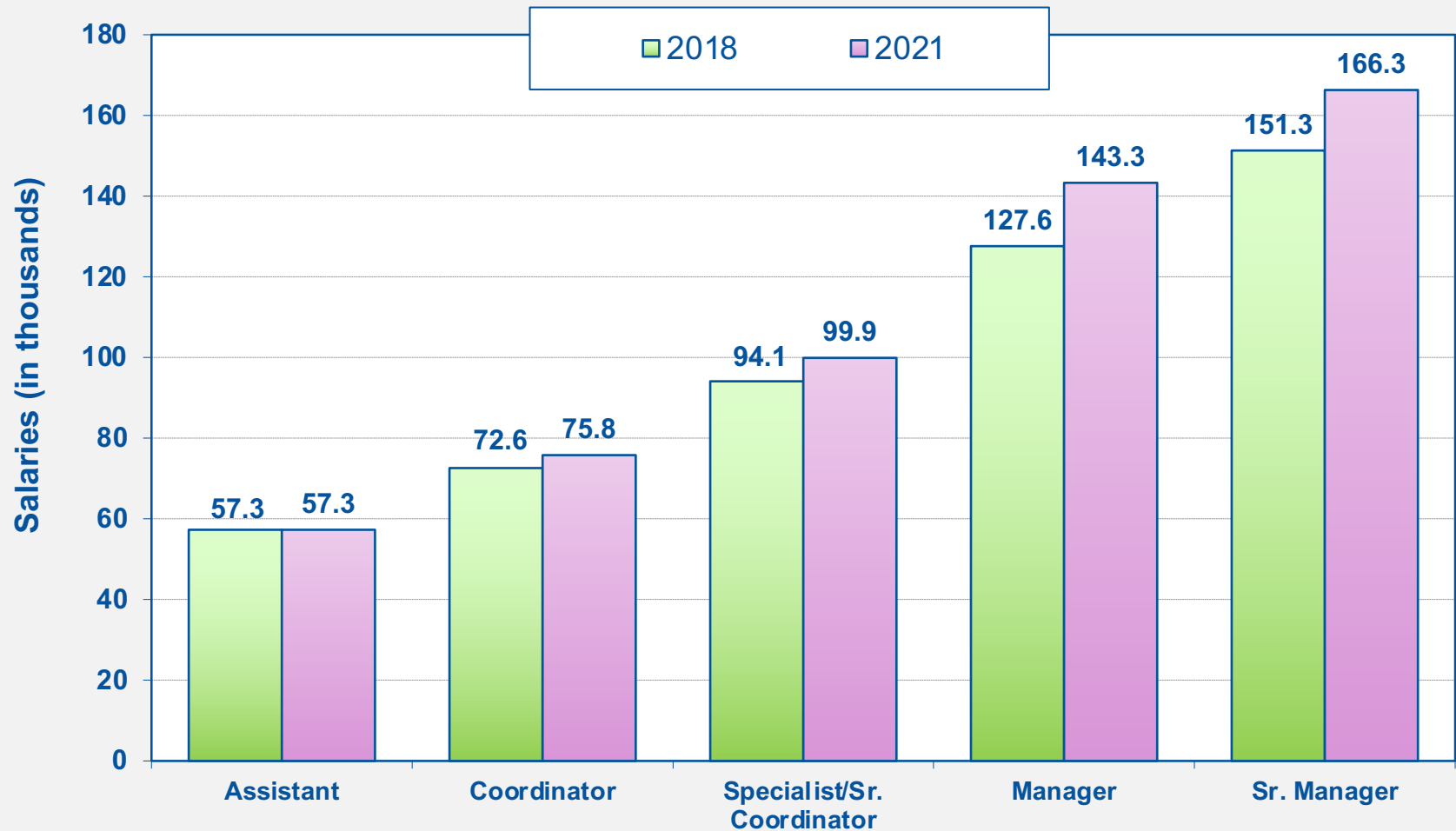


All Respondents: Average Bonus & Raise (2020 vs. 2019), By Title

Title (# responses with salary data)	Average Bonus ('20)	Average Bonus ('19)	Average Raise ('20)	Average Raise ('19)
Sr. Manager (7):	\$19,300	\$18,600	4.0%	4.4%
Manager (22):	\$14,273	\$10,725	4.1%	4.9%
Specialist/ Sr. Coordinator (12):	\$7,794	\$6,911	1.8%	7.7%
Coordinator (8):	\$4,350	\$4,700	4.8%	7.0%

*insufficient data for Directors & Assistants

Salary Trends: 2018-2021



*insufficient data for Directors

Average Salary vs. Average Years of Experience



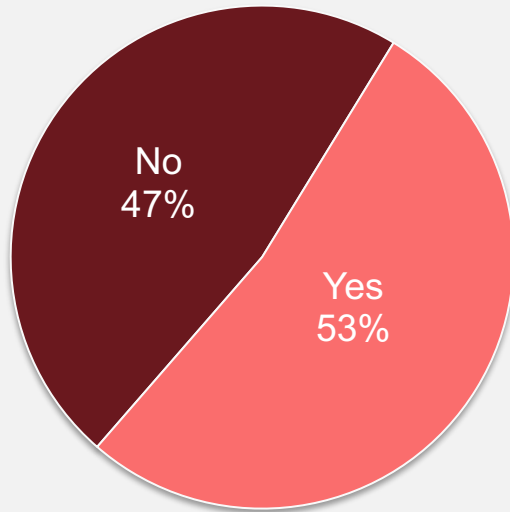
*insufficient data for Directors

Industry Findings



Do You Believe You Are Fairly Compensated?

