

2014 SALARY GUIDE

Your Resource for Compensation in the Legal Field



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FROM THE CHAIRMAN

Dear colleague:

Offering competitive compensation is crucial to attracting top talent to your organization and encouraging your best people to stay. And periodically benchmarking your salaries is key to ensuring you remain on the mark.

To assist our clients with this effort, Robert Half Legal publishes a *Salary Guide* every year with the latest information on starting salaries and hiring, retention and staff management trends. We are now pleased to present our *2014 Salary Guide*, which includes compensation projections for a variety of positions in the legal field based on our research and experience.

I hope you find the guide helpful as you continue building a workforce capable of meeting your most important business priorities. For additional compensation and staffing insights, please visit our Salary Center at roberthalflegal.com/salary-center.

Sincerely,



Max Messmer
Chairman and CEO



UNDERSTANDING THE SALARY GUIDE

The *2014 Salary Guide* from Robert Half Legal is the most comprehensive and authoritative resource on projected starting compensation and hiring trends in the legal field. Included are salary ranges for more than 100 legal services positions. You'll also find guidance and best practices that you can immediately incorporate into your recruitment and hiring efforts.

The figures contained in the guide are based on the thousands of full-time and interim placements made each year by our staffing and recruiting professionals. Our experts work with hiring managers and job seekers every day, which gives them unique insight into compensation trends.

The salary ranges listed for each position reflect starting pay only. Bonuses and other forms of compensation, such as retirement packages, are not taken into account.

In addition, the ranges represent national averages. You can adjust them for your market by using the local variances found immediately after the salary tables.

Information from the *Salary Guide* is so well-regarded that the U.S. Department of Labor's Bureau of Labor Statistics has used it when compiling the *Occupational Outlook Handbook*.



Visit our Salary Center
at **roberthalflegal.com/salary-center**
for more resources, including our
Salary Calculator, infographics
and video content.



HIRING AND MANAGEMENT TRENDS – UNITED STATES

Hiring in the legal field has strengthened as law firms and corporate legal departments bring on professionals to support renewed business activity and meet increased demand for legal services. Budgets remain conservative, however, and employers are focused on recruiting experienced candidates who can immediately provide expertise to new or existing case work.

Small and midsize firms report demand for mid- and senior-level associates as these firms look to expand lucrative practice groups or invest in new service offerings. Larger firms also are stepping up their efforts to capture additional revenue, recruiting legal professionals who can bolster business development efforts. Candidates with expertise in the hottest practice areas – healthcare, litigation, and general business and commercial law, for example – are in the greatest demand.

Despite a deep applicant pool for many legal positions, the market for experienced legal candidates in growing specialty areas is tightening. In fact, more than half (53 percent) of lawyers surveyed by Robert Half Legal said it is somewhat or very challenging for their law firms or companies to find skilled legal professionals today.* While salaries have not yet returned to prerecession levels, more organizations are making the necessary changes in compensation to attract top talent and retain valued employees. Multiple employment offers, signing bonuses and counteroffers are more common as organizations compete for top candidates.

Corporate legal departments are going head-to-head with law firms for talented professionals as general counsel expand their internal teams to support renewed business growth, comply with new regulations and manage rising workloads. Legal professionals with compliance, corporate transactional and contract administration backgrounds are sought-after in corporate environments.

Many law firms and corporate legal departments are bringing in lawyers, paralegals and legal support staff on a project basis to access specialized expertise that may not be available internally and to augment the efforts of in-house teams. Adopting this flexible staffing model also enables organizations to stay nimble, keep pace with expanding workloads and maintain better control over human resources budgets.



**Source: Survey of 200 lawyers among the largest law firms and corporations in the United States. The survey was commissioned by Robert Half Legal and conducted by an independent research firm.*

Skills and Expertise in Demand

Lawyers

Law firms of all sizes are actively recruiting senior-level lawyers with portable books of business to expand practice groups or establish new services. Thirty-one percent of lawyers surveyed by Robert Half Legal said their law firms plan to increase hiring of senior-level lawyers as a strategy to increase business in the next two years,

while 63 percent indicate no change in hiring plans.* Practice area expertise and client contacts were listed as the most important factors when hiring tenured attorneys. Midlevel associates with three to five-plus years of experience in high-demand specialties also are marketable. Now more than ever, employers seek experienced candidates who require little or no training. The hiring environment for first-year and summer associates is expected to remain conservative.

Lawyers who possess deep knowledge of a particular industry or sector are highly valued as law firms and corporate legal departments focus on enhancing

client services, according to research Robert Half Legal conducted for its annual Future Law Office project. Lawyers are often expected to serve as business advisers – insightful not only on legal matters but also on budgetary concerns and overall business operations. In addition, associates who possess technology proficiency and an understanding of legal issues related to e-discovery, data privacy and security are in demand. To learn more, visit futurelawoffice.com.

Paralegals and Legal Support Professionals

Paralegals with backgrounds in healthcare, corporate law, litigation and compliance are in strong demand among law firms and corporations. Hybrid or blended paralegal/legal secretary roles have become more common as legal organizations streamline and consolidate support functions. Paralegal duties are widening as law firms and businesses look to these professionals to tackle a range of assignments previously performed by junior-level lawyers, including research, trial preparation, patent filings, and regulatory and e-discovery matters.

**Source: Survey of 100 lawyers among the largest law firms in the United States. The survey was commissioned by Robert Half Legal and conducted by an independent research firm.*

Lawyers were asked,
“Which one of the following factors
is most important when hiring a
senior-level associate or lawyer?”

Their responses:*



**Total does not equal 100 percent due to rounding.*

Source: Survey of 100 lawyers among the largest law firms in the United States. The survey was commissioned by Robert Half Legal and conducted by an independent research firm.

HIRING AND MANAGEMENT TRENDS – UNITED STATES

The most in-demand paralegals have five-plus years of experience, a bachelor's degree, a certificate of completion from an American Bar Association-approved paralegal education program and technical aptitude. Increasingly, paralegals are pursuing certified credentials to enhance their marketability and demonstrate their ability to provide superior services. To earn a certified paralegal designation, paralegals must meet standardized criteria, pass a comprehensive examination and obtain ongoing education, among other requirements.

Legal employers expect support professionals to be proficient in Microsoft Office and Visio, as well as leading legal software applications, tools and platforms used for research, trial preparation, time management, case management and billing. These include Westlaw, Summation, Concordance and TrialDirector.

Legal secretaries with three-plus years of experience are sought by law firms and legal departments to support attorneys and practice groups. The most marketable candidates possess technology proficiency, remain current with the latest legal software and social media applications, and display a willingness to take on new responsibilities.

In-Demand Practice Areas and Positions

Healthcare – Growing complexities associated with the implementation of recent reforms and regulations are fueling legal hiring in the healthcare arena. Prospects are particularly bright for lawyers and paralegals with in-depth knowledge of the pharmaceutical and biotechnology industries.

General business/corporate law – Work stemming from regulatory compliance activities and business growth initiatives has law firms and corporate legal departments competing for talented corporate law specialists. Experienced full-time and project-based personnel are sought to provide guidance and support for commercial transactions, corporate securities, contract administration, regulatory compliance and other legal affairs in corporate environments.

Litigation – Corporate and commercial litigation remain active practice areas. An increase in insurance defense, antitrust lawsuits, labor and employment matters, and class actions is driving demand for lawyers, paralegals and legal secretaries with expertise in these areas.

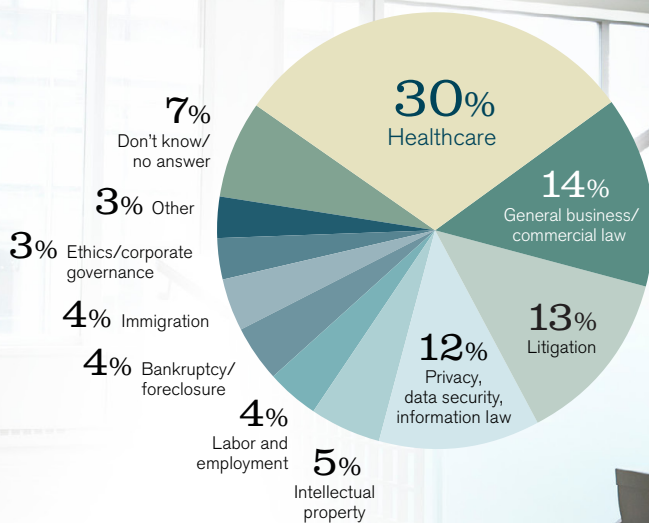
Privacy, data security and information law – Legal professionals with experience on cases related to data security and protecting confidential information are being hired by law firms and companies to assist with developing privacy policies, complying with recent regulations, and assessing business risks and legal issues.

