



# 2018 BALRA Industry Survey



**Wisnik Career Enterprises, Inc.**  
wisnik.com | 212.370.1010 | ewisnik@wisnik.com

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 BALRA members,

We are excited to release the findings from the 2018 BALRA Industry Survey! This is WCE's 4<sup>th</sup> survey for BALRA. The results that follow were generated from 81 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 in the Bay Area we have received since January 2018 fall into these ranges.

We hope that you find the enclosed information valuable. Your responses to this survey help us to capture and confirm market trends. Have a wonderful fall and 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 20 years, she has worked with over 100 law firms, including 86 of the AmLaw 100. Eva has placed over 800 recruiting and marketing professionals into law firms nation-wide, and has conducted over 600 training programs for attorneys on topics that include Business Development Skills, Time Management and Myers Briggs. In addition, **Wisnik Career Enterprises, Inc.** has conducted over 40 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.

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# Participant Response Breakdown

81 Respondents to the 2018 BALRA Survey



## Position

- Chief/Director: 4\*
- Manager: 30
- Senior Manager: 11
- Senior Coordinator/  
Specialist: 14
- Coordinator: 16
- Assistant: 6

## Department

- Recruiting: 37
- Rec & PD: 22
- Rec/PD/HR: 5
- Rec & HR: 4
- Rec+ : 5\*\*



## Firm Size

- 1–250: 6
- 251–500: 11
- 501–750: 4
- 751-1000: 13
- 1000+: 44

## Office Size

- 1–75: 25
- 76–125: 22
- 126–175: 10
- 176–225: 9
- 226–350: 8
- 351+: 5

\* Chief/Director analysis included when all 4 responded and there were no identifying components

\*\* Rec+ are departments which cover recruiting + some other function(s), such as diversity, retention, associate relations, visas, etc.

# 2018 BALRA Findings: Interesting Results

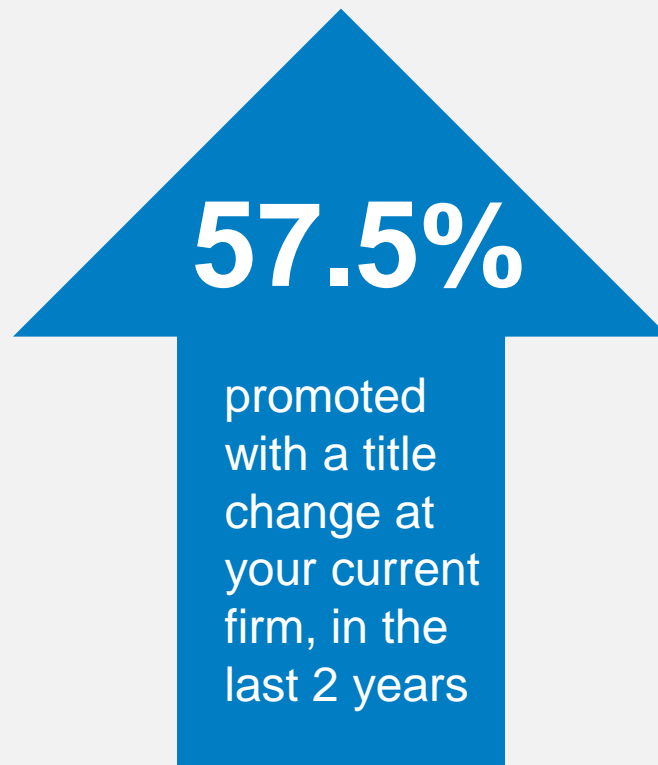
**27.1%** of you have a graduate degree (JD or Masters)

**48.7** hours worked per week on average

**93%** of you received a bonus, a raise, or both last year

**74.2%** of your firms sponsored your attendance at the NALP Annual Education conference, either annually or on rotation

**15%** receive unlimited sick days



21% joined legal recruiting in the last 3 years

48% joined your current firm in the past 3 years

27% have been with your current firm for 8+ years

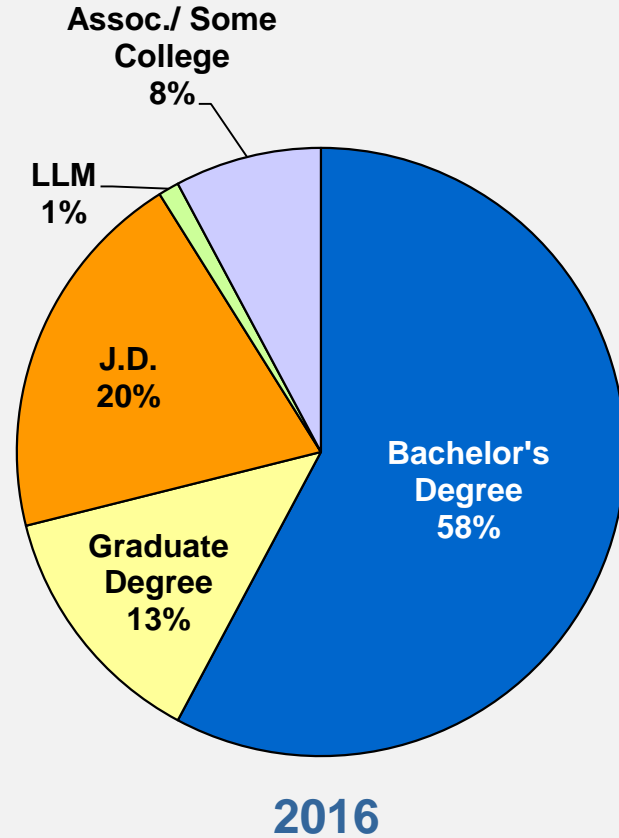
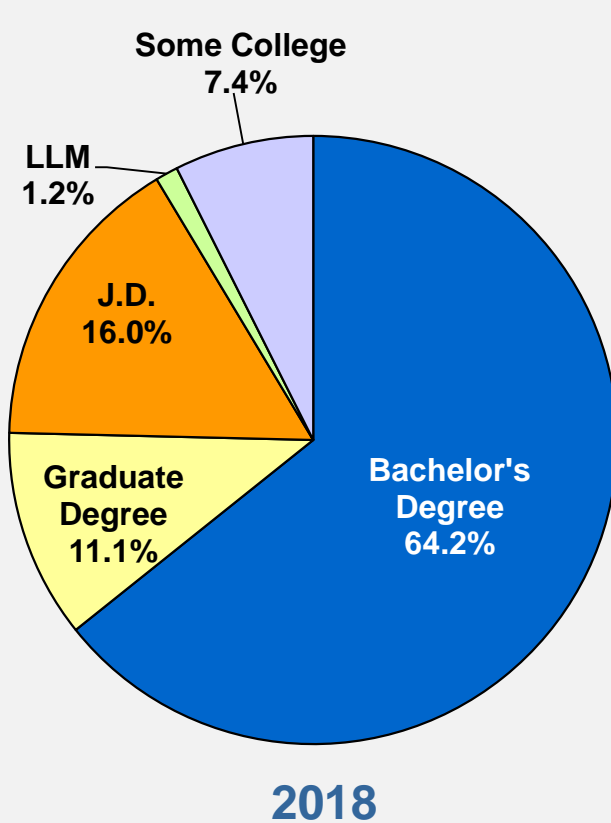


Our goal is to help you achieve your goals

# Profile of a BALRA Professional

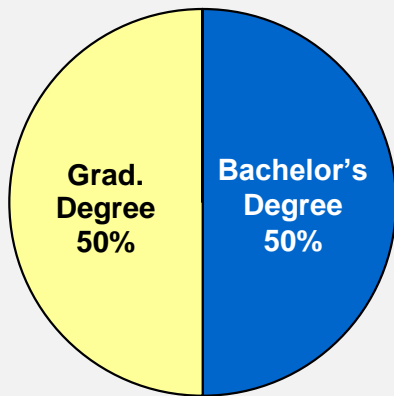


# Highest Degree of Education

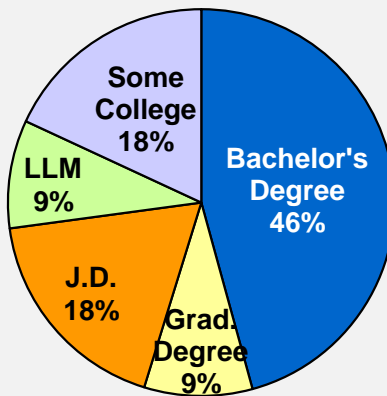




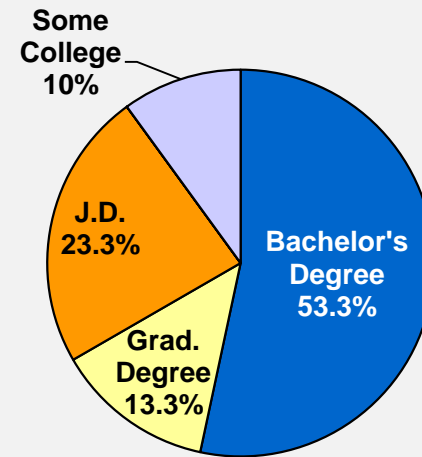
# Highest Degree of Education by Job Title