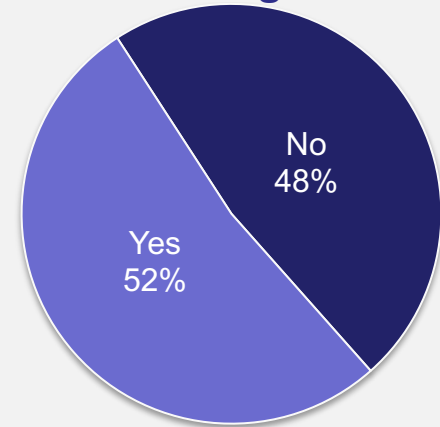
Overall



Sr. Manager

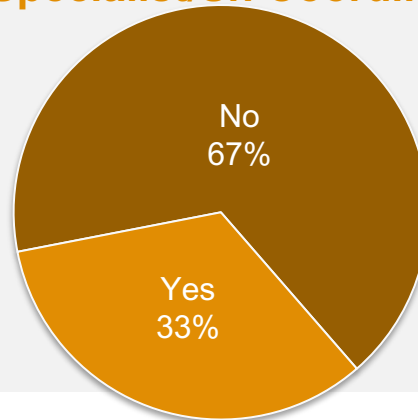


Manager

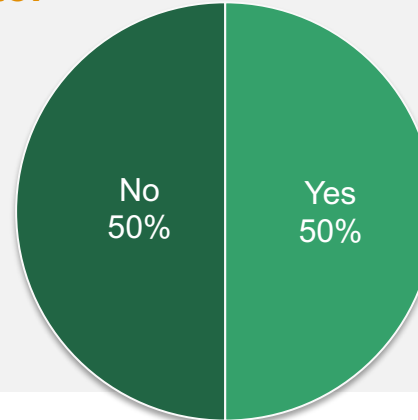


**In 2018, 52%
were satisfied
with their
salaries.**

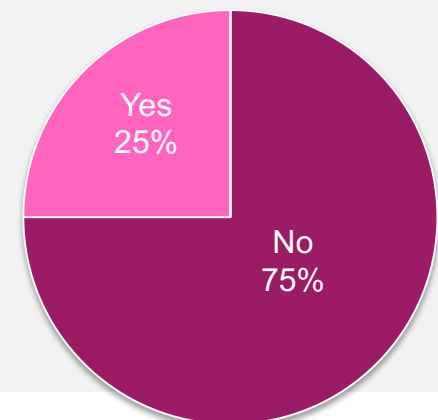
Specialist/Sr. Coordinator



Coordinator

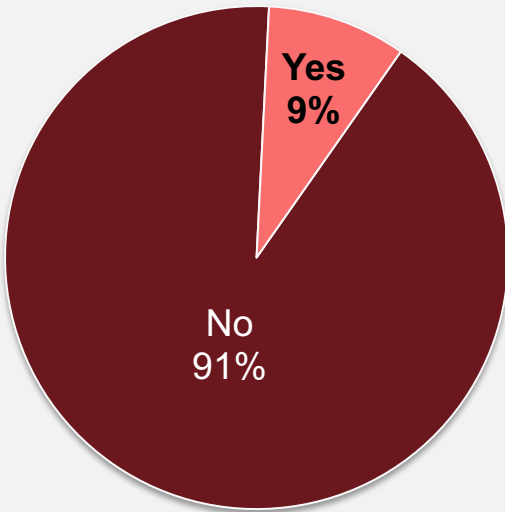


Assistant

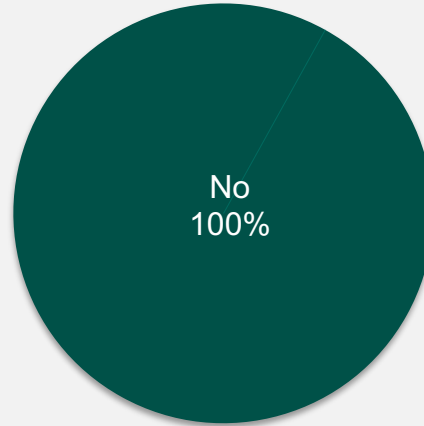


Did You Experience a Salary Cut in 2020?

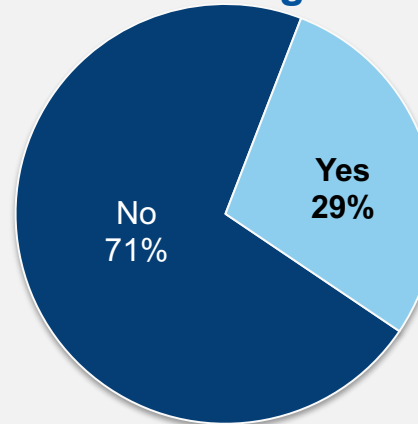
Overall



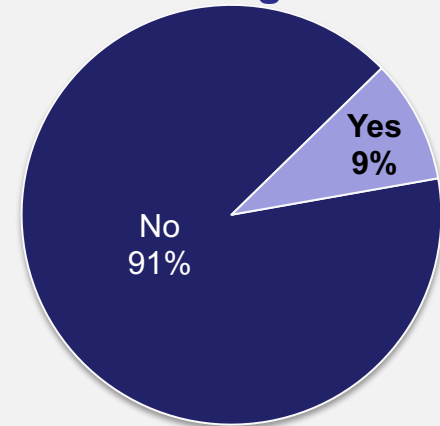
Director



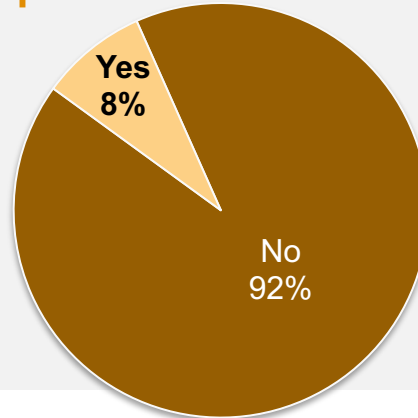
Sr. Manager



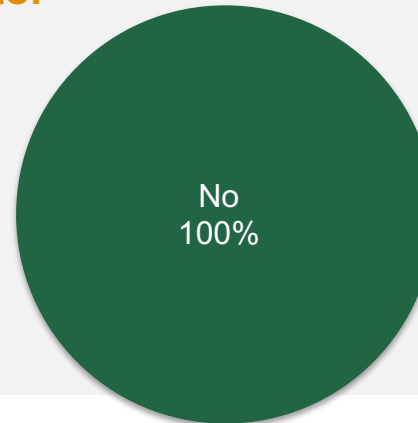
Manager



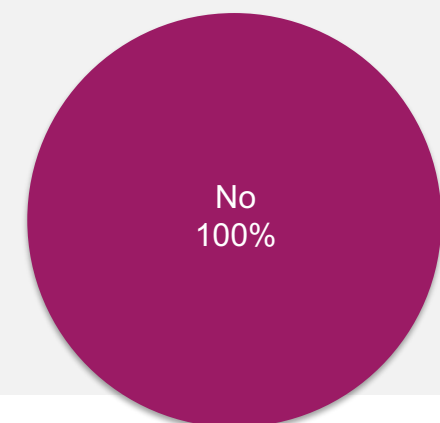
Specialist/Sr. Coordinator



Coordinator



Assistant



Salary Cuts, Breakdown by Firm Size:

1-250: 0.0%
251-500: 0.0%
501-750: *insufficient data*
751-1000: 0.0%
1001-1300: 22.2%
1301+: 11.8%

Additional Information Regarding Salary Cuts

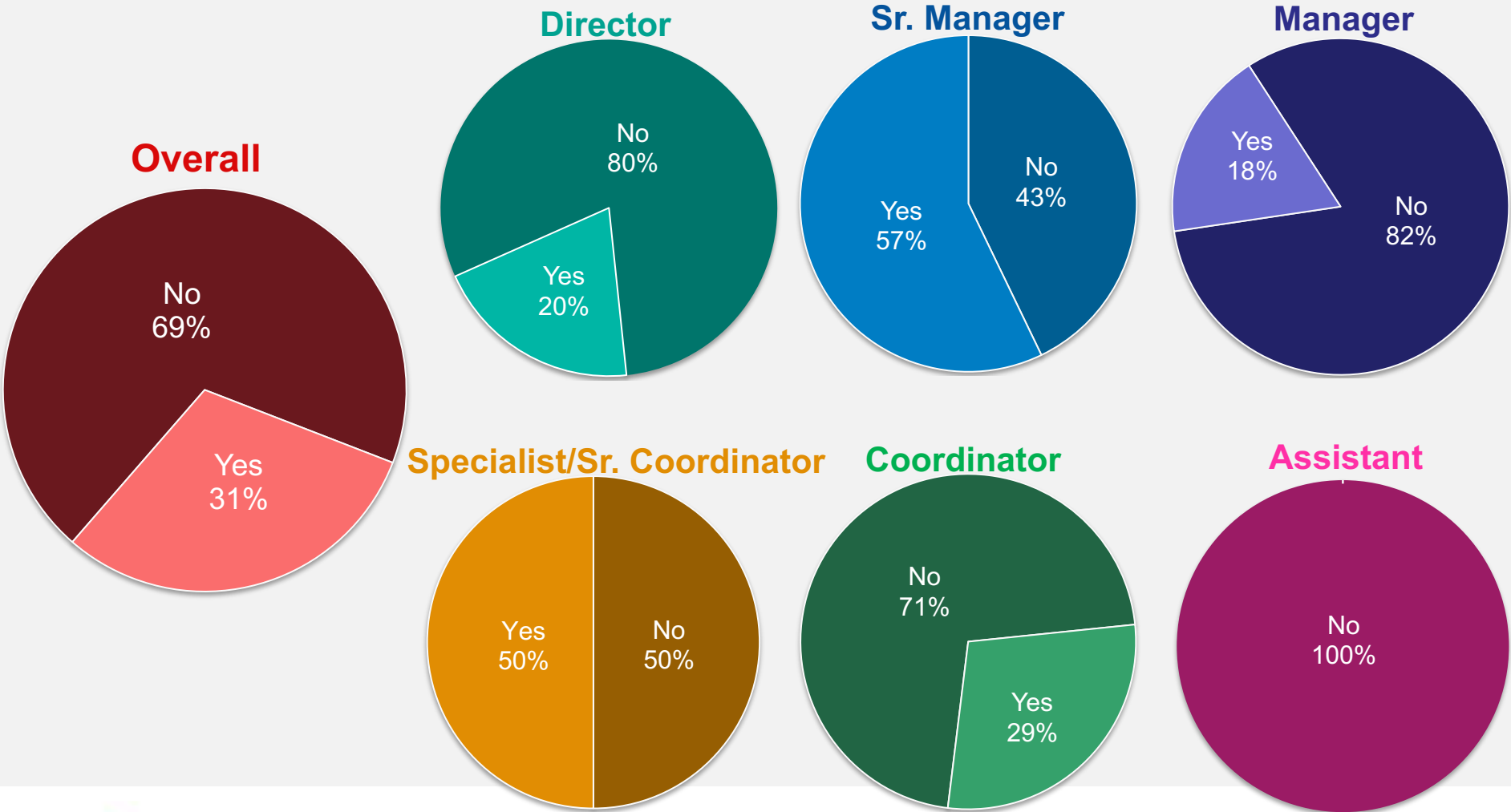
100% of cut salaries were fully reinstated in 2021