Intellectual property – Innovation, whether technical or creative, is a priority at companies of all sizes in virtually every industry. As a result, organizations have a heightened need for lawyers and legal support professionals with expertise in patent, trademark and copyright law.

Lawyers were asked,

“In your opinion, which one of the following areas of law will experience the most growth in the next two years?”

Their responses:*



*Total does not equal 100 percent due to rounding.

Source: Survey of 200 lawyers among the largest law firms and corporations in the United States. The survey was commissioned by Robert Half Legal and conducted by an independent research firm.

SALARIES FOR LEGAL PROFESSIONALS IN THE UNITED STATES

| Lawyer | 2013 | 2014 | % change |
|---------------------------------|-------------------------|-------------------------|----------|
| Lawyer (10+ years' exp.) | | | |
| Large law firm | \$ 168,250 - \$ 255,750 | \$ 174,500 - \$ 264,250 | 3.5% |
| Midsize law firm | \$ 141,000 - \$ 236,500 | \$ 147,250 - \$ 246,750 | 4.4% |
| Small/midsize law firm | \$ 118,500 - \$ 172,250 | \$ 124,750 - \$ 179,000 | 4.5% |
| Small law firm | \$ 94,250 - \$ 156,750 | \$ 96,250 - \$ 161,500 | 2.7% |

| | | | |
|---------------------------------|-------------------------|-------------------------|------|
| Lawyer (4-9 years' exp.) | | | |
| Large law firm | \$ 146,000 - \$ 204,500 | \$ 150,750 - \$ 213,250 | 3.9% |
| Midsize law firm | \$ 119,750 - \$ 178,250 | \$ 124,750 - \$ 187,500 | 4.8% |
| Small/midsize law firm | \$ 87,250 - \$ 157,500 | \$ 91,500 - \$ 162,250 | 3.7% |
| Small law firm | \$ 69,750 - \$ 128,000 | \$ 71,750 - \$ 132,000 | 3.0% |

| | | | |
|---------------------------------|-------------------------|-------------------------|------|
| Lawyer (1-3 years' exp.) | | | |
| Large law firm | \$ 111,500 - \$ 151,250 | \$ 116,500 - \$ 152,000 | 2.2% |
| Midsize law firm | \$ 82,500 - \$ 119,750 | \$ 86,000 - \$ 123,250 | 3.5% |
| Small/midsize law firm | \$ 66,000 - \$ 99,750 | \$ 66,500 - \$ 103,500 | 2.6% |
| Small law firm | \$ 55,750 - \$ 88,000 | \$ 56,500 - \$ 90,250 | 2.1% |

| | | | |
|-----------------------------|-------------------------|-------------------------|------|
| First-Year Associate | | | |
| Large law firm | \$ 109,000 - \$ 134,250 | \$ 110,750 - \$ 136,500 | 1.6% |
| Midsize law firm | \$ 76,000 - \$ 104,500 | \$ 78,250 - \$ 106,750 | 2.5% |
| Small/midsize law firm | \$ 58,250 - \$ 84,750 | \$ 61,000 - \$ 86,250 | 3.0% |
| Small law firm | \$ 52,000 - \$ 74,500 | \$ 53,750 - \$ 75,250 | 2.0% |

| Legal Management | 2013 | 2014 | % change |
|-------------------------------------|------------------------|------------------------|----------|
| Administrator/Office Manager | | | |
| Large law firm | \$ 84,250 - \$ 142,250 | \$ 86,250 - \$ 145,000 | 2.1% |
| Midsize law firm | \$ 70,250 - \$ 102,750 | \$ 72,500 - \$ 105,250 | 2.7% |
| Small/midsize law firm | \$ 59,250 - \$ 85,500 | \$ 61,250 - \$ 87,000 | 2.4% |
| Small law firm | \$ 48,000 - \$ 67,250 | \$ 49,250 - \$ 68,500 | 2.2% |

Law Firm Definitions

Large law firm 75+ lawyers
Midsize law firm 35-75 lawyers
Small/midsize law firm 10-35 lawyers
Small law firm up to 10 lawyers

Company Definitions

Large company \$250+ million in revenue
Midsize company \$25 million-\$250 million in revenue
Small company up to \$25 million in revenue

SALARIES FOR LEGAL PROFESSIONALS IN THE UNITED STATES

| Paralegal/Legal Assistant | 2013 | 2014 | % change |
|--|-----------------------|-----------------------|-----------------|
| Senior/Supervising Paralegal/Legal Assistant (7+ years' exp.) | | | |
| Large law firm | \$ 62,750 - \$ 88,500 | \$ 64,250 - \$ 91,750 | 3.1% |
| Midsize law firm | \$ 60,250 - \$ 74,500 | \$ 62,750 - \$ 77,250 | 3.9% |
| Small/midsize law firm | \$ 53,000 - \$ 67,750 | \$ 55,250 - \$ 69,750 | 3.5% |
| Small law firm | \$ 46,750 - \$ 60,500 | \$ 48,000 - \$ 63,250 | 3.7% |
| Midlevel Paralegal/Legal Assistant (4-6 years' exp.) | | | |
| Large law firm | \$ 54,250 - \$ 68,500 | \$ 56,250 - \$ 70,500 | 3.3% |
| Midsize law firm | \$ 53,500 - \$ 66,000 | \$ 54,500 - \$ 68,750 | 3.1% |
| Small/midsize law firm | \$ 48,250 - \$ 60,500 | \$ 49,250 - \$ 62,500 | 2.8% |
| Small law firm | \$ 40,250 - \$ 55,000 | \$ 42,500 - \$ 56,250 | 3.7% |
| Junior Paralegal/Legal Assistant (2-3 years' exp.) | | | |
| Large law firm | \$ 42,500 - \$ 53,500 | \$ 42,750 - \$ 55,000 | 1.8% |
| Midsize law firm | \$ 41,250 - \$ 53,750 | \$ 41,750 - \$ 54,250 | 1.1% |
| Small/midsize law firm | \$ 37,500 - \$ 48,000 | \$ 38,000 - \$ 48,750 | 1.5% |
| Small law firm | \$ 34,500 - \$ 41,750 | \$ 35,250 - \$ 42,000 | 1.3% |
| Case Clerk/Assistant (0-2 years' exp.) | | | |
| Large law firm | \$ 32,750 - \$ 42,500 | \$ 33,250 - \$ 43,000 | 1.3% |
| Midsize law firm | \$ 32,000 - \$ 41,750 | \$ 32,250 - \$ 42,250 | 1.0% |
| Small/midsize law firm | \$ 30,250 - \$ 36,750 | \$ 30,500 - \$ 37,250 | 1.1% |
| Small law firm | \$ 28,250 - \$ 33,000 | \$ 28,750 - \$ 33,500 | 1.6% |
| Legal Secretary | | | |
| | 2013 | 2014 | % change |
| Senior/Executive Legal Secretary (12+ years' exp.) | | | |
| Large law firm | \$ 56,250 - \$ 70,000 | \$ 57,250 - \$ 71,750 | 2.2% |
| Midsize law firm | \$ 54,250 - \$ 66,500 | \$ 55,000 - \$ 68,750 | 2.5% |
| Small/midsize law firm | \$ 48,500 - \$ 61,250 | \$ 49,500 - \$ 63,250 | 2.7% |
| Small law firm | \$ 44,000 - \$ 56,750 | \$ 45,250 - \$ 58,500 | 3.0% |

Adjusting for Local Markets

In each job category, the salary ranges listed represent starting compensation only because hard-to-measure factors, such as seniority and job performance, can affect ongoing pay. Bonuses, incentives and other benefits are not taken into account.