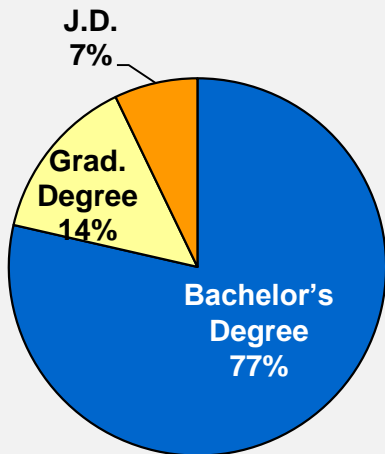
**Chief/Director**



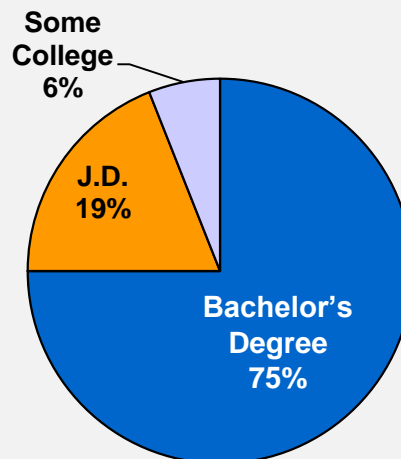
**Sr. Manager**



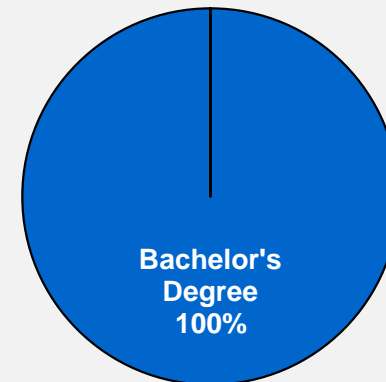
**Manager**



**Sr. Coord./Spec.**



**Coordinator**

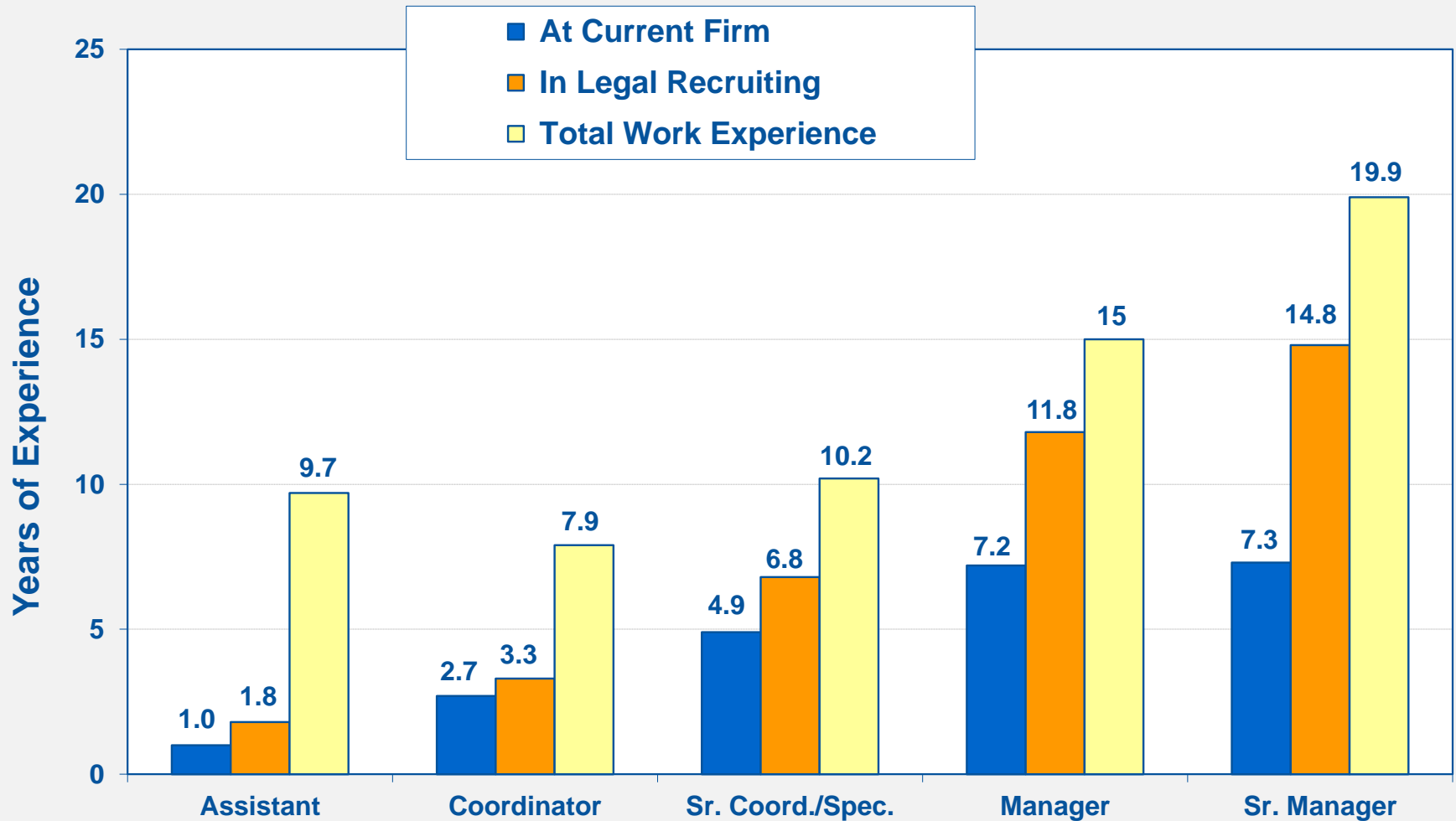


**Assistant**

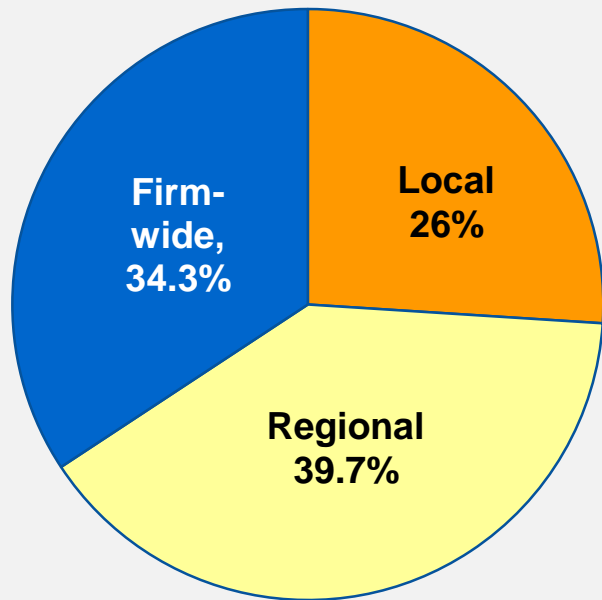


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# Average Years of Experience

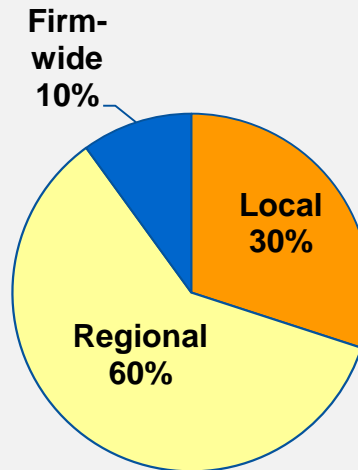


# Is Your Position: Local, Regional, or Firm-wide?

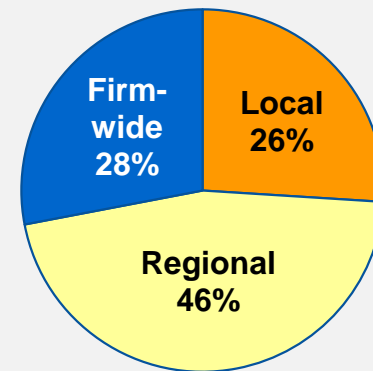


All Respondents

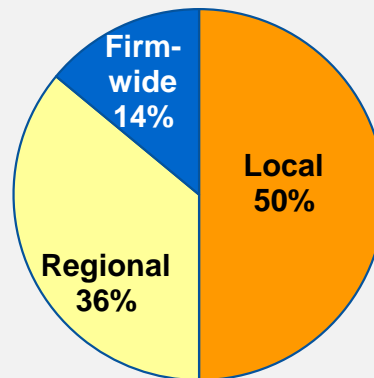
Those with regional or firm-wide responsibilities cover 2 – 16 offices



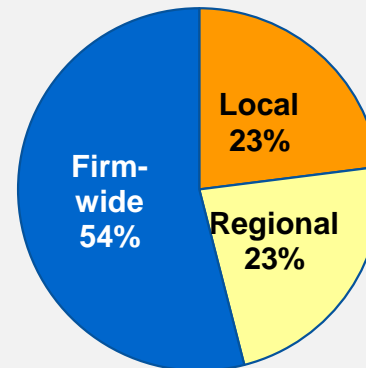
Sr. Manager



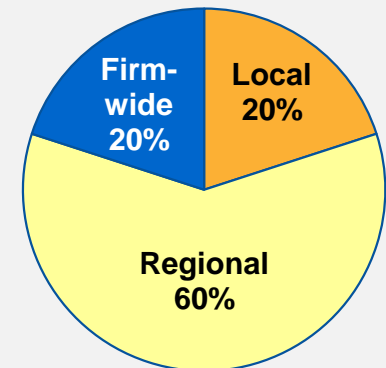
Manager



Sr. Coord./Spec.