60% of respondents received back pay to compensate them for the cut

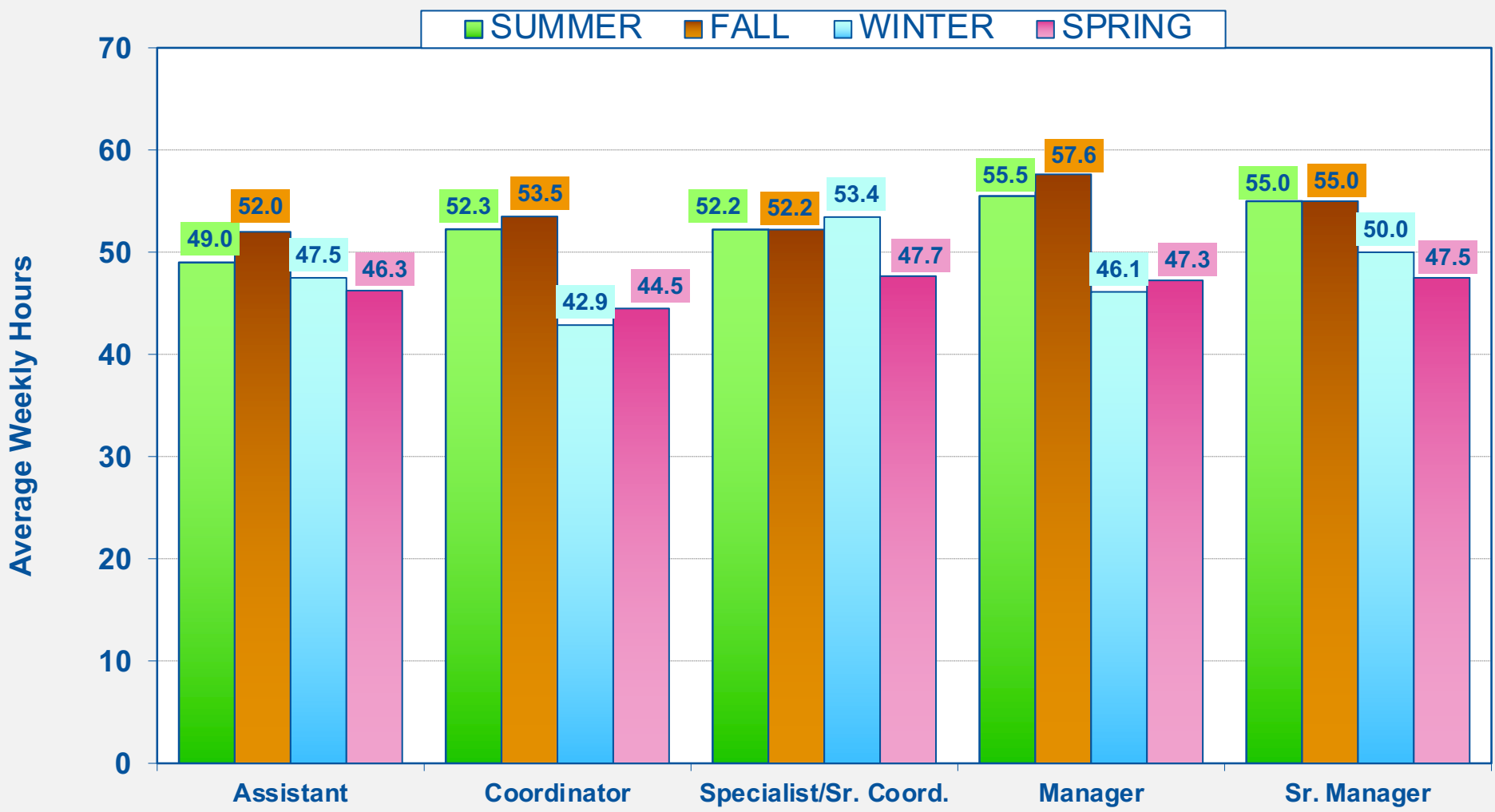
On average, salaries were cut by

10.6%

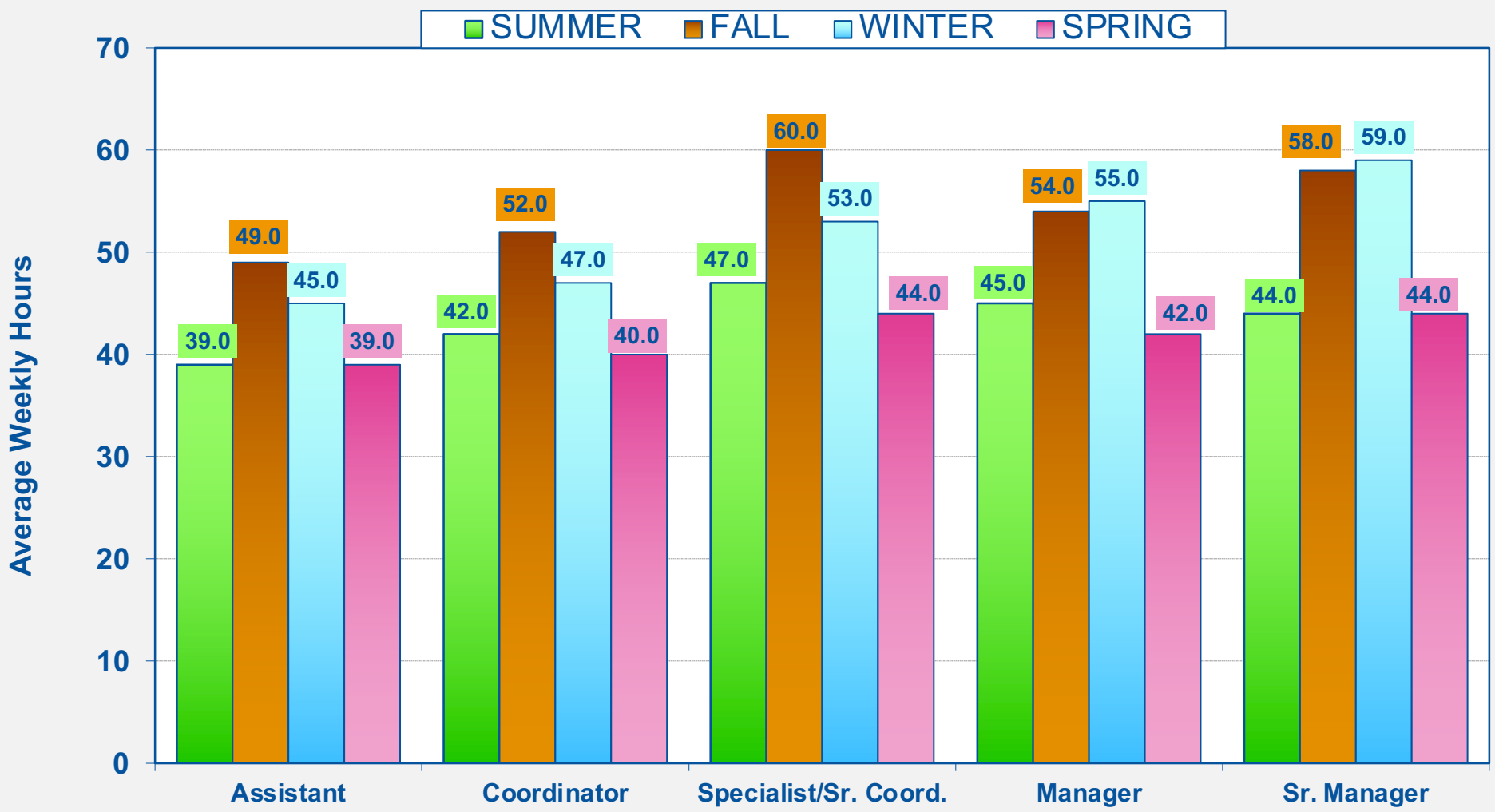
In the Past 2 Years, Have You Had a Promotion with a Title Change?