The figures on these pages are national averages. To adjust them for your local market, please see Page 13. A Robert Half Legal representative can offer additional assistance in creating compensation packages that are customized to your business and practice area.

SALARIES FOR LEGAL PROFESSIONALS IN THE UNITED STATES

| Legal Secretary (continued) | 2013 | 2014 | % change |
|--|-----------------------|-----------------------|-----------------|
| Midlevel Legal Secretary (7-11 years' exp.) | | | |
| Large law firm | \$ 53,000 - \$ 64,750 | \$ 54,750 - \$ 66,000 | 2.5% |
| Midsize law firm | \$ 49,250 - \$ 61,750 | \$ 50,250 - \$ 63,250 | 2.3% |
| Small/midsize law firm | \$ 44,000 - \$ 57,500 | \$ 45,250 - \$ 59,500 | 3.2% |
| Small law firm | \$ 42,250 - \$ 53,500 | \$ 43,500 - \$ 54,750 | 2.6% |

| | | | |
|--|-----------------------|-----------------------|------|
| Legal Secretary (3-6 years' exp.) | | | |
| Large law firm | \$ 45,250 - \$ 59,000 | \$ 46,250 - \$ 60,500 | 2.4% |
| Midsize law firm | \$ 44,750 - \$ 54,500 | \$ 45,500 - \$ 55,750 | 2.0% |
| Small/midsize law firm | \$ 41,250 - \$ 51,750 | \$ 42,750 - \$ 52,500 | 2.4% |
| Small law firm | \$ 36,250 - \$ 47,000 | \$ 37,250 - \$ 47,750 | 2.1% |

| | | | |
|---|-----------------------|-----------------------|------|
| Junior Legal Secretary (1-2 years' exp.) | | | |
| Large law firm | \$ 36,500 - \$ 45,750 | \$ 37,250 - \$ 46,500 | 1.8% |
| Midsize law firm | \$ 35,750 - \$ 45,000 | \$ 36,250 - \$ 45,750 | 1.5% |
| Small/midsize law firm | \$ 33,000 - \$ 40,500 | \$ 33,750 - \$ 41,250 | 2.0% |
| Small law firm | \$ 30,250 - \$ 38,000 | \$ 31,250 - \$ 38,500 | 2.2% |

| Legal Specialist | 2013 | 2014 | % change |
|-------------------------|-----------------------|-----------------------|-----------------|
| Legal Specialist | | | |
| Lease Administrator | \$ 51,250 - \$ 71,250 | \$ 52,500 - \$ 73,750 | 3.1% |
| Docket/Calendar Clerk | \$ 32,500 - \$ 50,000 | \$ 33,500 - \$ 50,750 | 2.1% |
| Librarian | \$ 45,000 - \$ 69,750 | \$ 45,750 - \$ 72,000 | 2.6% |
| File/Records Clerk | \$ 27,750 - \$ 38,000 | \$ 28,250 - \$ 38,750 | 1.9% |

| | | | |
|--|------------------------|------------------------|------|
| Contract Administration | | | |
| Contract Manager | \$ 68,250 - \$ 106,750 | \$ 70,750 - \$ 111,250 | 4.0% |
| Contract Administrator (4+ years' exp.) | \$ 58,750 - \$ 104,500 | \$ 64,500 - \$ 105,250 | 4.0% |
| Contract Administrator (1-3 years' exp.) | \$ 47,500 - \$ 66,000 | \$ 49,000 - \$ 68,750 | 3.7% |

| | | | |
|---------------------------------------|------------------------|-------------------------|------|
| Compliance Administration | | | |
| Compliance Director (10+ years' exp.) | \$ 98,250 - \$ 123,500 | \$ 101,750 - \$ 129,000 | 4.1% |
| Compliance Manager (7-9 years' exp.) | \$ 82,750 - \$ 101,750 | \$ 86,250 - \$ 106,250 | 4.3% |
| Compliance Analyst (4-6 years' exp.) | \$ 62,500 - \$ 77,750 | \$ 64,000 - \$ 80,750 | 3.2% |
| Compliance Analyst (1-3 years' exp.) | \$ 50,250 - \$ 65,500 | \$ 51,250 - \$ 68,000 | 3.0% |

Law Firm Definitions

Large law firm 75+ lawyers
Midsize law firm 35-75 lawyers
Small/midsize law firm 10-35 lawyers
Small law firm up to 10 lawyers

Company Definitions

Large company \$250+ million in revenue
Midsize company \$25 million-\$250 million in revenue
Small company up to \$25 million in revenue

SALARIES FOR LEGAL PROFESSIONALS IN THE UNITED STATES

| Legal Specialist (continued) | 2013 | 2014 | % change |
|---|------------------------|------------------------|-----------------|
| Litigation Support | | | |
| Litigation Support Director (10+ years' exp.) | \$ 87,750 - \$ 112,250 | \$ 91,500 - \$ 117,750 | 4.6% |
| Litigation Support Manager (7-9 years' exp.) | \$ 75,750 - \$ 97,250 | \$ 78,000 - \$ 102,500 | 4.3% |
| Litigation Support Manager (3-6 years' exp.) | \$ 64,500 - \$ 82,750 | \$ 67,000 - \$ 85,750 | 3.7% |
| Litigation Support Specialist/Analyst (1-2 years' exp.) | \$ 49,000 - \$ 60,500 | \$ 50,250 - \$ 62,500 | 3.0% |
| Document Coder | \$ 27,250 - \$ 37,500 | \$ 28,000 - \$ 38,250 | 2.3% |

Corporate Positions (In-House)

| In-House Counsel | 2013 | 2014 | % change |
|---|-------------------------|-------------------------|-----------------|
| In-House Counsel (10+ years' exp.) | | | |
| Large company | \$ 167,000 - \$ 235,500 | \$ 171,750 - \$ 245,750 | 3.7% |
| Midsize company | \$ 132,250 - \$ 211,250 | \$ 139,500 - \$ 216,000 | 3.5% |
| Small company | \$ 117,750 - \$ 172,000 | \$ 121,500 - \$ 176,500 | 2.8% |

| | | | |
|---|-------------------------|-------------------------|------|
| In-House Counsel (4-9 years' exp.) | | | |
| Large company | \$ 145,000 - \$ 196,000 | \$ 148,250 - \$ 204,500 | 3.4% |
| Midsize company | \$ 125,750 - \$ 175,000 | \$ 129,750 - \$ 180,250 | 3.1% |
| Small company | \$ 103,000 - \$ 146,250 | \$ 106,750 - \$ 149,500 | 2.8% |

| | | | |
|---|-------------------------|-------------------------|------|
| In-House Counsel (0-3 years' exp.) | | | |
| Large company | \$ 111,750 - \$ 150,250 | \$ 118,000 - \$ 151,750 | 3.0% |
| Midsize company | \$ 91,000 - \$ 127,500 | \$ 94,500 - \$ 129,750 | 2.6% |
| Small company | \$ 76,250 - \$ 105,500 | \$ 79,000 - \$ 107,250 | 2.5% |

| In-House Paralegal/Legal Assistant | 2013 | 2014 | % change |
|--|-----------------------|-----------------------|-----------------|
| Senior/Supervising Paralegal/Legal Assistant (7+ years' exp.) | | | |
| Large company | \$ 68,250 - \$ 90,500 | \$ 69,750 - \$ 92,500 | 2.2% |
| Midsize company | \$ 62,500 - \$ 80,750 | \$ 63,500 - \$ 83,000 | 2.3% |
| Small company | \$ 56,750 - \$ 72,750 | \$ 59,000 - \$ 73,250 | 2.1% |

Adjusting for Local Markets

In each job category, the salary ranges listed represent starting compensation only because hard-to-measure factors, such as seniority and job performance, can affect ongoing pay. Bonuses, incentives and other benefits are not taken into account.

The figures on these pages are national averages. To adjust them for your local market, please see Page 13. A Robert Half Legal representative can offer additional assistance in creating compensation packages that are customized to your business and practice area.