Coordinator

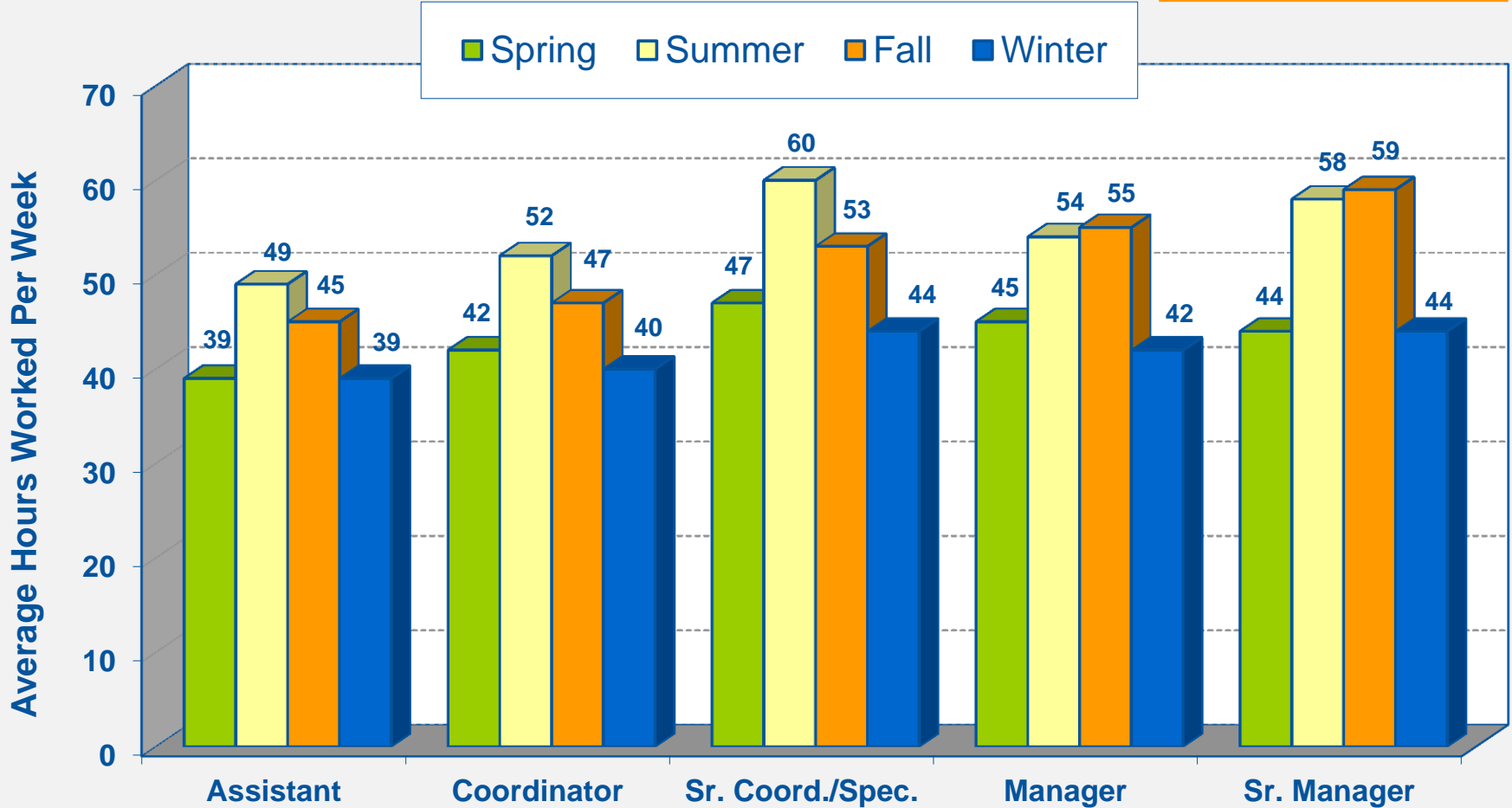


Assistant

# Average Weekly Hours Worked, by Season & Title

## Overall Average Hours

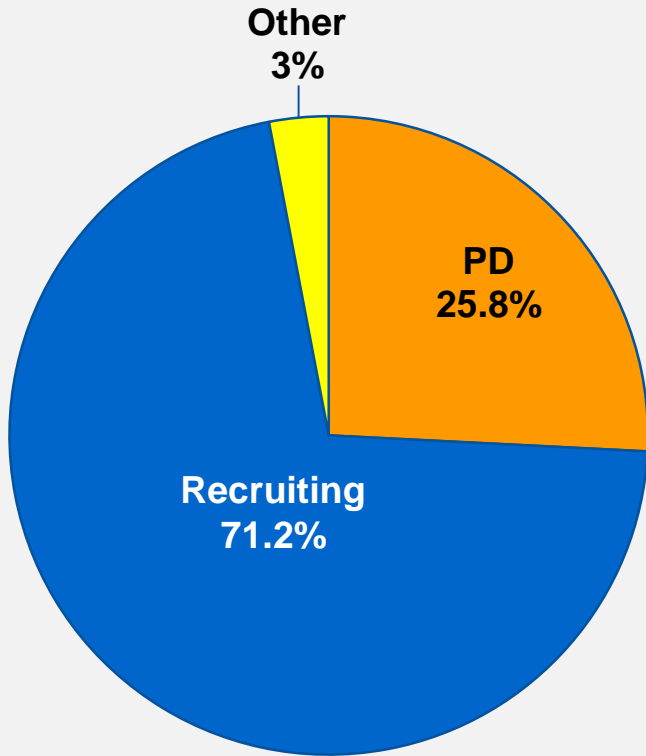
Spring: 44  
 Summer: 55  
 Fall: 53  
 Winter: 42  
 Year: 49



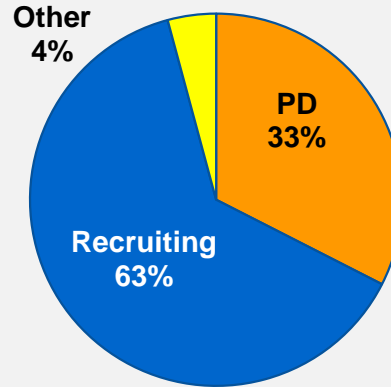
\* Insufficient data for Chief/Director

# Time (%) Spend on Recruiting & PD

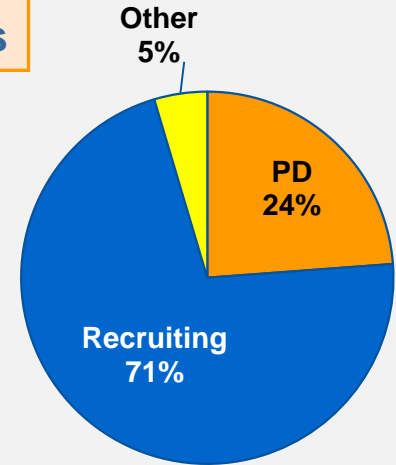
48% of Respondents have shared Recruiting, PD and/or Other responsibilities



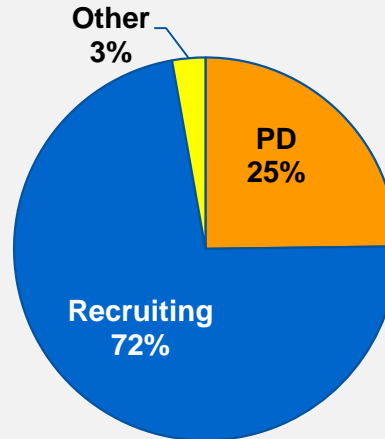
All Respondents with Shared Responsibilities



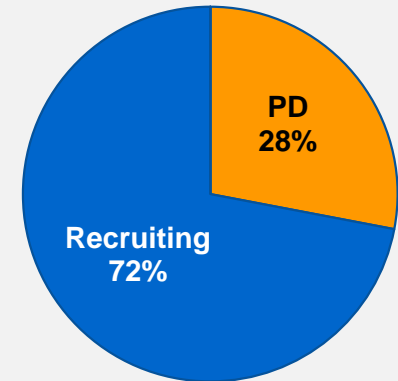
Sr. Manager



Manager



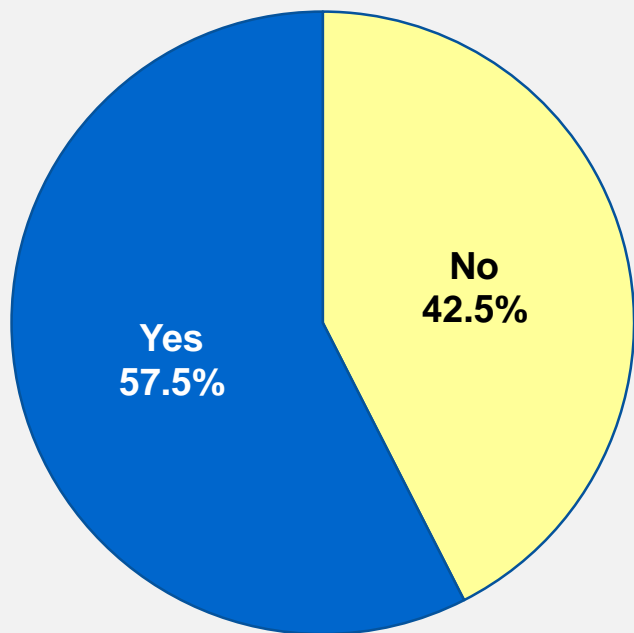
Sr. Coord./Spec.



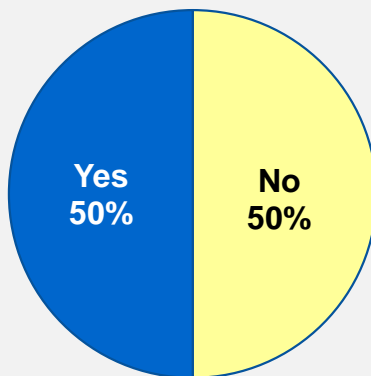
Coordinator

\* Insufficient data for Chief/Director and Assistants break down

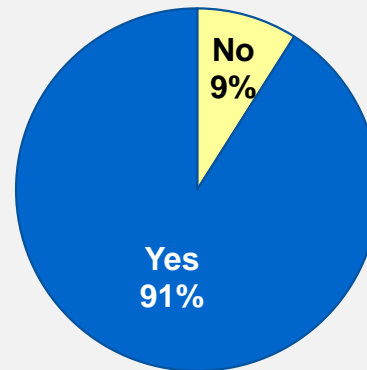
# Have You Been Promoted with a Title Change at Your Current Firm in the Past 2 Years?



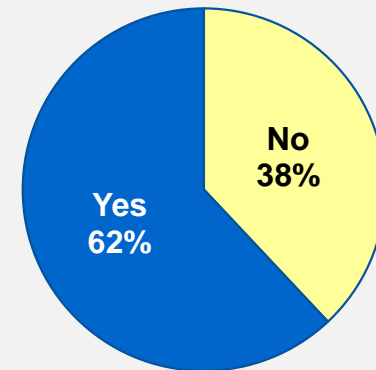
All Respondents



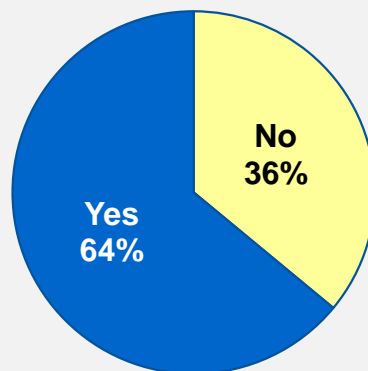
Chief/Director



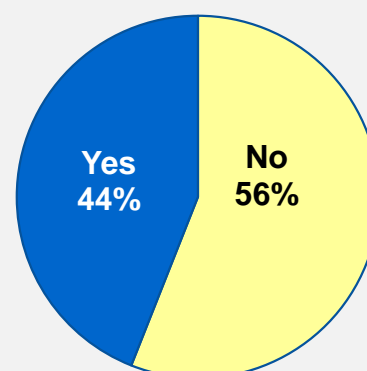
Sr. Manager



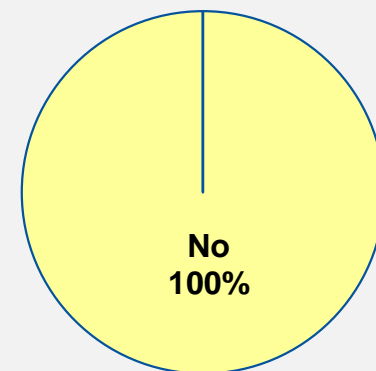
Manager



Sr. Coord./Spec.