Average Hours Worked Per Week in 2020, Breakdown by Season



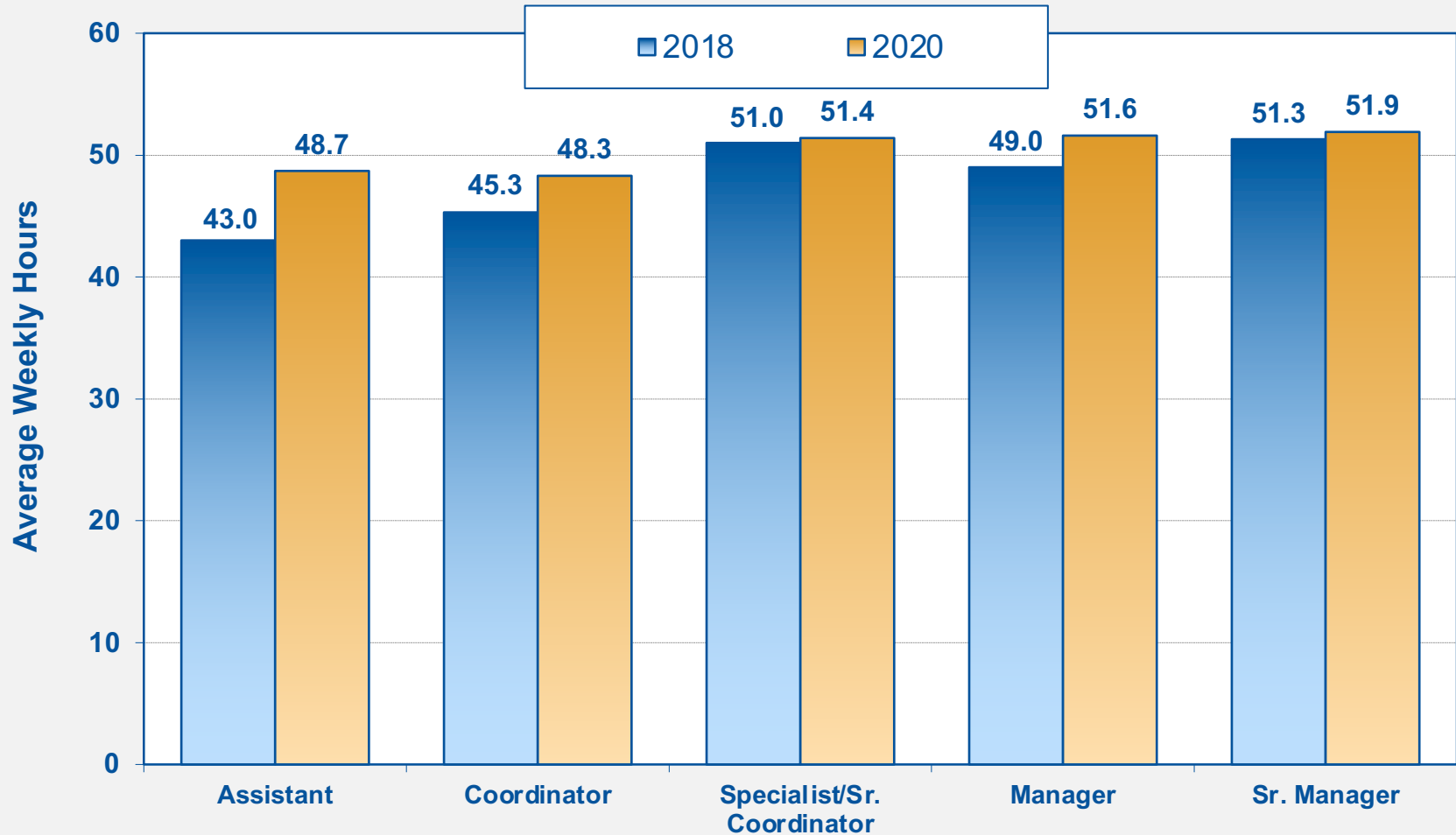
Average Hours Worked Per Week in 2018, Breakdown by Season



*insufficient data for Directors



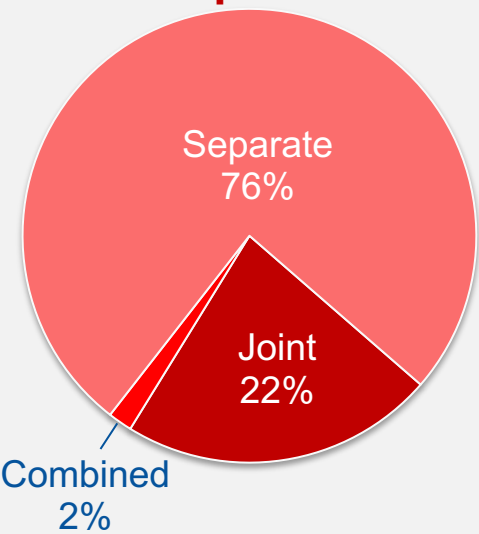
Comparison of Average Hours Worked Per Week, 2018 vs. 2020