SALARIES FOR LEGAL PROFESSIONALS IN THE UNITED STATES

| In-House Paralegal/Legal Assistant (continued) | 2013 | 2014 | % change |
|---|-----------------------|-----------------------|-----------------|
| Midlevel Paralegal/Legal Assistant (4-6 years' exp.) | | | |
| Large company | \$ 55,500 - \$ 69,500 | \$ 56,750 - \$ 72,000 | 3.0% |
| Midsize company | \$ 50,750 - \$ 63,000 | \$ 52,500 - \$ 64,500 | 2.9% |
| Small company | \$ 47,000 - \$ 57,750 | \$ 49,000 - \$ 59,000 | 3.1% |
| Junior Paralegal/Legal Assistant (2-3 years' exp.) | | | |
| Large company | \$ 46,750 - \$ 56,250 | \$ 48,000 - \$ 57,750 | 2.7% |
| Midsize company | \$ 43,500 - \$ 52,750 | \$ 44,500 - \$ 54,250 | 2.6% |
| Small company | \$ 39,750 - \$ 48,500 | \$ 40,750 - \$ 49,500 | 2.3% |
| Case Clerk/Assistant (0-2 years' exp.) | | | |
| Large company | \$ 37,250 - \$ 45,000 | \$ 37,750 - \$ 46,250 | 2.1% |
| Midsize company | \$ 35,000 - \$ 41,750 | \$ 35,750 - \$ 42,500 | 2.0% |
| Small company | \$ 32,500 - \$ 38,500 | \$ 33,250 - \$ 39,250 | 2.1% |
| In-House Legal Secretary | 2013 | 2014 | % change |
| Senior/Executive Legal Secretary (7+ years' exp.) | | | |
| Large company | \$ 59,250 - \$ 74,000 | \$ 60,500 - \$ 75,250 | 1.9% |
| Midsize company | \$ 55,250 - \$ 67,750 | \$ 56,250 - \$ 68,500 | 1.4% |
| Small company | \$ 51,000 - \$ 62,500 | \$ 52,000 - \$ 63,250 | 1.5% |
| Legal Secretary (3-6 years' exp.) | | | |
| Large company | \$ 48,250 - \$ 60,750 | \$ 49,750 - \$ 62,500 | 3.0% |
| Midsize company | \$ 45,250 - \$ 55,750 | \$ 46,500 - \$ 57,250 | 2.7% |
| Small company | \$ 41,750 - \$ 51,500 | \$ 43,000 - \$ 52,750 | 2.7% |
| Junior Legal Secretary (1-2 years' exp.) | | | |
| Large company | \$ 41,250 - \$ 50,250 | \$ 42,250 - \$ 51,500 | 2.5% |
| Midsize company | \$ 38,250 - \$ 47,000 | \$ 39,250 - \$ 48,250 | 2.6% |
| Small company | \$ 35,000 - \$ 43,750 | \$ 36,000 - \$ 44,750 | 2.5% |
| General Administrative | 2013 | 2014 | % change |
| General Administrative | | | |
| Legal Word Processor | \$ 41,500 - \$ 54,750 | \$ 41,750 - \$ 55,000 | 0.5% |
| Office Clerk | \$ 27,250 - \$ 37,500 | \$ 27,500 - \$ 38,500 | 1.9% |
| Legal Receptionist | \$ 28,000 - \$ 38,250 | \$ 28,500 - \$ 38,750 | 1.5% |

Law Firm Definitions

Large law firm 75+ lawyers
Midsize law firm 35-75 lawyers
Small/midsize law firm 10-35 lawyers
Small law firm up to 10 lawyers

Company Definitions

Large company \$250+ million in revenue
Midsize company \$25 million-\$250 million in revenue
Small company up to \$25 million in revenue

ADJUSTING SALARIES FOR U.S. CITIES

The salary ranges provided on the previous pages reflect the national average for each position. To determine the estimated salary range for a position in your area, use the local variance numbers on Pages 14-15.* Move the decimal point in the variance number two places to the left, then multiply this figure by the low and high ends of the salary range.

Our list of local variances features data for more than 135 U.S. cities. The average salary index for all U.S. cities is 100.

The index figures should be used as a guide in determining actual compensation. A number of factors – including employee benefits, the candidate's skill set and current market conditions – can impact starting salaries. Please contact a Robert Half Legal representative for help redefining salary packages to match local conditions.



**Source: U.S. Department of Labor's Bureau of Labor Statistics and Robert Half. Note that city index figures reflect all industries and are not specific to the legal market. Industry-specific issues also may impact salaries in your area. For more information on average starting salaries in your city, contact the Robert Half Legal office nearest you.*

LOCAL VARIANCES – UNITED STATES

Alabama

| | |
|------------------|------|
| Birmingham | 95.0 |
| Huntsville | 93.0 |
| Mobile | 86.0 |

Arizona

| | |
|---------------|-------|
| Phoenix | 108.0 |
| Tucson | 100.0 |

Arkansas

| | |
|--------------------|------|
| Fayetteville | 95.0 |
| Little Rock | 95.0 |

California

| | |
|---------------------|-------|
| Fresno | 90.0 |
| Irvine | 124.5 |
| Los Angeles | 125.0 |
| Oakland | 125.0 |
| Ontario | 115.0 |
| Sacramento | 101.5 |
| San Diego..... | 118.5 |
| San Francisco | 135.5 |
| San Jose..... | 133.0 |
| Santa Barbara | 121.0 |
| Santa Rosa..... | 110.0 |
| Stockton..... | 85.0 |

Colorado

| | |
|-----------------------|-------|
| Boulder | 113.3 |
| Colorado Springs..... | 90.5 |
| Denver | 102.8 |
| Fort Collins..... | 92.8 |
| Greeley..... | 83.8 |
| Loveland | 90.5 |
| Pueblo | 76.0 |

Connecticut

| | |
|-----------------|-------|
| Hartford | 116.5 |
| New Haven | 112.0 |
| Stamford | 131.0 |

Delaware

| | |
|------------------|-------|
| Wilmington | 105.0 |
|------------------|-------|

District of Columbia

| | |
|------------------|-------|
| Washington | 130.5 |
|------------------|-------|

Florida

| | |
|------------------------------|-------|
| Fort Myers..... | 88.0 |
| Jacksonville | 93.5 |
| Melbourne | 89.0 |
| Miami/ Fort Lauderdale .. | 106.7 |
| Orlando | 98.5 |
| St. Petersburg | 94.0 |
| Tampa | 96.5 |
| West Palm Beach..... | 99.5 |

Georgia

| | |
|---------------|-------|
| Atlanta | 105.0 |
| Macon..... | 84.0 |
| Savannah..... | 84.0 |

Hawaii

| | |
|----------------|------|
| Honolulu | 91.0 |
|----------------|------|

Idaho

| | |
|-------------|------|
| Boise | 86.1 |
|-------------|------|

Illinois

| | |
|------------------|-------|
| Chicago..... | 123.0 |
| Naperville..... | 112.0 |
| Rockford | 80.0 |
| Springfield..... | 91.0 |

Indiana

| | |
|--------------------|------|
| Fort Wayne..... | 81.0 |
| Indianapolis | 94.0 |

Iowa

| | |
|-------------------------------|-------|
| Cedar Rapids..... | 90.0 |
| Davenport..... | 90.0 |
| Des Moines | 100.0 |
| Sioux City | 79.1 |
| Waterloo/ Cedar Falls..... | 81.7 |

Kansas

| | |
|-------------------|------|
| Kansas City | 97.0 |
|-------------------|------|

Kentucky

| | |
|-----------------|------|
| Lexington..... | 88.5 |
| Louisville..... | 91.5 |

Louisiana

| | |
|-------------------|------|
| Baton Rouge | 99.0 |
| New Orleans | 99.0 |

Maine

| | |
|----------------|------|
| Portland | 95.0 |
|----------------|------|

Maryland

| | |
|-----------------|-------|
| Baltimore | 103.0 |
|-----------------|-------|

Massachusetts

| | |
|------------------|-------|
| Boston..... | 133.0 |
| Springfield..... | 104.0 |

Michigan

| | |
|--------------------|-------|
| Ann Arbor..... | 100.5 |
| Detroit | 100.0 |
| Grand Rapids | 85.0 |
| Lansing | 84.0 |