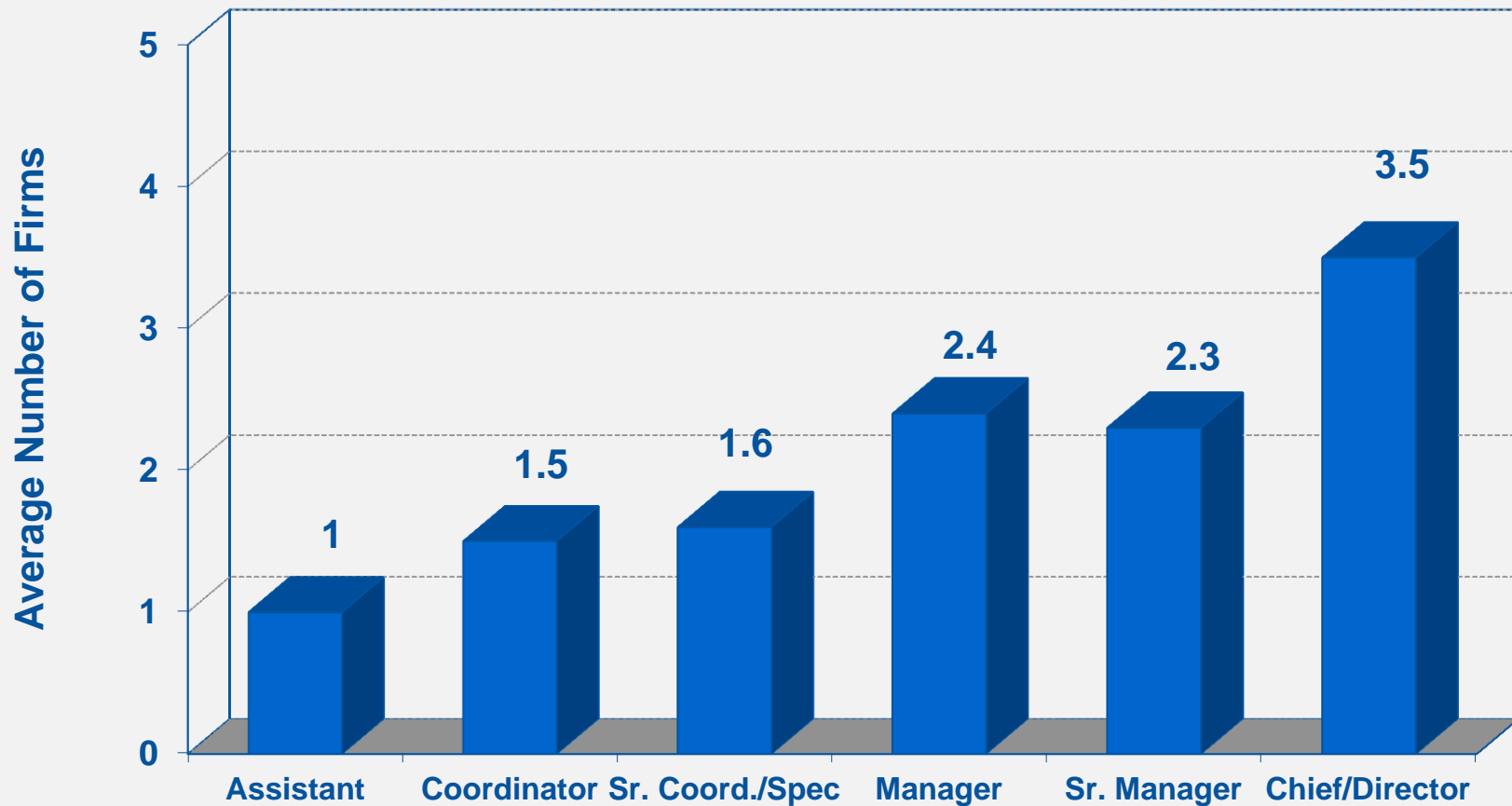


Coordinator

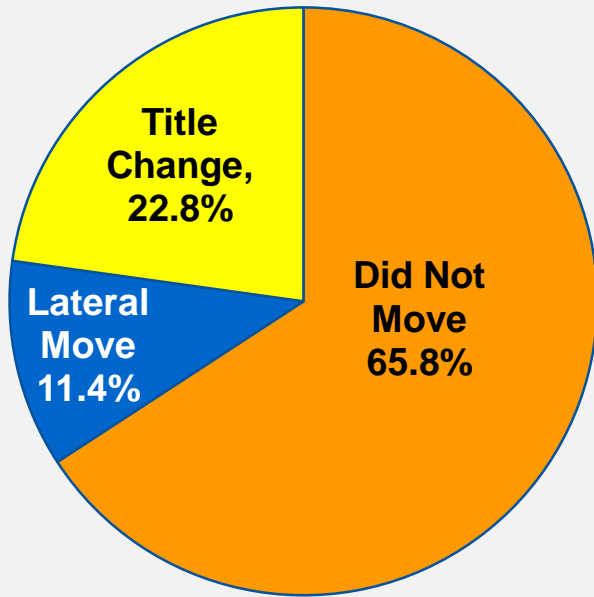


Assistant

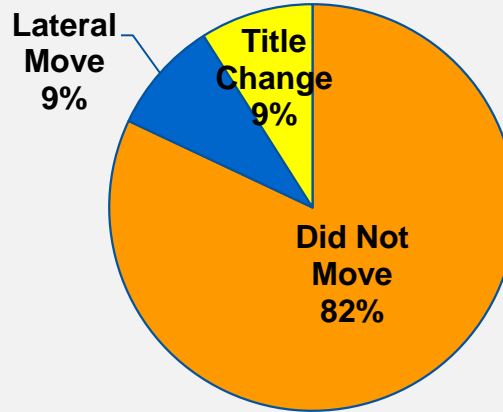
# At How Many Firms Have You Held a Recruiting Role?



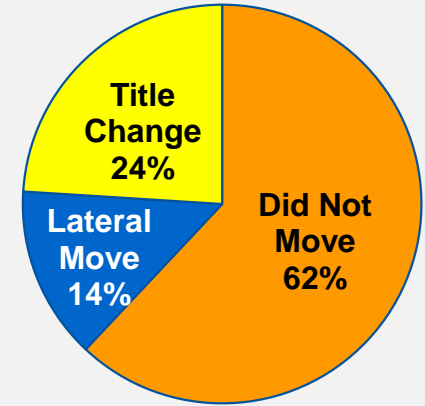
# If You Moved Firms to a New Recruiting Role in the last 3 Years, Did you Receive a Title Change?



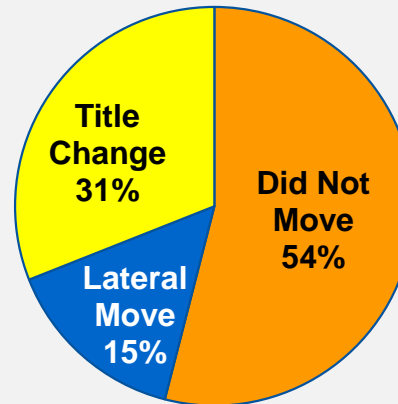
All Respondents



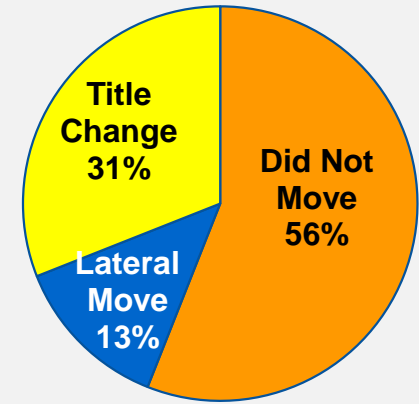
Sr. Manager



Manager



Sr. Coord./Spec.



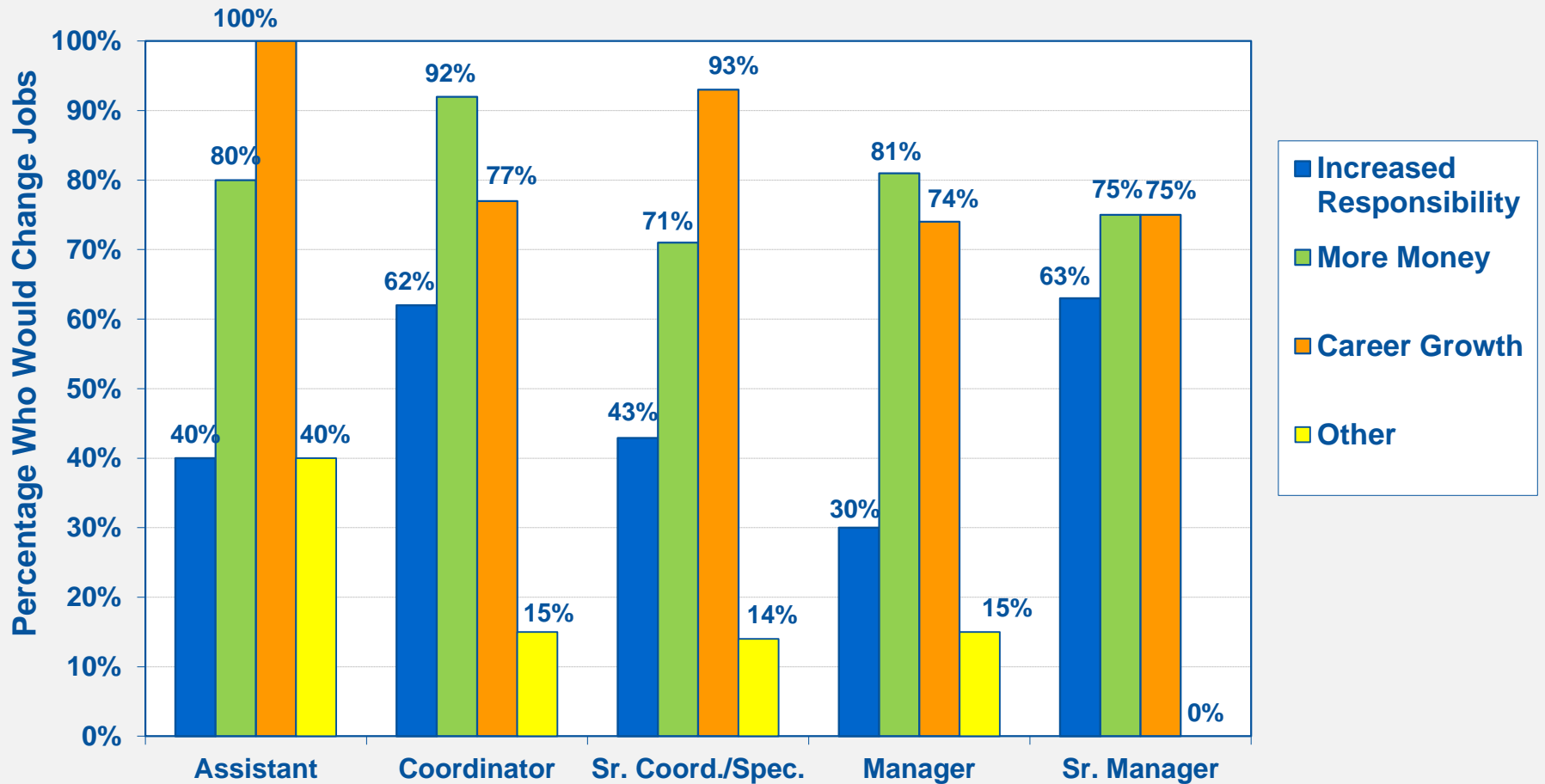
Coordinator

For those who moved firms –  
Avg. Comp. Increase:  
 Lateral move (same title): 21.8%  
 Move with title change: 26.4%

\* Insufficient data for Chief/Director



# Why Would You Change Jobs?



Overall, the top 2 reasons you would leave your current role: Career Growth or More Money. Top "Other" responses were Improved Commute and Firm Culture.