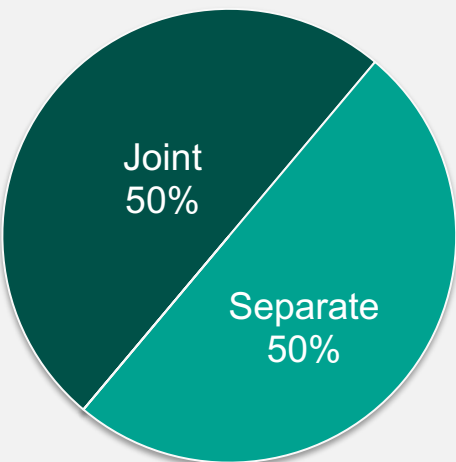
*insufficient data for Directors

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

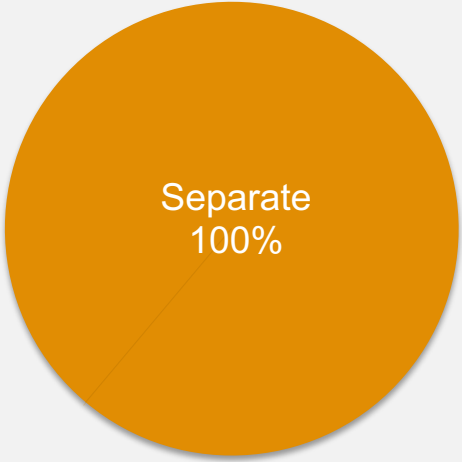
All Respondents



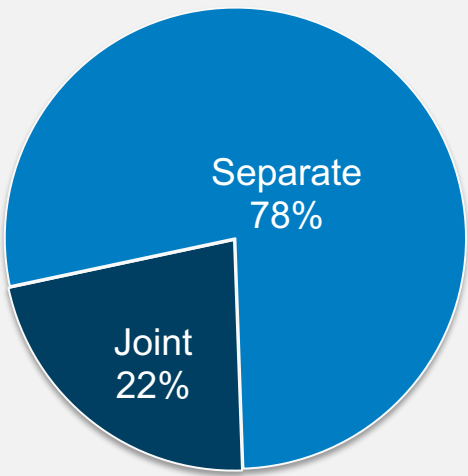
1-250



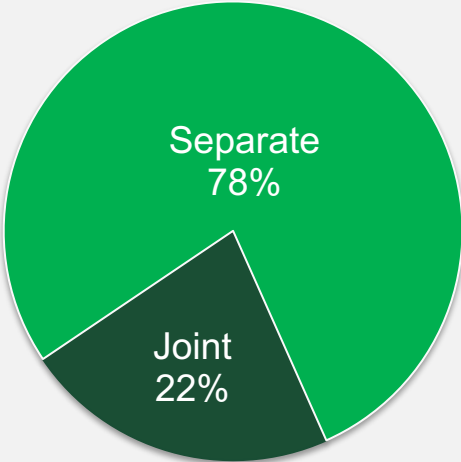
251-500



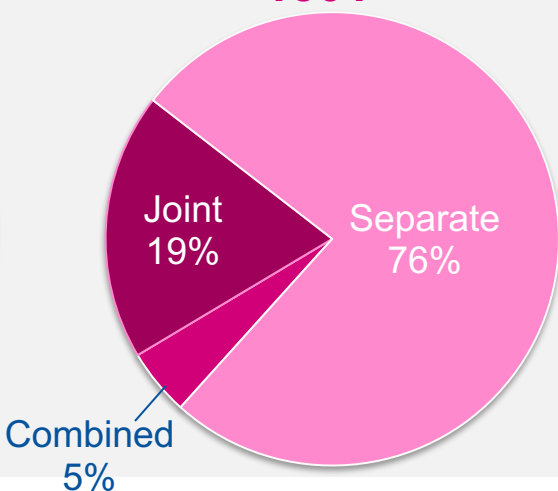
751-1000



1001-1300

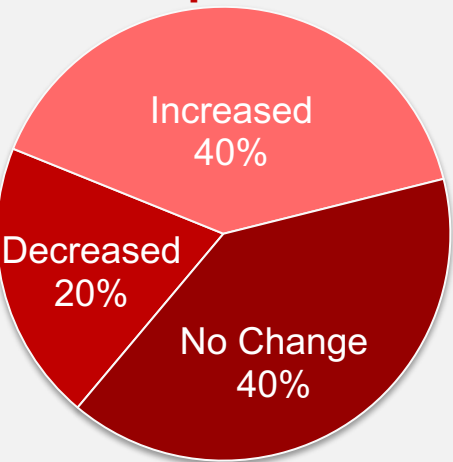


1301+

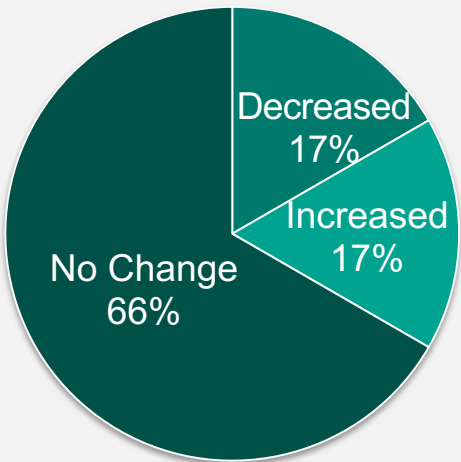


In the Past 2 Years, Has Your Dept. Size Changed?