Minnesota

| | |
|-------------------|-------|
| Bloomington | 105.5 |
| Duluth | 79.6 |
| Minneapolis | 105.5 |
| Rochester | 100.5 |
| St. Cloud..... | 82.0 |
| St. Paul..... | 102.0 |

LOCAL VARIANCES – UNITED STATES

Missouri

| | |
|-------------------|-------|
| Kansas City | 97.2 |
| St. Joseph | 91.0 |
| St. Louis | 100.3 |

Nebraska

| | |
|---------------|------|
| Lincoln | 79.2 |
| Omaha | 95.0 |

Nevada

| | |
|-----------------|------|
| Las Vegas | 94.0 |
| Reno | 94.0 |

New Hampshire

| | |
|-----------------------------|-------|
| Manchester/ Nashua | 112.0 |
|-----------------------------|-------|

New Jersey

| | |
|--------------------|-------|
| Mount Laurel | 115.0 |
| Paramus | 130.0 |
| Princeton | 127.0 |
| Woodbridge | 126.0 |

New Mexico

| | |
|-------------------|------|
| Albuquerque | 89.7 |
|-------------------|------|

New York

| | |
|-------------------|-------|
| Albany | 97.0 |
| Buffalo | 95.0 |
| Long Island | 135.0 |
| New York | 141.0 |
| Rochester | 91.7 |
| Syracuse | 90.3 |

North Carolina

| | |
|------------------|-------|
| Charlotte | 101.0 |
| Greensboro | 100.0 |
| Raleigh | 104.0 |

Ohio

| | |
|------------------|------|
| Akron | 89.0 |
| Canton | 82.0 |
| Cincinnati | 97.5 |
| Cleveland | 95.5 |
| Columbus | 96.5 |
| Dayton | 87.0 |
| Toledo | 84.5 |
| Youngstown | 76.0 |

Oklahoma

| | |
|---------------------|------|
| Oklahoma City | 89.7 |
| Tulsa | 92.0 |

Oregon

| | |
|----------------|-------|
| Portland | 104.5 |
|----------------|-------|

Pennsylvania

| | |
|--------------------|-------|
| Harrisburg | 95.0 |
| Philadelphia | 115.0 |
| Pittsburgh | 96.2 |

Rhode Island

| | |
|------------------|------|
| Providence | 97.0 |
|------------------|------|

South Carolina

| | |
|------------------|------|
| Charleston | 92.0 |
| Columbia | 93.0 |
| Greenville | 90.0 |

Tennessee

| | |
|--------------------|------|
| Chattanooga | 88.0 |
| Cool Springs | 99.0 |
| Knoxville | 87.0 |
| Memphis | 95.0 |
| Nashville | 98.5 |

Texas

| | |
|----------------------|-------|
| Austin | 104.0 |
| Dallas | 105.5 |
| El Paso | 70.0 |
| Fort Worth | 105.5 |
| Houston | 106.0 |
| Midland/Odessa | 96.0 |
| San Antonio | 98.0 |

Utah

| | |
|----------------------|------|
| Salt Lake City | 99.0 |
|----------------------|------|

Virginia

| | |
|-------------------------------|-------|
| Norfolk/ Hampton Roads ... | 93.5 |
| Richmond | 98.0 |
| Tysons Corner | 130.0 |

Washington

| | |
|---------------|-------|
| Seattle | 118.9 |
| Spokane | 82.0 |

Wisconsin

| | |
|-----------------|------|
| Appleton | 85.0 |
| Green Bay | 86.5 |
| Madison | 96.0 |
| Milwaukee | 99.0 |
| Waukesha | 98.5 |

HIRING AND MANAGEMENT TRENDS – CANADA

Canadian law firms and corporate legal departments continue to see a steady uptick in business and related legal hiring activity. Growth in the financial services and technology sectors is driving a significant amount of the hiring.

Law firms are primarily focused on recruiting experienced lawyers with established books of business in high-demand practice areas such as litigation and corporate law. Legal departments, especially those that are focused on containing outside counsel costs, are expanding their internal teams and handling more work in-house.

Locating candidates with the precise skills and backgrounds needed to build high-demand practice groups and enhance revenue can be difficult. Sixty-nine percent of lawyers surveyed in Canada by Robert Half Legal said it is challenging for their firms or companies to find skilled legal professionals today.* To secure top talent, employers are offering higher salaries, attractive bonus structures and even signing bonuses. Legal departments and law firms are hiring experienced legal professionals on a project basis to gain immediate access to specialized expertise and augment the efforts of internal teams.



69%

of lawyers said it is challenging for their law firms or companies to find skilled legal professionals today.

**Source: Survey of 150 lawyers among the largest law firms and corporations in Canada. The survey was commissioned by Robert Half Legal and conducted by an independent research firm.*

Regional Differences

In Toronto, the market for skilled legal professionals is tightening. Senior-level lawyers, law clerks and legal assistants are being hired to support an increase in insurance defense, corporate law, litigation and real estate-related legal activity, while growth in financial services is creating demand for compliance experts. Due to competition among law firms and companies to attract top talent, salaries are rising, and organizations are paying greater attention to their retention initiatives.

Ottawa also is experiencing an uptick in hiring. Robust business activity in the high-tech sector is fueling demand for legal professionals with intellectual property experience, particularly for patent agents. Other active practice areas creating demand for lawyers, law clerks and legal assistants include litigation, corporate transactions, mergers and acquisitions, and real estate law. Candidates who can demonstrate that they will fit well within a company's work environment and are fluent in both English and French have an added advantage.

Skills and Expertise in Demand

Lawyers

Across Canada, the most marketable legal professionals are mid- and senior-level lawyers with extensive experience in high-demand practice areas. Well-networked lawyers with 10-plus years of experience, extensive client contacts and strong business development skills are sought by law firms of all sizes, while corporate legal departments are recruiting lawyers with at least five years of experience. In contrast, there are fewer opportunities currently for entry-level associates and articling students.

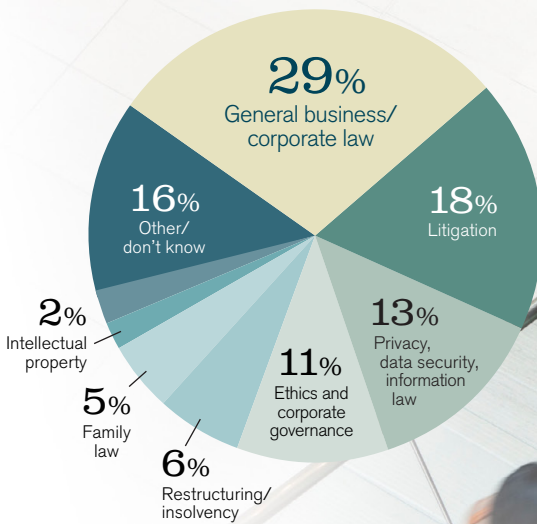
Law Clerks and Legal Support Professionals

Law clerks and legal assistants are in demand among organizations of all sizes. Individuals with expertise in popular practice areas, such as litigation and intellectual property, have excellent employment prospects. Increasingly, employers seek law clerks and legal assistants who have college degrees. Proficiency with Microsoft Office and legal software, such as Summation and PCLaw, as well as e-discovery tools, is requisite for many roles.

Lawyers were asked,

“In your opinion, which one of the following areas of law will experience the most growth in the next two years?”

Their responses:



Source: Survey of 150 lawyers among the largest law firms and corporations in Canada. The survey was commissioned by Robert Half Legal and conducted by an independent research firm.

