

OSB Professional Liability Fund presents

Staffing for Solo and Small Firms: Assembling an Effective Team

Wednesday, July 27, 2022
10:00 am – 11:30 am

MCLEID 90276
1.5 Practical Skills Credits

Speakers: Rachel Edwards
PLF Practice Management Attorney

Kristen Williams
Williams Weyand Law, LLC

Anneke Haslett
Legal Northwest Staffing Agency

CLE Materials

- [Speaker Bios](#)
- [PowerPoint Slides](#)
- [Presentation Resources](#)

Speaker Bios

Rachel Edwards

Rachel Edwards received her BA from the University of Washington in Seattle and her JD from Willamette University College of Law. She is a member of the Oregon State Bar, Oregon Women Lawyers, Multnomah Bar Association, American Bar Association, a former elected board member of the Washington County Bar Association, and a founding subcommittee member of the New Lawyers Division of the Washington County Bar Association. She has served as a Classroom Law Project Mock Trial Volunteer Judge, an Oregon Department of Human Services Adoption Contract Vendor Attorney, and a volunteer for the Convocation on Equality and the St. Andrew Legal Clinic.

Prior to joining the Professional Liability Fund in 2016, Ms. Edwards was in private practice for four years. Her areas of practice included Social Security disability, family law, adoption, and estate planning cases. In her role as a practice management attorney for the PLF, Ms. Edwards provides practice management assistance to Oregon attorneys to reduce their risk of malpractice claims and enhance their enjoyment of practicing law. Her assistance is free and confidential.

Kristen Williams

Kristen is a partner at Williams Weyand Law, LLC, a small firm with offices in Salem and McMinnville. Kristen and Simonne opened their firm in February 2020 after long careers in public service. Kristen's public service began in 2008 when she joined the Oregon Department of Justice Appellate Division after working in private practice in Central Oregon. She transitioned to trial work representing the Oregon Department of Human Services (ODHS) in child welfare matters primarily involving child abuse cases. As a Senior Assistant Attorney General, she routinely represented ODHS in contested administrative hearings and in circuit court. Kristen now deploys her knowledge and experience on behalf of individuals accused of abuse or neglect in these venues. She regularly appears before the Oregon Court of Appeals on juvenile dependency matters, handles general civil litigation matters on behalf of vulnerable individuals, and serves on the Oregon Trial Lawyer's appellate amicus committee.

Anneke Haslett

Anneke is a recruiter and the account manager for NW Legal Staffing, a Portland-based company providing staffing and recruiting services. Anneke focuses on lateral attorney and legal support staff direct hire and contract placements. Her specialized expertise, developed over more than 25 years in the industry, allows her to provide intuitive and superior service to clients. Having joined NW Staffing Resources in 1996 as a personnel coordinator and now specializing in attorney and legal support staff hire and placement, they're proud to call her one of their most tenured staff. Anneke is a Portland native and graduate of Willamette University with a degree in psychology. Outside of the office she enjoys outrigger canoeing in all types of weather, and spending quality time with her son and family.

Staffing for Solo and Small Firms: Assembling an Effective Team



Professional
Liability Fund

Presented by:
Rachel Edwards, OSB Professional Liability Fund
Kristen Williams, Williams Weyand Law, LLC
Anneke Haslett, Legal Northwest

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- Assessment
- Hiring considerations
- Advertising
- Screening and interviewing
- Post-Hiring



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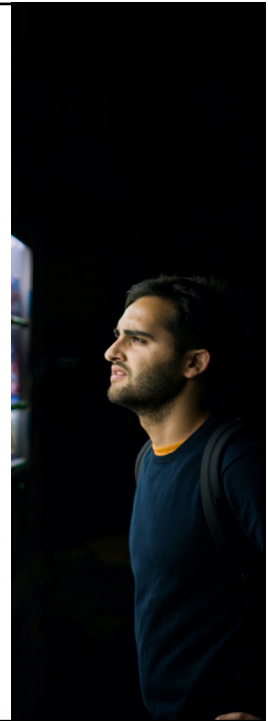
Why hire?