# Salary Trends



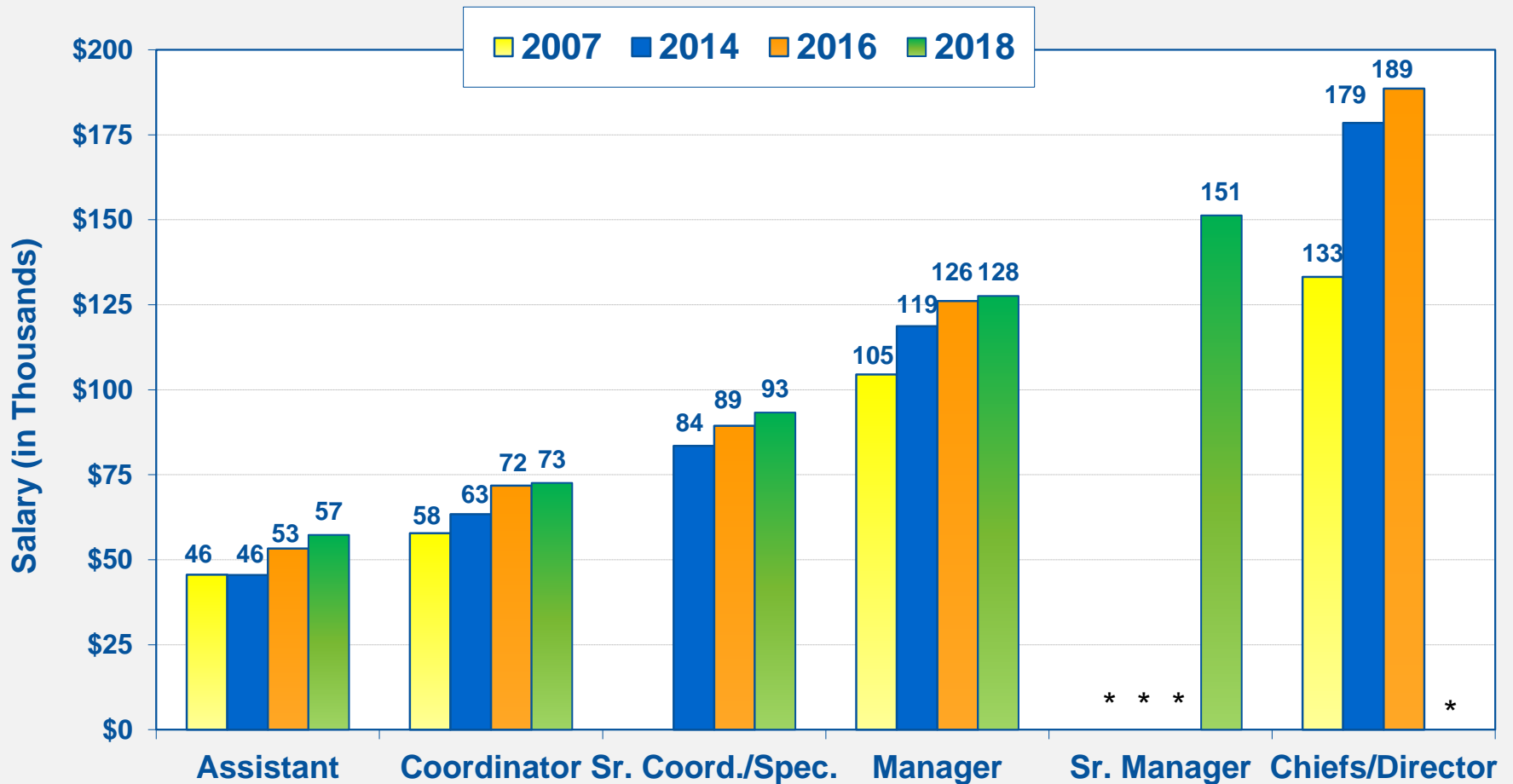
# Average Salaries by Title

<u>Title (# responses)</u>	<u>Avg. Salary</u>	<u>Median</u>	<u>25% - 75% Range</u>	<u>Avg. Bonus</u>	<u>Avg. Raise</u>
<b>Sr. Manager</b> (10):	\$151,300	\$145,500	\$138K - \$164K	\$14,432	5.4%
<b>Manager</b> (26):	\$127,562	\$125,750	\$113K - \$140K	\$10,069	5.3%
<b>Sr. Coord./Spec. – Exempt</b> (6):	\$104,500	\$106,000	\$93K - \$114K	\$6,463	11.8%
<b>Sr. Coord/Spec. – OT eligible*</b> (7):	\$83,632	\$81,900	\$77.5K - \$88K	\$4,576	5.4%
<b>Coordinator – OT eligible*</b> (11):	\$72,629	\$72,000	\$69K - \$75K	\$3,688	4%
<b>Assistant – OT eligible*</b> (5):	\$57,300	\$59,000	\$52.5K - \$61K	*	*

\* Insufficient data to analyze Chief/Director data and OT Exempt Coordinators, and some bonus/raise data

\*\*NOTE: Salary data shown is base salary without OT

# Salary Trends: 2007 - 2018



\* Insufficient data

\*\* Coordinators, OT & Exempt, and Sr. Coord./ Specialists, OT & Exempt, averaged together



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# 2018 Average Salaries by City: Bay Area, DC, New York

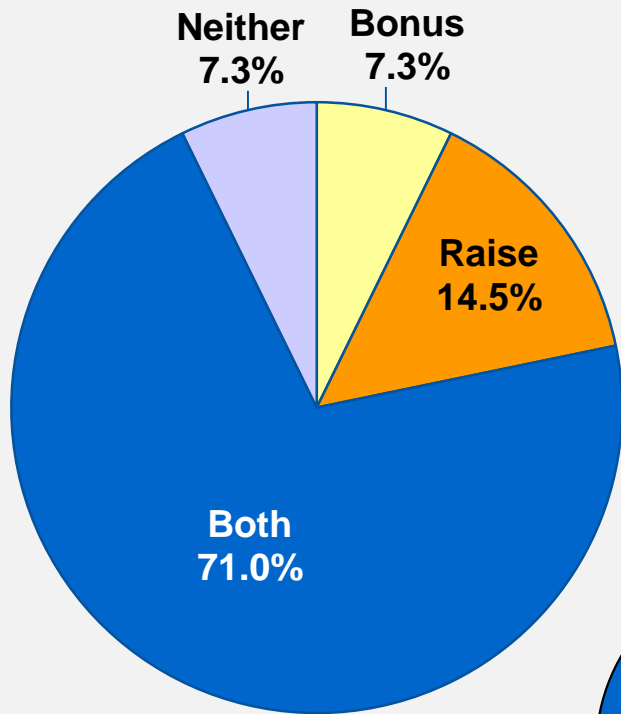
<u>Title</u>	<u>Average Salary</u>		
	<u>Bay Area</u>	<u>DC</u>	<u>New York</u>
Chief/Director:	*	\$194,707	\$234,000
Sr. Manager:	\$151,300	*	*
Manager:	\$127,562	\$116,783	\$136,130
Sr. Coord./Specialist**:	\$93,316	\$79,325	\$88,237
Coordinator - Exempt:	*	\$75,050	\$80,490
Coordinator - OT Eligible:	\$72,639	\$63,753	\$66,480
Assistant - OT Eligible:	\$57,300	\$50,298	\$52,420

\* Insufficient data

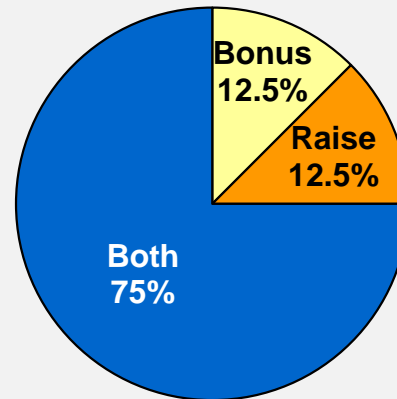
\*\* OT eligible & Exempt Sr. Coord/Specialists are grouped

NOTE: Salary data shown is base salary without OT

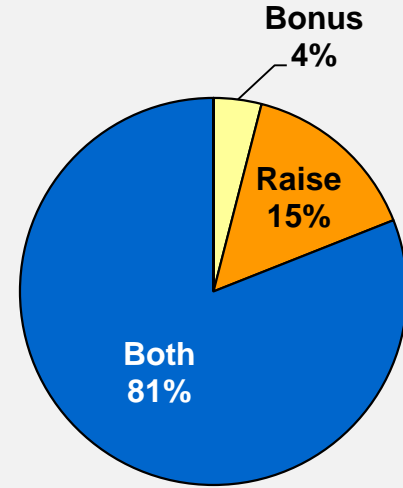
# Did You Receive a Bonus and/or a Raise Last Year?



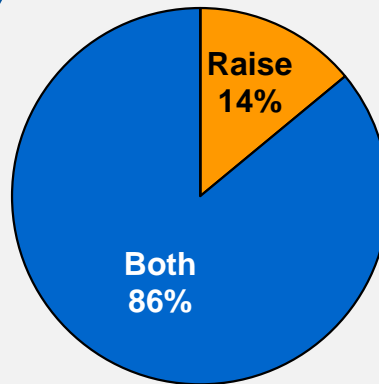
All Respondents



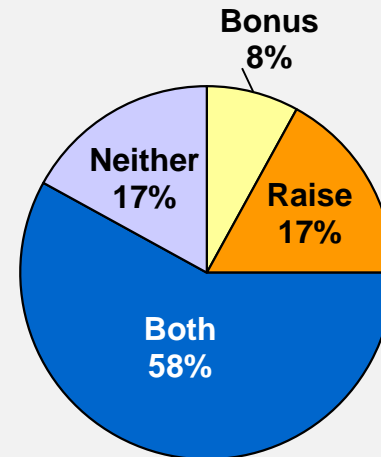
Sr. Manager



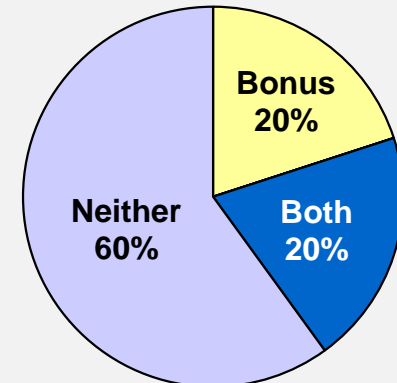
Manager



Sr. Coord./Spec.



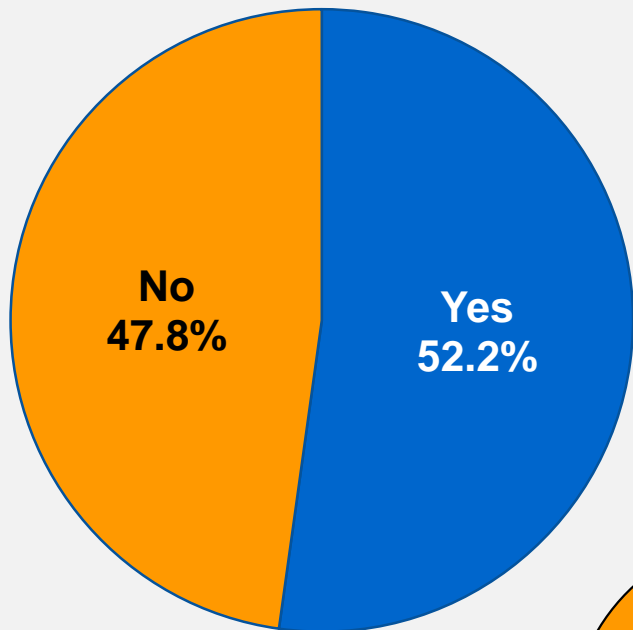
Coordinator



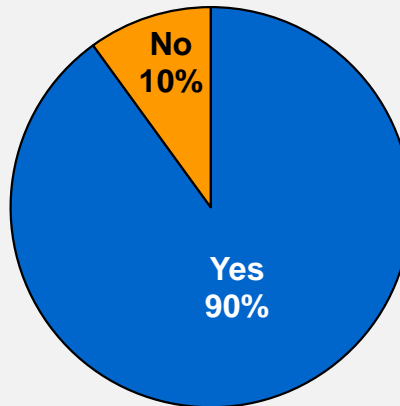
Assistant

\* Insufficient data for Chief/Director

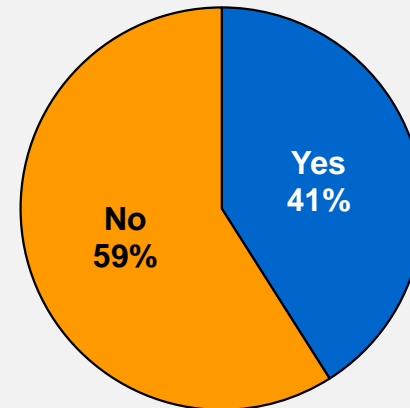
# Are You Satisfied With Your Current Compensation?