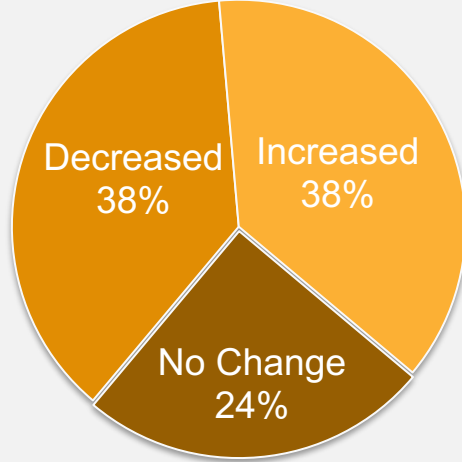
All Respondents



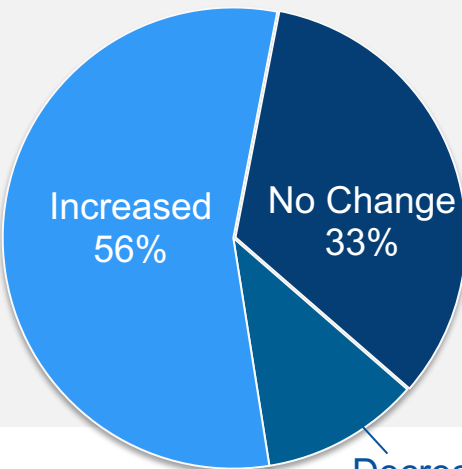
1-250



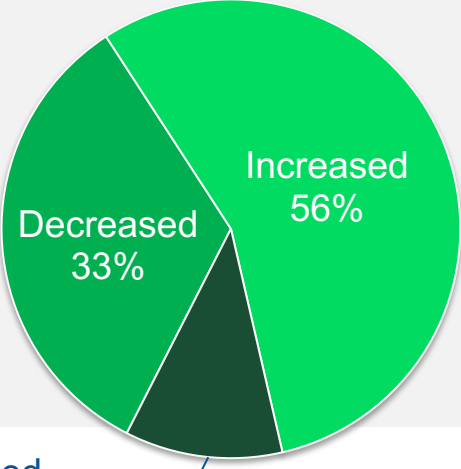
251-500



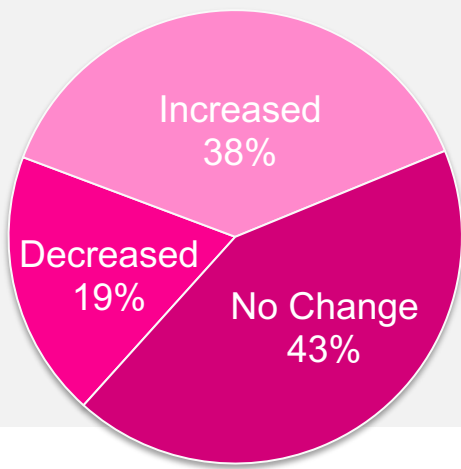
751-1000



1001-1300



1301+

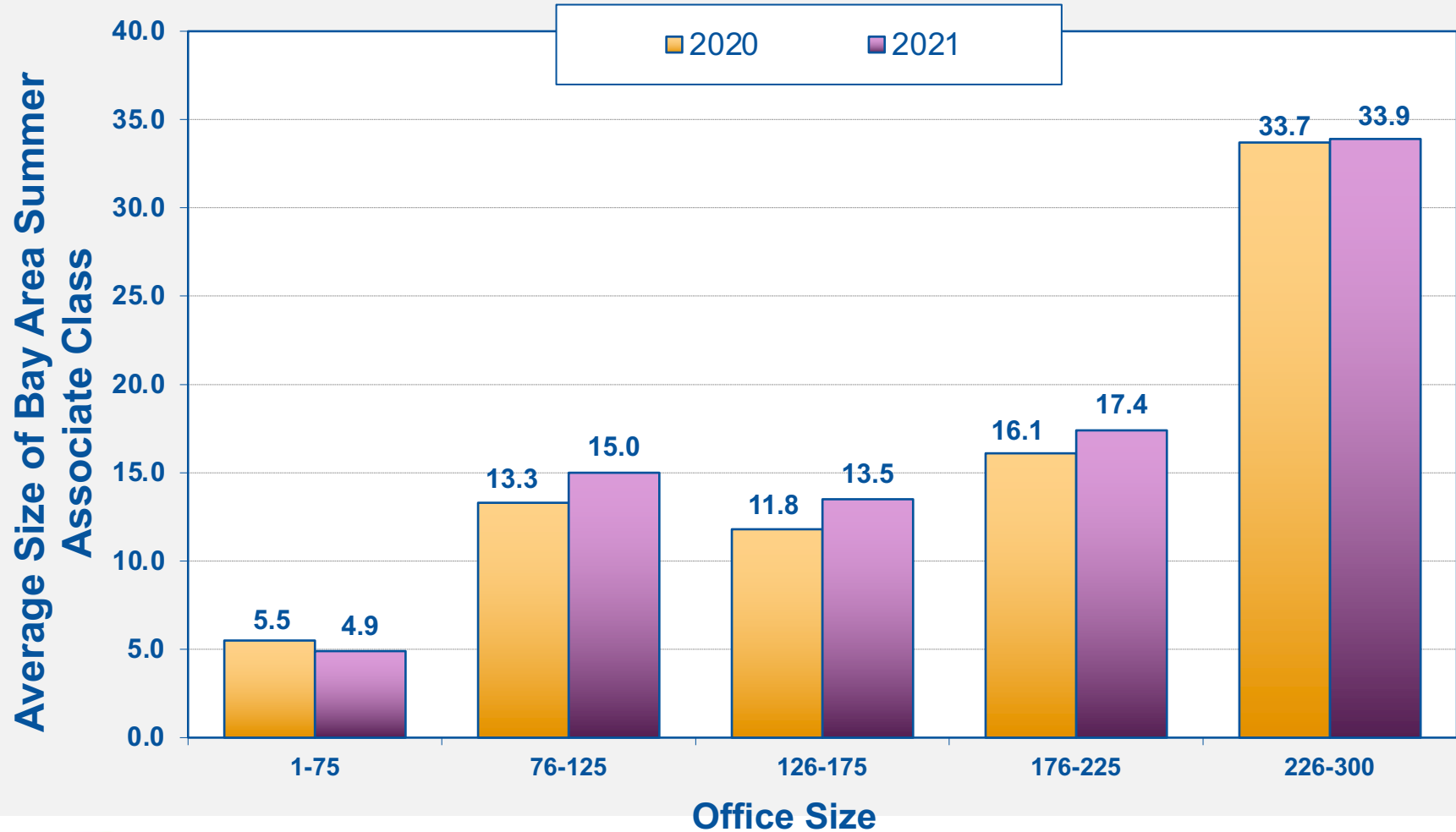


Small Firms (1-500) were **27.5%** likely to decrease.
Large Firms (501+) were **21.0%** likely to decrease.