- Legal vs. administrative
- Risk for neglect
- Client relationships suffer
- Missing potential clients

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Considerations

- What are your goals?
- To hire or not?
- If not hiring:
 - Delegate
 - Technology
 - Contract



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Barriers

- Can I afford this?
- Uncertainty
- Fear of losing control
- Difficulty trusting
- Changing systems and procedures

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Almost there?

- Virtual receptionists
- Contract work
- Temporary placement

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Hiring Considerations

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Great Resignation

- AKA the “Great Reshuffle”
- Shifting employee expectations
- Effects on the legal industry



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LEGAL INDUSTRY LABOR MARKET TRENDS — MULTNOMAH COUNTY, OR

Updated July 2022

PORTLAND METRO AREA PROFILE

Major industry sectors in the Portland metro area include professional and business services (198,900 jobs in June), healthcare and social assistance (158,700 jobs), manufacturing (133,800 jobs), retail trade (113,600 jobs), leisure and hospitality (119,100 jobs), and professional and technical services (84,500 jobs). In addition, government employs 150,400, the majority in local government.

METRO AREA EMPLOYMENT OVERVIEW

The metro area's unemployment rate dropped to 3.5% in June, a new pandemic low. The national and statewide rates remained mostly steady, both at 3.6%. The region's unemployment rate is nearing the record low 3.0% set immediately before the pandemic. Most sectors outperformed typical seasonal trends in June led by construction, which added several thousand jobs more than normal for this time of year. Leisure and hospitality, construction, and manufacturing are growing more rapidly than the overall economy, while retail and wholesale trade, financial activities, and the public sector are lagging. The talent pool remains competitive and fast-moving. Both candidates and hiring employers hold high expectations, adding to the challenge of filling open positions.

EMPLOYMENT TRENDS

- Inflation concerns have candidates pushing for higher pay rates and seeking remote or local hybrid or onsite work. This is consistent with the ongoing, long-term trend of candidates holding out for fully remote or remote hybrid positions.
- Some employers with non-critical hiring needs are choosing to delay the hiring process, hoping to first gain a clearer perspective on the national economic outlook. These employers will want to clarify their hiring strategy and start moving on it prior to Q4 — when the talent pool contracts as employees stay in their positions through the holiday season.
- Candidate preference continues to go to employers offering competitive wages and limited pre-employment requirements, including an easy application and interview process and immediate start. Employers who can prove fast on hiring decisions are better able to secure talent.
- Qualified candidates continue to hold strong leverage as many are receiving offers from multiple employers. This is contributing to high rates of candidate “ghosting” and thus a longer hiring process.
- Entry- to mid-level employees are willing to leave newly accepted opportunities for those better aligned with pay, benefits, and/or scheduling needs.
- Employers partnered with staffing agencies to fill mid-level and higher roles are choosing to hire direct versus temporary-to-hire in order to attract qualified candidates, as those individuals are now most likely to be employed in a full-time position elsewhere.



MULTNOMAH COUNTY DATA

Labor Market — June 2022
Unemployment Rate: 3.6% ¹/₂
Total Unemployed: 16,902
Nonfarm Employment: 505,400
US Unemployment Rate—Legal Occupations: 1.8%
OR State Unemployment Rate: 3.4% ²/₇

Labor Market Competition
Job Postings on Indeed: 29,274 ³/₂
Legal Industry Job Postings: 290+
Active Local (+10 mi.) Legal Candidates: 45

Average Hiring Salary Range by Position
Legal Assistant — \$48K-88K /Yr
Paralegal — \$65K-95K /Yr
Legal Office — Clerical — \$40K-50K /Yr
Legal Office — Management — \$90K-120K /Yr

Source: <https://www.nwstaffing.com/wp-content/uploads/2022/07/Labor-Market-Trends-Legal-Multnomah-County-July.pdf>

Position Details

- Remote vs. In-person
- Work to be performed
- Temporary or permanent?
- Part-time or full-time?