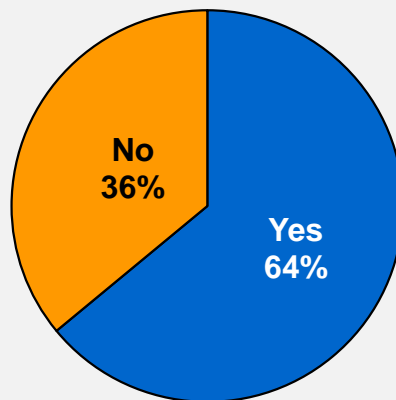
All Respondents



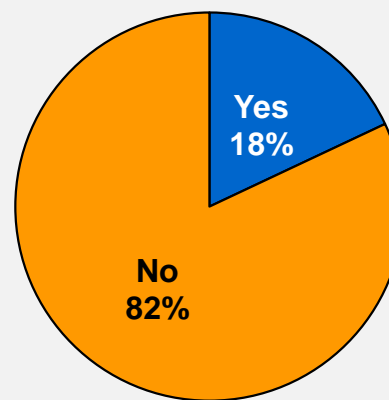
Sr. Manager



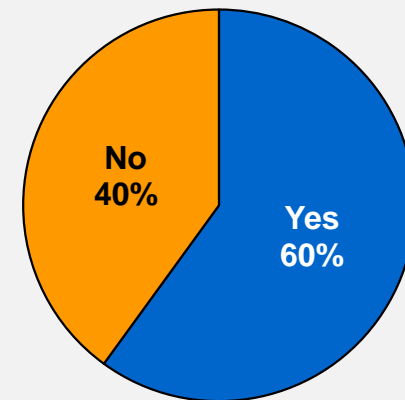
Manager



Sr. Coord./Spec.



Coordinator



Assistant

In 2016, 65% were satisfied with current compensation

\* Insufficient data for Chief/Director

# Which Benefits Do You Value Most?

- Flexibility in schedule / ability to work from home on occasion
  - 66% of respondents have telecommuting privileges, ranging from “very occasionally” to 1 day a week
- Generous Paid Time Off
  - 15% of you receive unlimited sick days
- Healthcare benefits
  - Good benefits, back-up childcare, EAP program, excellent parental leave policy
- Firm’s 401K contribution
- Work culture and colleagues
- Flexibility/autonomy in work focus: trust
- Compensation/bonus structure



# Benefits Received: Average Days Paid Time Off (PTO)

**Paid Time Off:**  
Includes Vacation, Sick and Personal Days

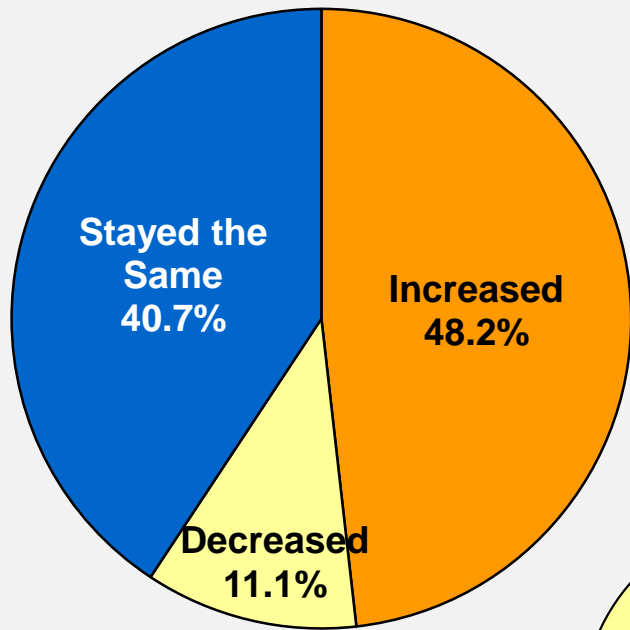
<u>Title</u>	<u>Average</u>	<u>Avg. PTO Used</u>	<u>Receive Unlimited Sick days?</u>
<b>Sr. Manager</b>	25.2 days	16.6 days	22%
<b>Manager:</b>	26.7 days	13.9 days	15%
<b>Sr. Coord./Specialist:</b>	25.2 days	16.6 days	21%
<b>Coordinators:</b>	22.9 days	18.6 days	17%
<b>Assistants:</b>	16.5 days	*	0%

\* Insufficient data for Chief/Director and some PTO data

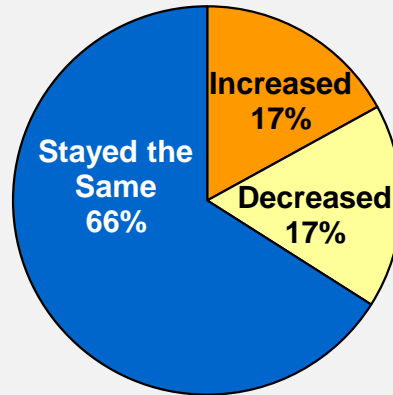
# Industry Findings



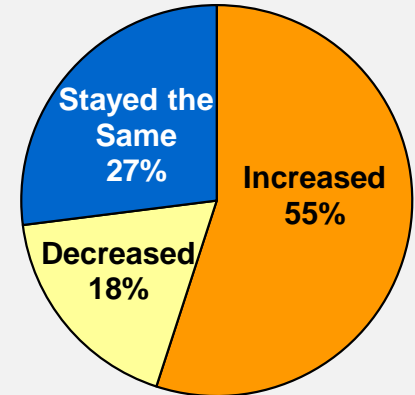
# By Firm Size, Has Your Department Increased in Size in the Past 2 Years?



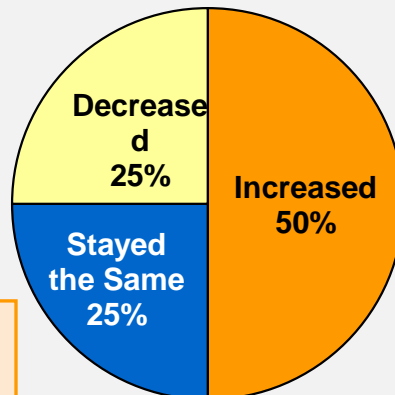
All Respondents



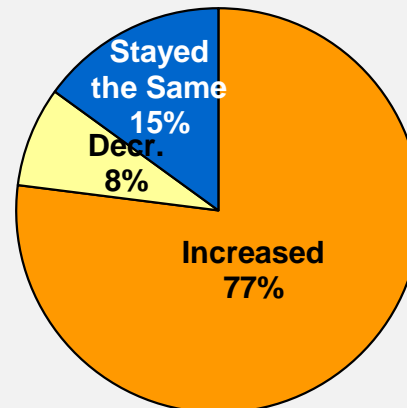
1 - 250



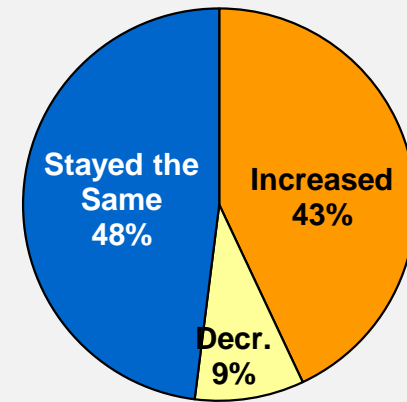
251 - 500



501 - 750



751 - 1000



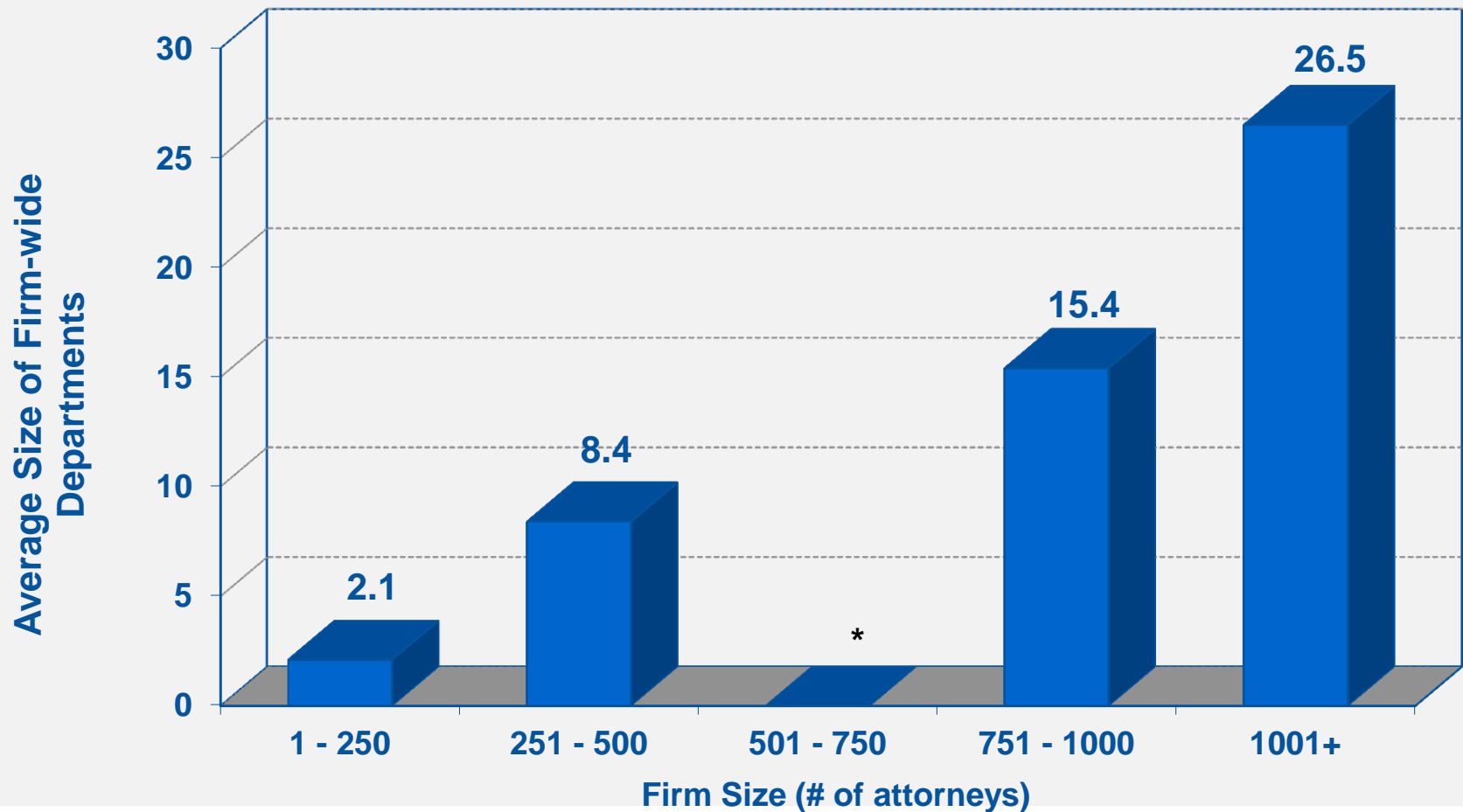
1001+

In 2016, 11% said their departments had decreased in size and 48% had increased.