SALARIES FOR LEGAL PROFESSIONALS IN CANADA

| Lawyer | 2013 | 2014 | % change |
|--|-------------------------|-------------------------|----------|
| Senior Lawyer (10+ years' exp.) | | | |
| Large law firm | \$ 188,250 - \$ 268,750 | \$ 192,500 - \$ 282,000 | 3.8% |
| Midsize law firm | \$ 144,500 - \$ 208,500 | \$ 152,000 - \$ 212,250 | 3.2% |
| Small/midsize law firm | \$ 125,000 - \$ 176,000 | \$ 128,500 - \$ 185,500 | 4.3% |
| Small law firm | \$ 101,250 - \$ 153,500 | \$ 106,250 - \$ 156,500 | 3.1% |

| | | | |
|---------------------------------|-------------------------|-------------------------|------|
| Lawyer (4-9 years' exp.) | | | |
| Large law firm | \$ 129,000 - \$ 231,750 | \$ 135,250 - \$ 240,000 | 4.0% |
| Midsize law firm | \$ 108,000 - \$ 196,500 | \$ 115,000 - \$ 202,250 | 4.2% |
| Small/midsize law firm | \$ 84,250 - \$ 157,750 | \$ 89,250 - \$ 160,500 | 3.2% |
| Small law firm | \$ 69,250 - \$ 126,000 | \$ 73,000 - \$ 130,250 | 4.1% |

| | | | |
|---------------------------------|------------------------|------------------------|------|
| Lawyer (1-3 years' exp.) | | | |
| Large law firm | \$ 88,250 - \$ 119,750 | \$ 90,500 - \$ 124,500 | 3.4% |
| Midsize law firm | \$ 71,250 - \$ 107,500 | \$ 72,750 - \$ 112,750 | 3.8% |
| Small/midsize law firm | \$ 69,000 - \$ 98,750 | \$ 70,500 - \$ 103,500 | 3.7% |
| Small law firm | \$ 55,000 - \$ 79,500 | \$ 56,500 - \$ 83,000 | 3.7% |

| | | | |
|-----------------------------|-----------------------|-----------------------|------|
| First-Year Associate | | | |
| Large law firm | \$ 82,750 - \$ 90,000 | \$ 84,750 - \$ 92,000 | 2.3% |
| Midsize law firm | \$ 64,750 - \$ 78,250 | \$ 66,500 - \$ 79,750 | 2.3% |
| Small/midsize law firm | \$ 64,000 - \$ 69,250 | \$ 65,750 - \$ 70,250 | 2.1% |
| Small law firm | \$ 48,500 - \$ 65,750 | \$ 50,000 - \$ 66,750 | 2.2% |

| Legal Management | 2013 | 2014 | % change |
|-------------------------------------|------------------------|------------------------|----------|
| Administrator/Office Manager | | | |
| Large law firm | \$ 67,500 - \$ 101,500 | \$ 69,250 - \$ 103,750 | 2.4% |
| Midsize law firm | \$ 63,250 - \$ 76,750 | \$ 64,500 - \$ 78,750 | 2.3% |
| Small/midsize law firm | \$ 55,250 - \$ 71,000 | \$ 56,750 - \$ 73,000 | 2.8% |
| Small law firm | \$ 44,000 - \$ 62,500 | \$ 45,250 - \$ 64,500 | 3.1% |

Note: All salaries listed on Pages 19-23 are in Canadian dollars.

Law Firm Definitions

Large law firm 75+ lawyers
Midsize law firm 35-75 lawyers
Small/midsize law firm 10-35 lawyers
Small law firm up to 10 lawyers

Company Definitions

Large company \$250+ million in revenue
Midsize company \$25 million-\$250 million in revenue
Small company up to \$25 million in revenue

SALARIES FOR LEGAL PROFESSIONALS IN CANADA

| Law Clerk/Paralegal | 2013 | 2014 | % change |
|--|-----------------------|-----------------------|----------|
| Senior/Supervising Law Clerk (7+ years' exp.) | | | |
| Large law firm | \$ 61,750 - \$ 91,500 | \$ 63,500 - \$ 93,000 | 2.1% |
| Midsize law firm | \$ 57,250 - \$ 80,750 | \$ 60,000 - \$ 83,000 | 3.6% |
| Small/midsize law firm | \$ 51,750 - \$ 68,000 | \$ 53,250 - \$ 71,250 | 4.0% |
| Small law firm | \$ 46,250 - \$ 62,250 | \$ 46,750 - \$ 64,500 | 2.5% |

| | | | |
|---|-----------------------|-----------------------|------|
| Midlevel Law Clerk (4-6 years' exp.) | | | |
| Large law firm | \$ 51,750 - \$ 66,000 | \$ 52,500 - \$ 68,000 | 2.3% |
| Midsize law firm | \$ 49,750 - \$ 63,000 | \$ 51,750 - \$ 64,750 | 3.3% |
| Small/midsize law firm | \$ 46,500 - \$ 57,750 | \$ 47,750 - \$ 59,750 | 3.1% |
| Small law firm | \$ 44,000 - \$ 52,750 | \$ 46,250 - \$ 53,500 | 3.1% |

| | | | |
|---|-----------------------|-----------------------|------|
| Junior Law Clerk (2-3 years' exp.) | | | |
| Large law firm | \$ 41,750 - \$ 48,000 | \$ 42,500 - \$ 49,500 | 2.5% |
| Midsize law firm | \$ 40,500 - \$ 47,000 | \$ 41,750 - \$ 48,500 | 3.1% |
| Small/midsize law firm | \$ 36,750 - \$ 44,250 | \$ 37,500 - \$ 46,250 | 3.4% |
| Small law firm | \$ 33,750 - \$ 41,250 | \$ 35,500 - \$ 42,000 | 3.3% |

| Legal Assistant | 2013 | 2014 | % change |
|---|-----------------------|-----------------------|----------|
| Senior/Executive Legal Assistant (12+ years' exp.) | | | |
| Large law firm | \$ 55,000 - \$ 73,000 | \$ 56,750 - \$ 75,250 | 3.1% |
| Midsize law firm | \$ 52,000 - \$ 60,250 | \$ 53,250 - \$ 62,250 | 2.9% |
| Small/midsize law firm | \$ 48,750 - \$ 59,250 | \$ 50,500 - \$ 60,250 | 2.5% |
| Small law firm | \$ 46,000 - \$ 53,000 | \$ 47,250 - \$ 54,500 | 2.8% |

| | | | |
|--|-----------------------|-----------------------|------|
| Midlevel Legal Assistant (7-11 years' exp.) | | | |
| Large law firm | \$ 50,000 - \$ 61,250 | \$ 51,250 - \$ 63,000 | 2.7% |
| Midsize law firm | \$ 47,000 - \$ 57,000 | \$ 48,250 - \$ 58,250 | 2.4% |
| Small/midsize law firm | \$ 46,250 - \$ 53,750 | \$ 47,000 - \$ 54,250 | 1.3% |
| Small law firm | \$ 40,000 - \$ 49,000 | \$ 41,500 - \$ 49,750 | 2.5% |

| | | | |
|--|-----------------------|-----------------------|------|
| Legal Assistant (3-6 years' exp.) | | | |
| Large law firm | \$ 44,250 - \$ 51,250 | \$ 44,750 - \$ 52,250 | 1.6% |
| Midsize law firm | \$ 41,750 - \$ 49,000 | \$ 42,000 - \$ 50,500 | 1.9% |
| Small/midsize law firm | \$ 38,500 - \$ 48,000 | \$ 39,250 - \$ 49,500 | 2.6% |
| Small law firm | \$ 37,750 - \$ 44,750 | \$ 38,500 - \$ 46,250 | 2.7% |

Law Firm Definitions

Large law firm 75+ lawyers
Midsize law firm 35-75 lawyers
Small/midsize law firm 10-35 lawyers
Small law firm up to 10 lawyers

Company Definitions

Large company \$250+ million in revenue
Midsize company \$25 million-\$250 million in revenue
Small company up to \$25 million in revenue

SALARIES FOR LEGAL PROFESSIONALS IN CANADA

| Legal Assistant (continued) | 2013 | 2014 | % change |
|---|-----------------------|-----------------------|-----------------|
| Junior Legal Assistant (1-2 years' exp.) | | | |
| Large law firm | \$ 35,250 - \$ 39,750 | \$ 36,000 - \$ 40,250 | 1.7% |
| Midsized law firm | \$ 33,750 - \$ 39,000 | \$ 34,250 - \$ 39,250 | 1.0% |
| Small/midsized law firm | \$ 32,500 - \$ 38,000 | \$ 33,000 - \$ 38,750 | 1.8% |
| Small law firm | \$ 29,750 - \$ 35,500 | \$ 30,000 - \$ 36,250 | 1.5% |