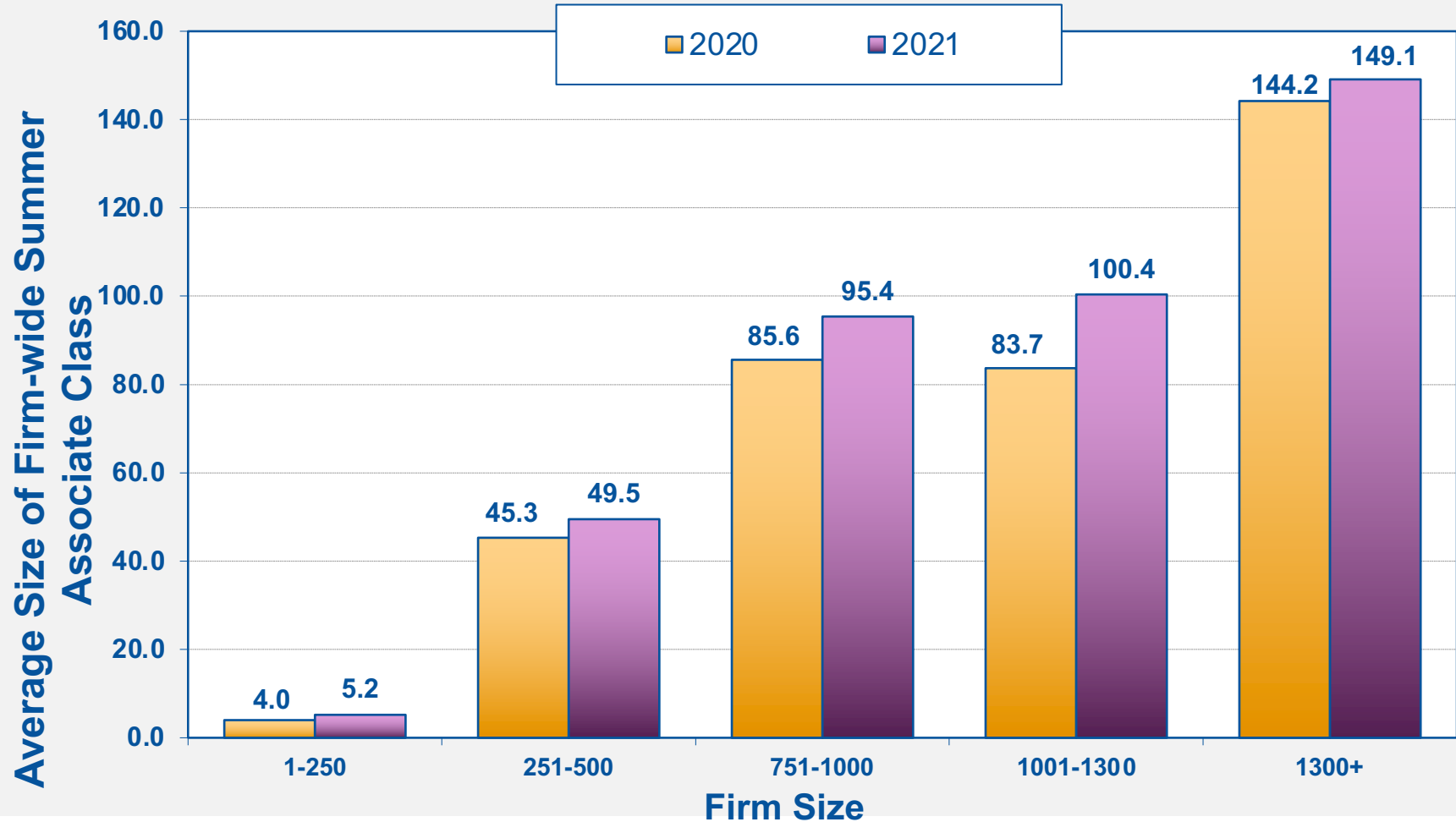


Bay Area Office Size vs. Size of Bay Area 2L Summer Associate Class

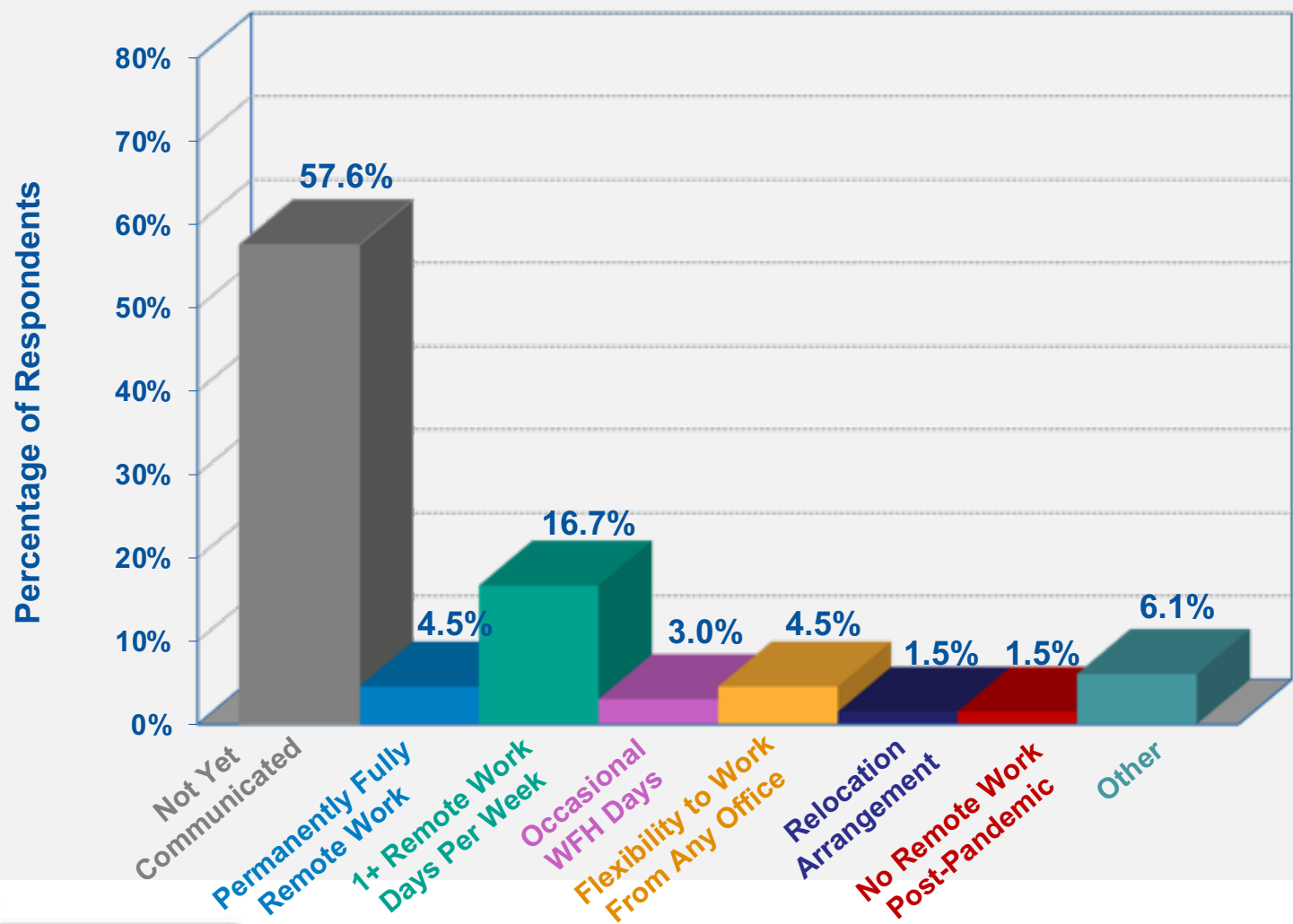
Summer Associate Class: 2020 to 2021 Comparison



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 (5):	3.3	4.6	4.7	3.8	3.5
Senior Manager (7):	3.1	3.6	4.4	2.4	4.3
Manager (22):	2.3	4.2	4.6	3.4	4.7
Specialist/Sr. Coordinator (12):	1.8	4.3	4.5	3.3	4.2
Coordinator (8):	2.8	4.5	4.4	3.4	5.0
Assistant (5):	3.5	3.5	4.5	2.5	4.3

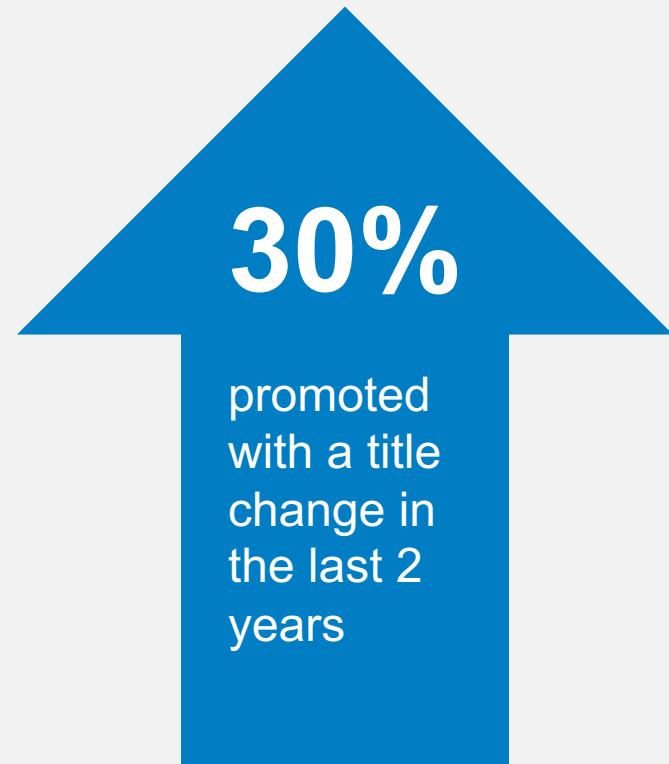
Summary of Interesting Survey Results

9% of respondents took a salary cut in 2020 – 100% were fully reinstated in 2021

53% of respondents believe they are fairly compensated

76% of Recruiting and PD departments are separate

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



Addendum



Average Salary, Bonus & Raise by Firm Size

All Sr. Managers: 7

Avg. Salary: \$166,286

Median Salary: \$170,000

Avg. Bonus: \$19,300

Avg. Raise: 4.0%

<u>Firm Size:</u>	<u>751-1000</u>
Average Salary:	\$162,250
Median:	\$165,000
Average Bonus:	\$17,833
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: 22

Avg. Salary: \$143,336

Median Salary: \$142,000

Avg. Bonus: \$14,273

Avg. Raise: 4.1%

<u>Firm Size:</u>	<u>1001-1300</u>	<u>1301+</u>
Average Salary:	\$135,857	\$153,960
Median:	\$131,000	\$143,222
Average Bonus:	\$9,196	\$17,116
Average Raise:	2.7%	4.5%

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

Average Salary, Bonus, Raise & OT by Firm Size

All Specialists/Sr. Coordinators: 12

Avg. Salary: \$99,869 **Median Salary:** \$100,000

Avg. Bonus: \$7,794 **Avg. Raise:** 1.8%

Avg. OT (2020): \$13,233

<u>Firm Size:</u>	<u>751-1000</u>	<u>1301+</u>
Average Salary:	\$90,000	\$96,304
Median:	\$95,000	\$97,033
Average Bonus:	<i>insufficient data</i>	\$7,170
Average Raise:	<i>insufficient data</i>	2.2%

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

Average Salary, Bonus, Raise & OT by Firm Size

All Coordinators: 8

Avg. Salary: \$75,794 **Median Salary:** \$75,000

Avg. Bonus: \$4,350 **Avg. Raise:** 4.8%

Avg. OT (2020): \$5,603

<u>Firm Size:</u>	<u>251-500</u>	<u>1301+</u>
Average Salary:	\$84,333	\$86,853
Median:	\$85,000	\$75,560
Average Bonus:	\$5,833.33	<i>insufficient data</i>
Average Raise:	<i>insufficient data</i>	<i>insufficient data</i>