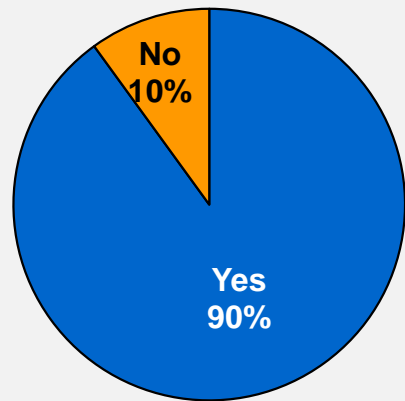


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# Size of Firm vs. Size of Firm-Wide Recruiting Department

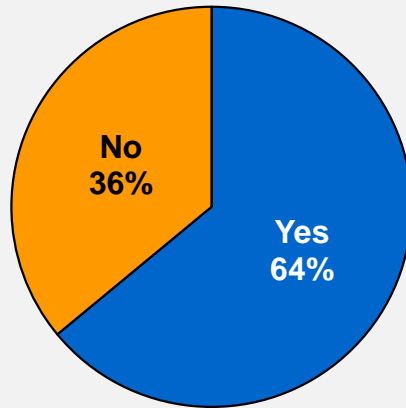


# By Office Size, Does Your Firm Have 1L Summer Associates?



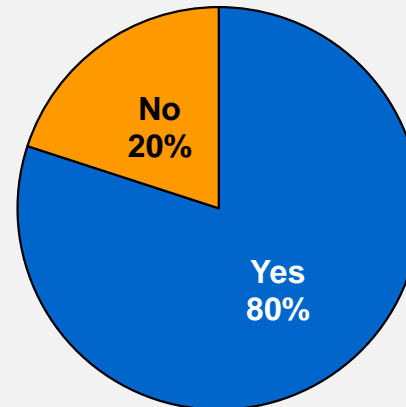
126 - 175

Avg. # of 1Ls: 2



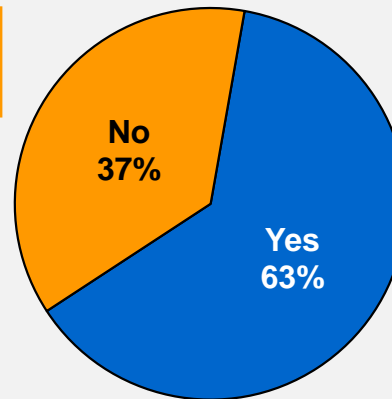
1 - 75

Avg. # of 1Ls: 1.4



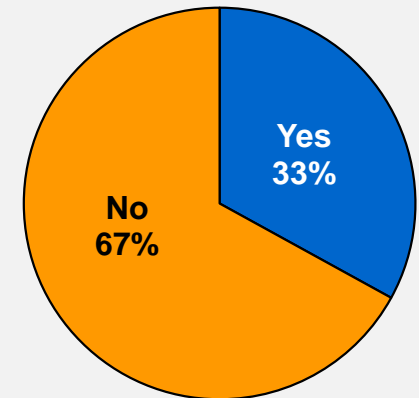
76 - 125

Avg. # of 1Ls: 2.3



176 - 225

Avg. # of 1Ls: 6



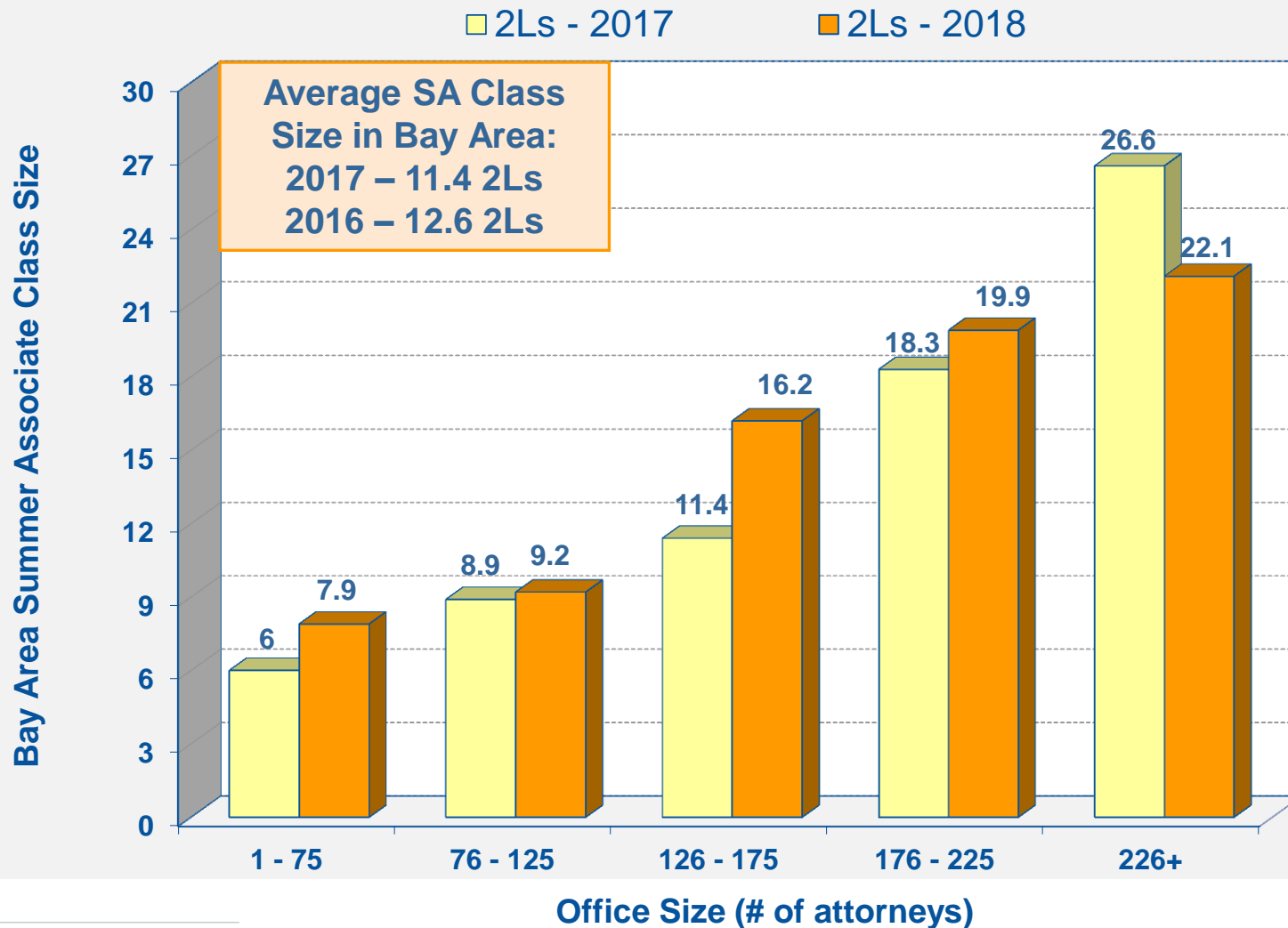
226+

Avg. # of 1Ls: 4.8

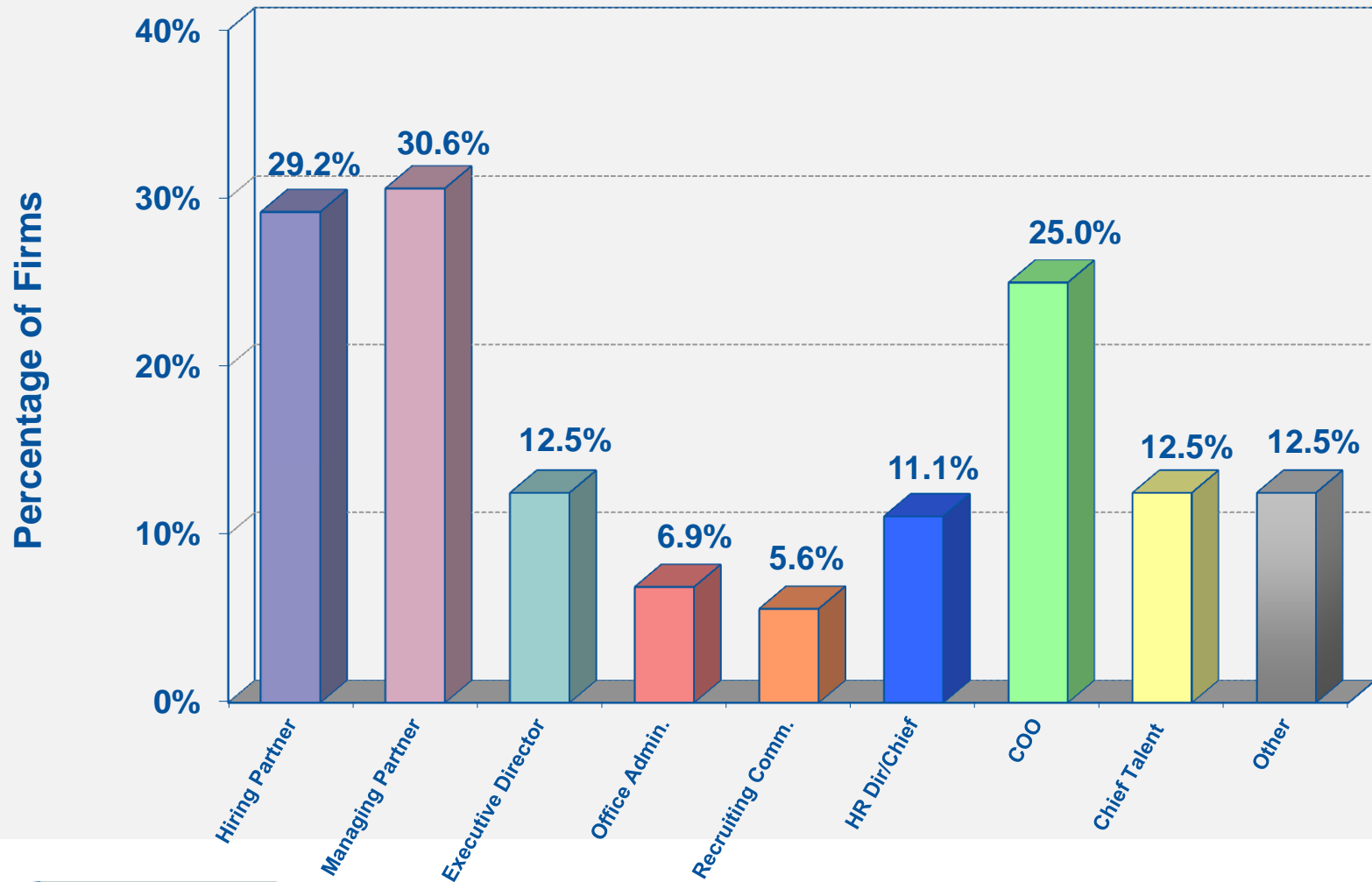


Our goal is to help you achieve your goals

# 2L Summer Associates Firm-wide by Bay Area Office Size

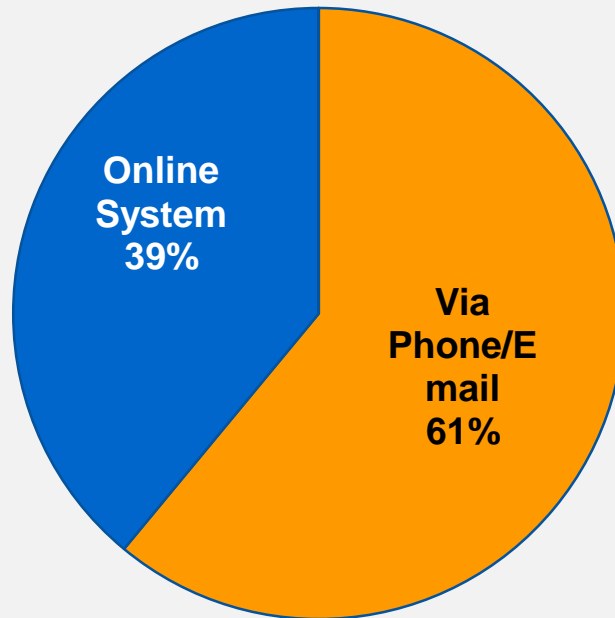


# Reporting Structure: Who Does Recruiting Department Report To?

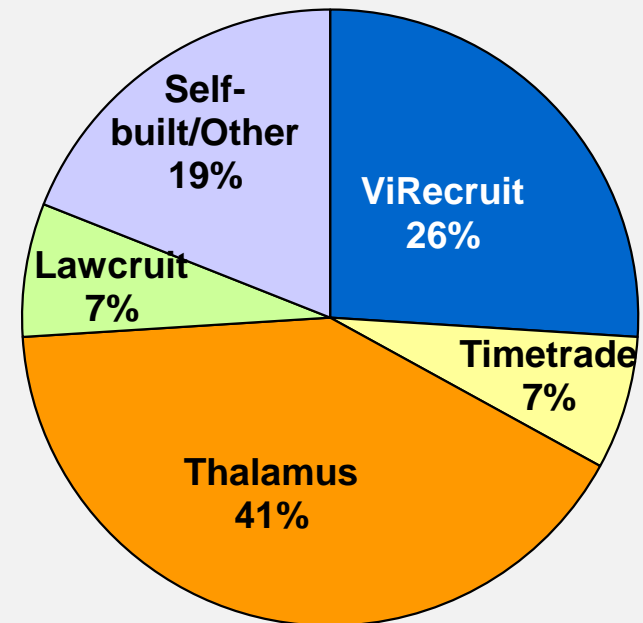


# Callback Interviews

How does your firm primarily schedule callback interviews?



If you use an online system, which one do you use?





# Addendum: Salary & Responsibility Breakdown



# Average Salary, Bonus, & Raise by Firm Size

**All Assistants = 5**

***Avg. Salary = \$57,300***

***Avg. Bonus: \*      Avg. Raise: \****

***2016 OT: \*      2017 OT: \$\****

***Average Years of Legal Recruiting Experience: 1.8***

***Avg. Tenure at Current Firm: 1 Year***

**\* Insufficient number of responses Raise, Bonus, OT data, or Firm Size breakdown**

# Average Salary, Bonus, & Raise by Firm Size

**All OT Coordinators = 11**

**Avg. Salary = \$72,629**

**Avg. Bonus: \$3,688      Avg. Raise: 4%**

**2016 OT: \$8,650      2017 OT: \$8,300**

**Avg. Years of Legal Recruiting Experience: 3.9**

**Avg. Tenure at Current Firm: 3.2 Years**

<u>Firm Size:</u>	<u>251 - 1000</u>	<u>1001+</u>
<b>Avg. Salary:</b>	\$69,800	\$76,384
<b>Avg. Bonus:</b>	*	*
<b>Avg. Raise:</b>	*	*

\* Insufficient number of responses for Exempt Coordinators Salary breakdown and OT Coordinators Bonus and Raise breakdown.

# Average Salary, Bonus, & Raise by Firm Size

**All OT Sr. Coord./Specialists = 7**

**Avg. Salary = \$83,632**

**Avg. Bonus: \$4,576    Avg. Raise: 5.4%**

**2016 OT: \$9,505**

**2017 OT: \$12,178**

**Avg. Years of Legal Recruiting Experience: 5.9**

**Avg. Tenure at Current Firm: 4.8 years**

**Firm Size:                      751+**

**Avg. Salary:                      \$78,380**

**Avg. Bonus:                      \$2,489**

**Avg. Raise:                      5.7%**

# Average Salary, Bonus, & Raise by Firm Size

## All Exempt Sr. Coord./Specialists = 6

*Avg. Salary = \$104,500*

*Avg. Bonus: \$6,463 Avg. Raise: 11.8%*

*Avg. Years of Legal Recruiting Experience: 8.2*

*Avg. Tenure at Current Firm: 5.4 years*

**Firm Size:                      1001+**

**Avg. Salary:**                      \$107,400

**Avg. Bonus:**                      \$6,756

**Avg. Raise:**                      13.3%

# Average Salary, Bonus, & Raise by Firm Size

**All Managers = 26**

**Avg. Salary = \$127,562**

**Avg. Bonus: \$10,069    Avg. Raise: 5.3%**

**Avg. Years of Legal Recruiting Experience: 11.8**

**Avg. Tenure at Current Firm: 7.2 years**

<b><u>Firm Size:</u></b>	<b><u>1 - 500</u></b>	<b><u>501 - 1000</u></b>	<b><u>1001+</u></b>
<b>Avg. Salary:</b>	\$125,750	\$117,157	\$134,818
<b>Avg. Bonus:</b>	\$6,702	\$10,072	\$11,865
<b>Avg. Raise:</b>	7.8%	4.7%	5.3%

# Average Salary, Bonus, & Raise by Firm Size

**All Senior Managers = 10**

*Avg. Salary = \$151,300*

*Avg. Bonus: \$14,432    Avg. Raise: 5.4%*

*Avg. Years of Legal Recruiting Experience: 14.8*

*Avg. Tenure at Current Firm: 7.3 years*

**Firm Size:                      1001+**

**Avg. Salary:**                      \$149,500

**Avg. Bonus:**                      \$14,708

**Avg. Raise:**                      4.7%

# Assistant: Top Responsibilities

## General Responsibilities

- Assist with attorney orientation – 80%
- Administrative duties – 80%
- Non-partner lateral associate recruiting – 60%
- Help with attorney evaluation process – 60%

## Law Student Recruiting

- Assist with candidate correspondence – 80%
- Prepare candidate offer/decline letters – 80%
- Help arrange attorney schedules and travel – 60%
- Arrange travel and interview schedules for candidates – 60%
- Support decision-making process – 60%

## Summer Associate (SA) Program

- Coordinate SA training and orientation – 80%
- Assist with social events, SA lunches, and firm parties – 80%
- Help monitor SA work projects and assignments – 60%