Corporate Positions (In-House)

| In-House Counsel | 2013 | 2014 | % change |
|--|-------------------------|-------------------------|-----------------|
| In-House Counsel (10+ years' exp.) | | | |
| Large company | \$ 166,750 - \$ 265,000 | \$ 168,500 - \$ 269,750 | 1.5% |
| Midsized company | \$ 132,500 - \$ 198,250 | \$ 134,750 - \$ 200,250 | 1.3% |
| Small company | \$ 130,250 - \$ 170,500 | \$ 130,000 - \$ 174,500 | 1.2% |
| In-House Counsel (4-9 years' exp.) | | | |
| Large company | \$ 137,750 - \$ 228,250 | \$ 140,250 - \$ 230,500 | 1.3% |
| Midsized company | \$ 113,750 - \$ 187,000 | \$ 116,750 - \$ 189,500 | 1.8% |
| Small company | \$ 99,750 - \$ 179,250 | \$ 101,750 - \$ 180,250 | 1.1% |
| In-House Counsel (0-3 years' exp.) | | | |
| Large company | \$ 98,750 - \$ 143,250 | \$ 100,250 - \$ 144,500 | 1.1% |
| Midsized company | \$ 84,250 - \$ 128,000 | \$ 85,000 - \$ 130,000 | 1.3% |
| Small company | \$ 73,500 - \$ 118,750 | \$ 75,250 - \$ 119,750 | 1.4% |
| Law Clerk | | | |
| Senior/Supervising Law Clerk (7+ years' exp.) | | | |
| Large company | \$ 81,250 - \$ 133,750 | \$ 83,500 - \$ 135,500 | 1.9% |
| Midsized company | \$ 55,250 - \$ 76,500 | \$ 56,500 - \$ 78,000 | 2.1% |
| Small company | \$ 49,250 - \$ 65,000 | \$ 51,250 - \$ 66,250 | 2.8% |
| Midlevel Law Clerk (4-6 years' exp.) | | | |
| Large company | \$ 54,750 - \$ 65,000 | \$ 55,250 - \$ 67,500 | 2.5% |
| Midsized company | \$ 51,250 - \$ 61,750 | \$ 53,000 - \$ 63,250 | 2.9% |
| Small company | \$ 48,000 - \$ 59,500 | \$ 49,500 - \$ 60,250 | 2.1% |

Adjusting for Local Markets

In each job category, the salary ranges listed represent starting compensation only because hard-to-measure factors, such as seniority and job performance, can affect ongoing pay. Bonuses, incentives and other benefits are not taken into account.

The figures on these pages are national averages. To adjust them for your local market, please see Page 24. A Robert Half Legal representative can offer additional assistance in creating compensation packages that are customized to your business and practice area.

SALARIES FOR LEGAL PROFESSIONALS IN CANADA

| Law Clerk (continued) | 2013 | | 2014 | | % change |
|---|------|--------------------|------|--------------------|----------|
| Junior Law Clerk (2-3 years' exp.) | | | | | |
| Large company | \$ | 44,750 - \$ 48,250 | \$ | 45,000 - \$ 49,500 | 1.6% |
| Midsize company | \$ | 40,500 - \$ 46,250 | \$ | 41,500 - \$ 47,250 | 2.3% |
| Small company | \$ | 37,250 - \$ 43,500 | \$ | 37,750 - \$ 44,000 | 1.2% |
| Legal Assistant | 2013 | | 2014 | | % change |
| Senior/Executive Legal Assistant (7+ years' exp.) | | | | | |
| Large company | \$ | 53,750 - \$ 64,250 | \$ | 54,500 - \$ 66,250 | 2.3% |
| Midsize company | \$ | 51,250 - \$ 62,500 | \$ | 52,250 - \$ 63,500 | 1.8% |
| Small company | \$ | 48,500 - \$ 58,250 | \$ | 49,000 - \$ 59,500 | 1.6% |
| Legal Assistant (3-6 years' exp.) | | | | | |
| Large company | \$ | 43,750 - \$ 56,250 | \$ | 44,000 - \$ 56,750 | 0.8% |
| Midsize company | \$ | 41,500 - \$ 54,000 | \$ | 41,750 - \$ 54,750 | 1.0% |
| Small company | \$ | 38,250 - \$ 50,750 | \$ | 38,500 - \$ 51,000 | 0.6% |
| Junior Legal Assistant (1-2 years' exp.) | | | | | |
| Large company | \$ | 36,750 - \$ 42,750 | \$ | 37,250 - \$ 43,000 | 0.9% |
| Midsize company | \$ | 34,500 - \$ 38,750 | \$ | 34,750 - \$ 39,250 | 1.0% |
| Small company | \$ | 31,750 - \$ 37,500 | \$ | 32,000 - \$ 37,750 | 0.7% |
| Legal Specialist/Administrative | 2013 | | 2014 | | % change |
| Legal Specialist/Administrative | | | | | |
| Lease Administrator | \$ | 50,250 - \$ 70,000 | \$ | 50,500 - \$ 71,000 | 1.0% |
| Legal Word Processor | \$ | 36,750 - \$ 45,500 | \$ | 37,000 - \$ 45,750 | 0.6% |
| Office Clerk | \$ | 27,500 - \$ 37,000 | \$ | 27,750 - \$ 37,250 | 0.8% |
| File/Records Clerk | \$ | 27,750 - \$ 38,000 | \$ | 28,000 - \$ 38,500 | 1.1% |
| Legal Receptionist | \$ | 29,000 - \$ 40,750 | \$ | 29,250 - \$ 41,000 | 0.7% |

Law Firm Definitions

Large law firm 75+ lawyers
Midsized law firm 35-75 lawyers
Small/midsized law firm 10-35 lawyers
Small law firm up to 10 lawyers

Company Definitions

Large company \$250+ million in revenue
Midsized company \$25 million-\$250 million in revenue
Small company up to \$25 million in revenue

SALARIES FOR LEGAL PROFESSIONALS IN CANADA

| Legal Specialist/Administrative (continued) | 2013 | 2014 | % change |
|---|-------------------------|-------------------------|----------|
| Compliance Administration | | | |
| Compliance Director (10+ years' exp.) | \$ 164,250 - \$ 204,250 | \$ 166,500 - \$ 210,000 | 2.2% |
| Compliance Manager (7-9 years' exp.) | \$ 137,250 - \$ 178,500 | \$ 141,250 - \$ 183,750 | 2.9% |
| Compliance Analyst (4-6 years' exp.) | \$ 68,250 - \$ 99,750 | \$ 71,250 - \$ 100,000 | 1.9% |
| Compliance Analyst (1-3 years' exp.) | \$ 53,750 - \$ 69,000 | \$ 54,500 - \$ 69,750 | 1.2% |
| Contract Administration | | | |
| Contract Manager | \$ 63,250 - \$ 90,500 | \$ 64,250 - \$ 91,000 | 1.0% |
| Contract Administrator (4+ years' exp.) | \$ 48,500 - \$ 78,250 | \$ 49,000 - \$ 78,750 | 0.8% |
| Contract Administrator (1-3 years' exp.) | \$ 44,250 - \$ 59,000 | \$ 44,500 - \$ 59,500 | 0.7% |
| Litigation Support | | | |
| Litigation Support Director (10+ years' exp.) | \$ 87,250 - \$ 112,000 | \$ 89,750 - \$ 116,500 | 3.5% |
| Litigation Support Manager (7-9 years' exp.) | \$ 75,000 - \$ 97,500 | \$ 76,250 - \$ 102,250 | 3.5% |
| Litigation Support Manager (3-6 years' exp.) | \$ 64,250 - \$ 82,000 | \$ 66,500 - \$ 84,750 | 3.4% |
| Litigation Support Specialist/Analyst (1-2 years' exp.) | \$ 49,000 - \$ 59,750 | \$ 50,250 - \$ 60,000 | 1.4% |
| Document Coder | \$ 27,250 - \$ 37,750 | \$ 28,000 - \$ 37,750 | 1.2% |

Adjusting for Local Markets

In each job category, the salary ranges listed represent starting compensation only because hard-to-measure factors, such as seniority and job performance, can affect ongoing pay. Bonuses, incentives and other benefits are not taken into account.