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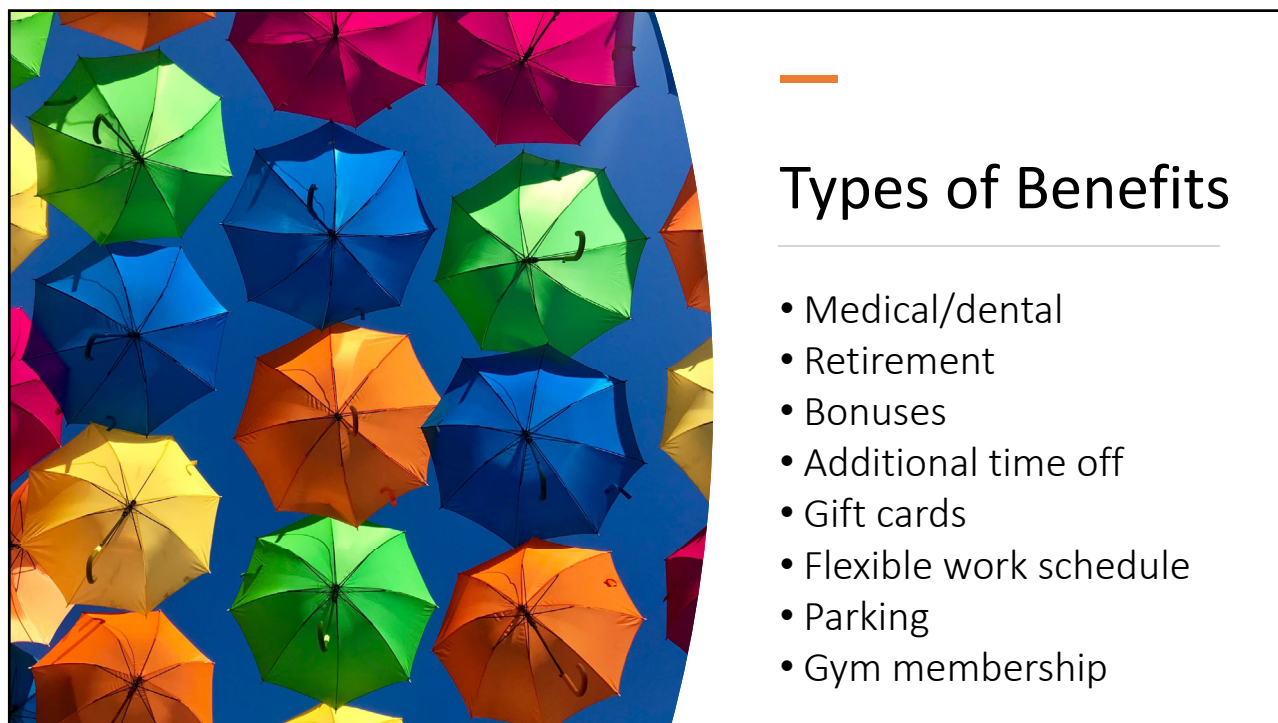
Shifting Your Mindset

- Be more flexible
- Be ready to train from the ground up
- Value work/life balance
- Create a focused culture

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2020-2021 Staff Salary Survey

LEGAL NORTHWEST

Staffing Partner to the Multnomah Bar Association



ANNUAL & MONTHLY **STARTING** SALARIES
BASED ON A 40-HOUR WORK WEEK

	Entry-Level	Mid-Level	Experienced
Support Services	37k—39k \$3,083—\$3,250 mo.	40k—44k \$3,333—\$3,666 mo.	45k—48k \$3,750—\$4,000 mo.
Legal Assistant	49k—57k \$4,083—\$4,750 mo.	63k—68k \$5,250—\$5,666 mo.	69k—75k \$5,750—\$6,250 mo.
Paralegal	45k—55k \$3,750—\$4,583 mo.	69k—78k \$5,750—\$6,500 mo.	80k—86k \$6,667—\$7,167 mo.