- Help coordinate process for SA evaluations – 60%

## Partner Recruiting

- Liaise with search firms – 20%
- Assist with conflicts check process – 20%
- Help coordinate interview and assessment process – 20%
- Support decision-making process – 20%



# Coordinator: Top Responsibilities

## General Responsibilities

- Non-partner lateral associate recruiting – 84.6%
- Support diversity initiatives – 61.5%
- Coordinate attorney orientation – 53.8%
- Perform other HR/Marketing/Administrative duties – 46.2%

## Law Student Recruiting

- Prepare candidate offer/decline letters – 84.6%
- Arrange travel and interview schedules for candidates – 84.6%
- Follow-up with candidates – 76.9%
- Coordinate with law schools to schedule interview dates – 69.2%
- Support decision-making process – 69.2%

## Summer Associate (SA) Program

- Coordinate SA training and orientation – 84.6%
- Monitor SA work projects/assignments – 84.6%
- Support SA evaluation process – 84.6%
- Plan social events, SA lunches, and firm parties – 76.9%
- Help manage SA mentorship program – 76.9%

## Partner Recruiting

- Assist with lateral partner on-boarding and integration – 30.8%
- Liaise with search firms – 23.1%
- Manage conflicts check process – 23.1%

# Senior Coordinator/Specialist: Top Responsibilities

## General Responsibilities

- Non-partner lateral associate recruiting – 85.7%
- Help manage diversity programs – 85.7%
- Facilitate attorney orientation – 78.6%
- Attorney development and training – 57.1%
- Help manage associate evaluations – 42.9%

## Law Student Recruiting

- Arrange travel and interview schedules for candidates – 85.7%
- Follow-up with candidates – 85.7%
- Prepare offer/decline letters – 85.7%
- Plan OCI events – 78.6%
- Facilitate decision-making process – 78.6%

## Summer Associate (SA) Program

- Coordinate SA training and orientation – 85.7%
- Plan social events, SA lunches and firm parties – 85.7%
- Facilitate decision-making process – 85.7%
- Coordinate process for SA assignments and evaluations – 78.6%
- Help coordinate mentoring program – 78.6%

## Partner Recruiting

- Facilitate lateral partner conflicts checks – 28.6%
- Manage relations with search firms – 28.6%
- Support on-boarding and integration – 28.6%

# Manager: Top Responsibilities

## General Responsibilities

- Non-partner lateral associate recruiting – 85.7%
- Manage recruiting staff – 71.4%
- Manage attorney orientation – 53.6%
- Manage attorney development programs – 42.9%

## Law Student Recruiting

- Participate in/facilitate hiring decision-making process – 82.1%
- Oversee candidate follow-up – 75%
- Plan OCI calendar – 75%
- Manage offer/decline letters – 71.4%
- Oversee candidate scheduling – 64.3%

## Summer Associate (SA) Program

- Facilitate end-of-summer decision-making process – 78.6%
- Coordinate process for SA evaluations – 75%
- Manage social events, SA lunches and firm parties – 71.4%
- Coordinate SA training and orientation – 67.9%
- Monitor SA work projects and assignments – 67.9%

## Partner Recruiting

- Manage relations with search firms – 64.3%
- Manage conflicts check process – 46.4%
- Lateral partner on-boarding and integration – 39.3%
- Participate in decision-making meetings – 32.1%

# Senior Manager: Top Responsibilities

## General Responsibilities

- Non-partner lateral associate recruiting – 100%
- Manage recruiting staff – 100%
- Oversee diversity initiatives – 90%
- Attorney orientation – 70%
- Manage/conduct exit interviews – 50%

## Law Student Recruiting

- Participate in hiring decision-making process – 80%
- Oversee candidate correspondence – 80%
- Oversee OCI events – 70%
- Manage offer/decline letters – 60%
- Oversee attorney scheduling – 60%

## Summer Associate (SA) Program

- Oversee events, section parties, SA lunches and firm parties – 100%
- Oversee SA evaluation process – 100%
- Manage SA work assignment process – 90%
- Manage SA mentor programs – 90%
- Facilitate end-of-summer decision-making process and conduct exit interviews – 90%

## Partner Recruiting

- Manage relations with search firms – 60%
- Lateral partner on-boarding/integration – 50%
- Interview/assess partner candidates and participate in decision-making meetings – 30%
- Manage conflicts check process – 30%
- Oversee memos to Executive Committee about candidate – 30%



# 2018 BALRA Industry Survey



**Wisnik Career Enterprises, Inc.**  
wisnik.com | 212.370.1010 | ewisnik@wisnik.com