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

Average Salary, Bonus, Raise & OT by Firm Size

All Assistants: 5

Avg. Salary: \$57,250

Median Salary: \$58,500

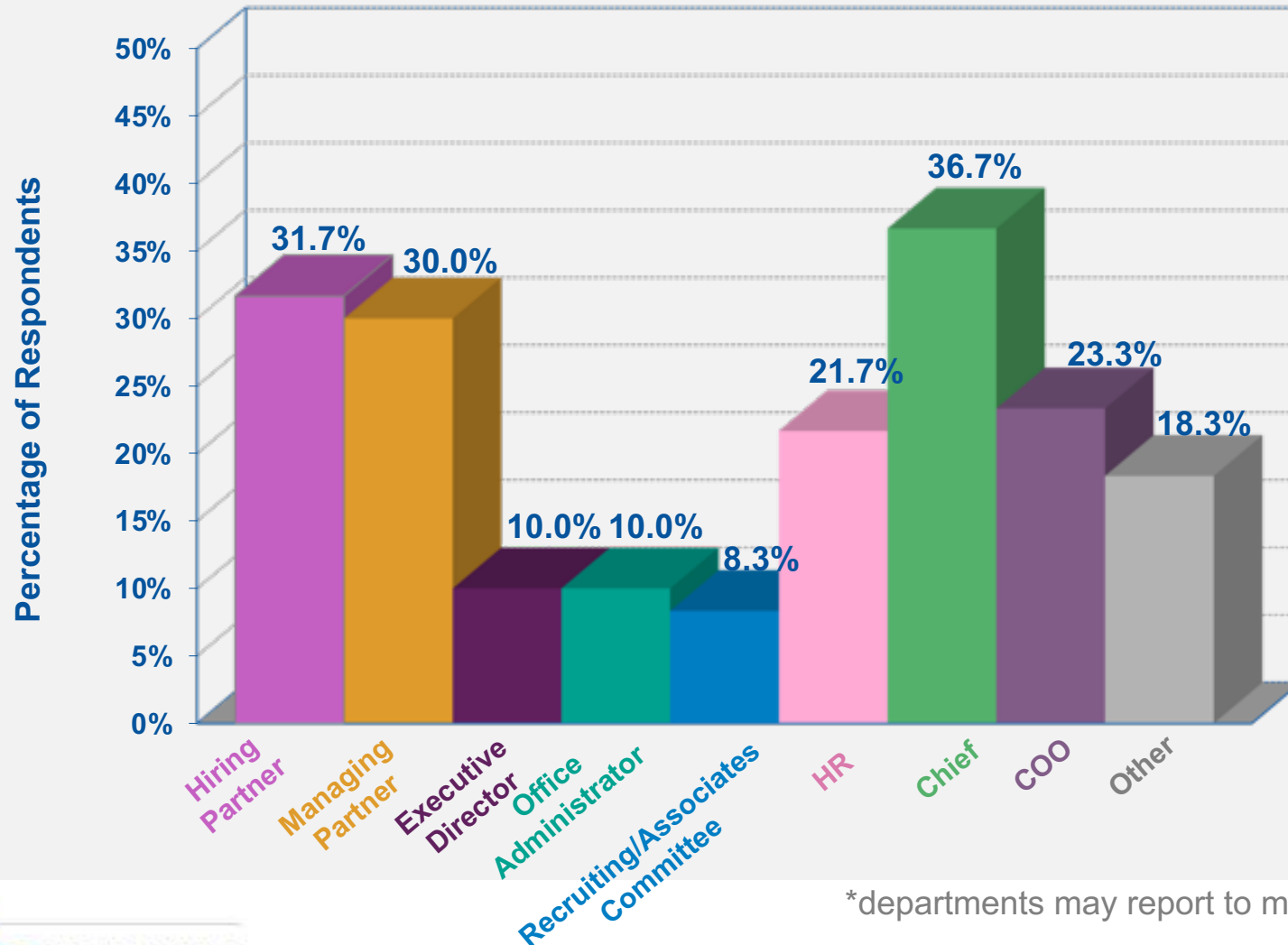
Avg. Bonus: insufficient data

Avg. Raise: insufficient data

Avg. OT (2020): insufficient data

*insufficient data for all Firm Sizes

Who Does the Recruiting/PD Dept. Report To?



*departments may report to more than one entity

Benefits Received

- 46.7% of Firms allow employees to work part-time.
- 30.4% of Firms provide Flex Days.
- 80.4% of Firms provide backup daycare, and 2.3% of Firms have onsite daycare.
- 58.3% of Firms provide a mobile device to employees, while 81.6% offer mobile service.
- 90.2% of Firms provide employees with computers/laptops.
- 66.0% of Firms offer transportation discounts, mileage reimbursement, or transportation stipends.
- 53.1% of Firms offer a Health Club membership or discount.
- 94.0% of Firms provide a flexible spending account.
- 90.0% of Firms provide a health savings account.
- 90.6% of employees contribute to the cost of their medical care plans.
- 100.0% of Firms have a 401k program, and 59.6% of Firms offer 401k matching.
- 14.6% of Firms have a pension plan.
- 38.8% 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>
Sr. Manager (7):	26.5	28.0	17-35
Manager (22):	39.5	27.0	15-225
Specialist/Sr. Coordinator (12):	27.7	26.5	17-42
Coordinator (8):	22.0	21.5	15-30
Assistant (5):	17.0	14.0	14-23

There are no respondents who receive unlimited PTO.

*insufficient data for Directors

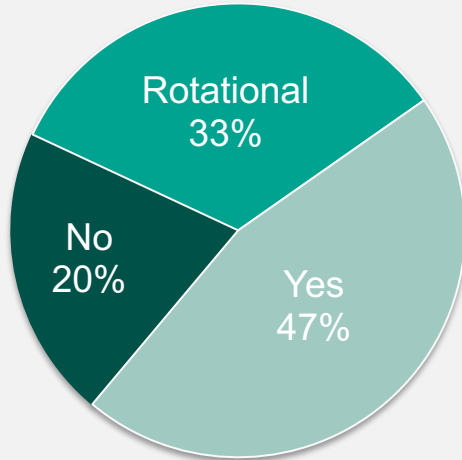
Benefits Received: Average Days Maternity and Paternity Leave

<u>Title (# responses)</u>	<u>Average Maternity (days)</u>	<u>Median Maternity (days)</u>	<u>Average Paternity (days)</u>	<u>Median Paternity (days)</u>
Manager (22):	77.2	84.0	52.1	28.0
Specialist/Sr. Coordinator (12):	85.3	60.0	75.3	30.0
Assistant (5):	89.3	90.0	<i>insufficient data</i>	<i>insufficient data</i>

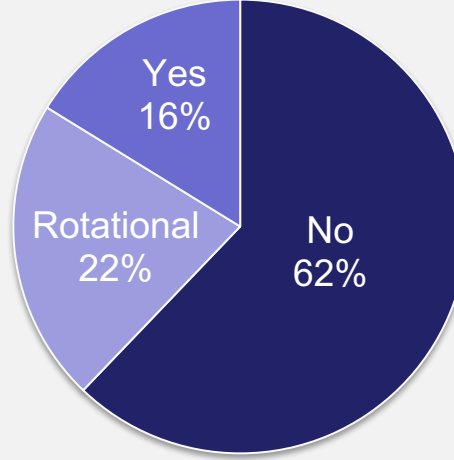
*insufficient data for Directors; Sr. Managers; Coordinators

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

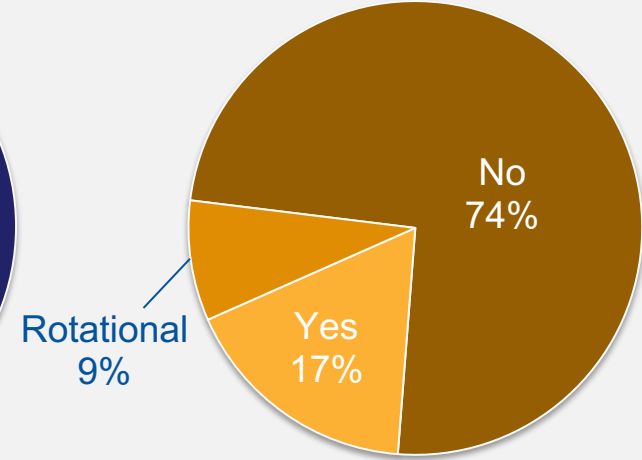
NALP Annual Education Conference



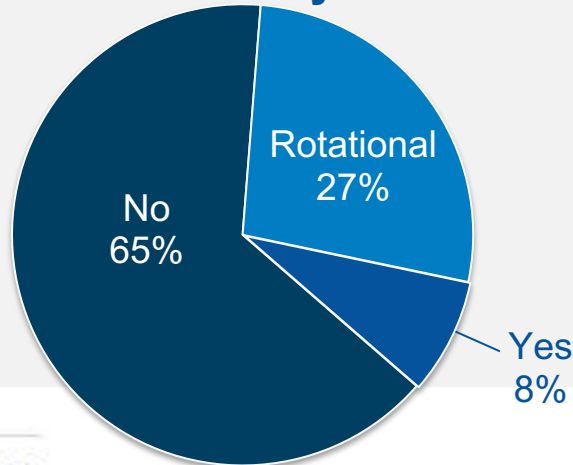
NALP Newer Professionals Forum



NALP/ALI-ABA Professional Development Institute



NALP Diversity Summit



PDC Conference