The figures on these pages are national averages. To adjust them for your local market, please see Page 24. A Robert Half Legal representative can offer additional assistance in creating compensation packages that are customized to your business and practice area.

ADJUSTING SALARIES FOR CITIES IN CANADA

The salary ranges provided on the previous pages reflect the national average for each position. To determine the estimated salary range for a position in your area, use the local variance numbers below.* Move the decimal point in the variance number two places to the left, then multiply this figure by the low and high ends of the salary range.

The average salary index for all Canadian cities is 100. The index figures should be used as a guide in determining actual compensation. A number of factors – including employee benefits, the candidate’s skill set and current market conditions – can impact starting salaries. Please contact a Robert Half Legal representative for help redefining salary packages to match local conditions.

LOCAL VARIANCES – CANADA

Alberta

| | |
|---------------|-------|
| Calgary..... | 105.1 |
| Edmonton..... | 103.2 |

British Columbia

| | |
|---------------------|-------|
| Fraser Valley | 98.1 |
| Vancouver | 103.5 |
| Victoria | 96.2 |

Manitoba

| | |
|----------------|------|
| Winnipeg | 90.5 |
|----------------|------|

Ontario

| | |
|----------------------|-------|
| Kitchener-Waterloo.. | 95.8 |
| Ottawa | 100.2 |
| Toronto | 104.9 |

Quebec

| | |
|------------------|-------|
| Montreal | 102.9 |
| Quebec City..... | 89.2 |

Saskatchewan

| | |
|-----------------|------|
| Regina | 93.9 |
| Saskatoon | 95.6 |

**Note that the city index figures reflect all industries and are not specific to the legal market. Industry-specific issues also may impact salaries in your area. For more information on average starting salaries in your city, contact the Robert Half Legal office nearest you.*

THE BENEFITS OF A FLEXIBLE STAFFING STRUCTURE

Businesses today move at lightning speed. Advances in technology and communications, coupled with increased competition from all corners of the globe, mean law firms and corporate legal departments must be agile in responding to change, including identifying the right personnel resources for legal matters and projects.

A flexible staffing plan that uses a combination of full-time employees and highly skilled interim professionals can help your legal organization staff up or down in response to business demand. This approach also introduces a variable-cost component into an otherwise fixed-cost labor structure, which can help you guard against overstaffing or layoffs.

Contingent workers are available at all experience levels and can supplement a company's core team whenever and for as long as necessary. These professionals can be engaged to fill staffing gaps or serve as technical experts when a given skill set does not exist in-house, such as for e-discovery and managed review matters.

The percentage of people in today's labor force who are working on a temporary or project basis is rising – for a variety of reasons. Specialists at very high levels often choose interim assignments over full-time work because of the schedule flexibility and diversity of projects and work environments. This is a boon for employers, which are able to take advantage of the in-depth knowledge and experience these individuals possess.

Here are some of the advantages of making temporary professionals a permanent part of your legal staffing mix:

- You can adjust staffing levels to the ebb and flow of business cycles and legal caseloads, thus helping keep overhead costs under control.
- You can ease the work burden on employees who may already be spread too thin because of rising workloads, client demands or additional duties.
- You can handle special projects that are outside the expertise of current staff members.
- You can engage on a short-term basis high-level specialists you might not otherwise be able to afford.
- You can increase job stability for full-time employees. This is especially true for businesses in highly cyclical sectors where layoffs are more common.



**Source: Survey of 350 lawyers among the largest law firms and corporations in the United States and Canada. The survey was commissioned by Robert Half Legal and conducted by an independent research firm.*

Setting up Temporary Professionals for Success

Introducing contingent workers into your legal team requires a certain amount of planning and preparation. Here is some advice for maximizing their contributions:

Involve your staff. Ask your full-time employees to help clarify the workload, noting specific tasks that require attention or skills that are needed. This way, the entire group understands the scope and nature of the engagement, how long the assignment will likely last, and what workload relief they can expect.

Set up a plan. Before an interim professional arrives, be sure you understand and define the scope of the project, when it should be completed and what the performance expectations are.

Get the workplace ready. Have waiting all the tools the temporary worker will need to complete his or her duties. This means that the necessary materials and supplies are there upon the professional's arrival, computers have the latest software, logon IDs and passwords are provided, and other details have been addressed.

Create a friendly atmosphere. The more at home you can make the new person feel, the more productive he or she is likely to be. Arrange for a mini-orientation of the work area, an overview of general policies and introductions to key team members.

Communicate often. The lengthier and more complex the assignment is, the more time you need to spend explaining it. Touch base regularly with the interim professional so you can keep track of his or her progress. Encourage the person to ask questions whenever instructions or expectations are unclear. Also, keep your staffing firm apprised of how the temporary worker is performing on the assignment.



MAKING A JOB OFFER CANDIDATES CAN'T REFUSE

It may seem like the hiring process is over once you've decided which candidate you'd like to bring on board. But don't sit back and relax just yet. An important step still remains: extending the job offer. The way you handle this can make all the difference. Do a poor job, and you may start the relationship off on the wrong foot – or even lose the candidate to another opportunity.

Here are some tips:

Don't wait. After you make up your mind about hiring a candidate, extend the offer immediately. A delay of even a day or two could potentially cost you.

Call first. Make the job offer verbally by phone so you can alert the candidate right away. Then, follow up with an official offer letter or email.

Lay your cards on the table. Call the person you want to hire and go over the pay, benefits and perks. If you don't have these details nailed down yet, you're not ready to make the offer.

Continue to promote your firm. Don't just discuss the financial aspects of the offer. Remind the individual of the benefits of joining your law firm or company, such as flexible work arrangements or training options. You want the candidate to feel good about becoming a member of your legal team.

Stay connected. Remain in touch while a candidate is considering the offer so you can reinforce your enthusiasm about him or her joining your law firm or corporate legal department.

Know how to negotiate. Be prepared if the candidate wishes to negotiate salary or other aspects of the offer. Determine in advance how far you're willing to go. You don't want to get so caught up in negotiations that you lose sight of what's appropriate for your organization. Likewise, you don't want to lose a great prospect over a minor negotiation point.



**Source: Survey of 350 lawyers among the largest law firms and corporations in the United States and Canada. The survey was commissioned by Robert Half Legal and conducted by an independent research firm.*

ROBERT HALF LEGAL: YOUR KEY TO FINDING LEGAL TALENT

Robert Half is the world's leading specialized staffing service. Our Robert Half Legal division specializes in placing legal professionals on a temporary, full-time and project basis. Some of the key benefits we can offer your business include:

The best people – Few things are as costly for law firms and companies as discovering too late that they've hired the wrong person. It wastes time, creates backlogs and damages morale. We can help you make the right match the first time to keep your legal team running at full capacity.

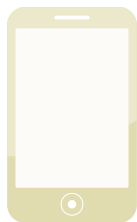
The complete job – Many organizations, especially small law firms and legal departments, don't always have the time and resources it takes to locate and attract the best talent. Despite what many think, even the Internet is just a starting point in an effective recruiting process. Our staffing professionals have the expertise to do it all for our clients: personal interviews, technical skills evaluations, reference checks, soft skills assessments and, critically, assessment of the suitability of our candidates' fit with your work environment.

The right people, right now – Time is money. Our staffing specialists are trained to make efficient matches – professionals who can start right away to help you get the job done with minimal downtime.

In-demand talent – Robert Half attracts top job candidates by offering them access to the best job opportunities, as well as skills enhancement courses to expand their career options. As a result, we can help you bring on board the hard-to-find talent you need most.

High-tech, high-touch approach – We make use of the latest technology to present candidates with the right skills more rapidly to clients. But we aren't limited to e-solutions. We believe personalized, tailored service is a key ingredient to successful recruiting.

The best reputation – We are known worldwide for providing unparalleled service. For 65 years, we have developed and refined our ability to read the job market in all kinds of economic conditions to offer sound advice and outstanding candidates.



Contact Robert Half Legal
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with your staffing needs.

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