Source: https://www.nwstaffing.com/wp-content/uploads/2022/01/2020-2021_Legal-Staff-Salary-Survey_Legal-Northwest.pdf

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Run the Numbers

Example:

- Attorney billable rate = \$250
- Legal staff billable rate = \$140
- Legal staff compensation (entry level paralegal) = \$23/hour (add 25% for benefits) to equal \$30/hour
- **Salary**= Paralegal receives \$30/hr. in compensation x 40 hours per week= \$1,200
- **Billing and profit**= If the paralegal bills for 8.6 hours that week, the attorney breaks even (\$140/hr. x 8.6 hours = \$1,200)
 - Any hours billed beyond 8.6 are profit for the firm
 - If the paralegal bills 15 hours per week, the attorney makes a profit of \$900 each week (\$3,600/mo.)

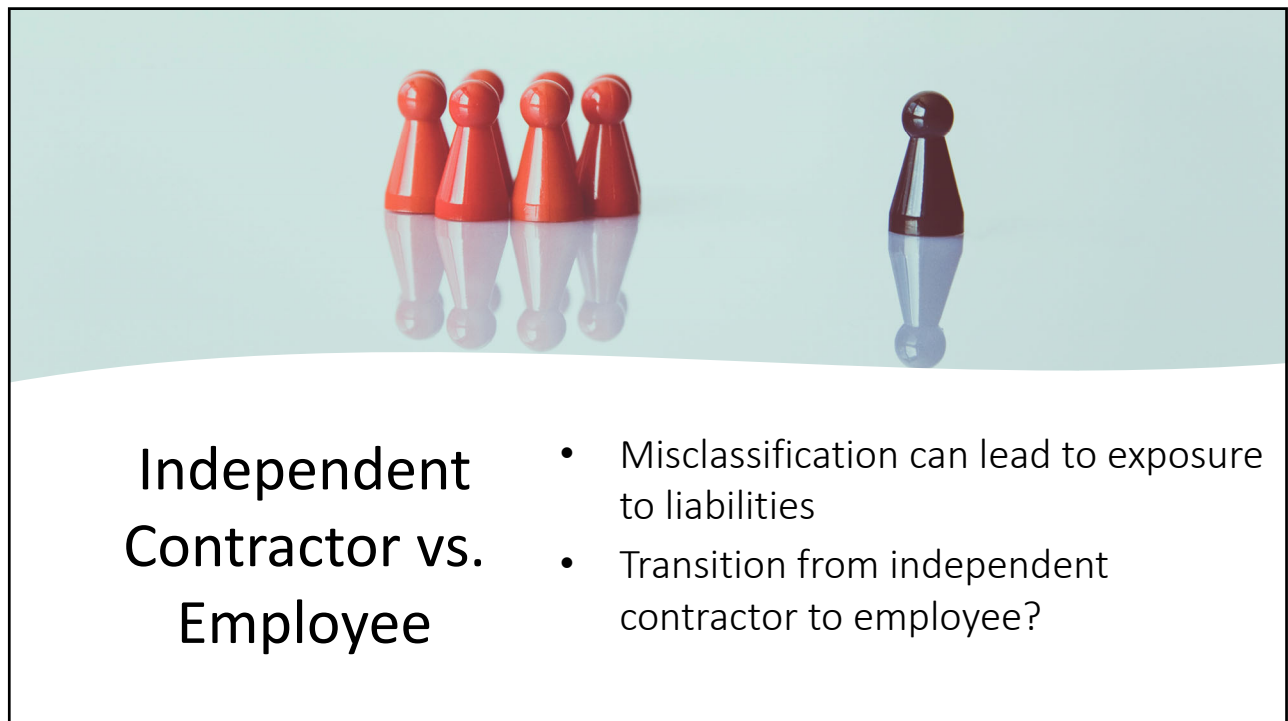
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Do you have
the
infrastructure?

- Office/virtual space?
- Technology set up?
- Systems set up?

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**Independent
Contractor vs.
Employee**

- Misclassification can lead to exposure to liabilities
- Transition from independent contractor to employee?

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Legal Obligations

- Talk to an employment lawyer
- Understand legal obligations
 - Basic laws affecting workplace
 - Review draft offer
 - Employment compliance manual

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A red rectangular sign with the words "FOR HIRE" in white, bold, sans-serif capital letters. The sign is mounted on a black metal post with a brass-colored spherical finial. The background is a blurred indoor setting, possibly a workshop or office.

FOR HIRE

Advertising

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Position Description

- Embrace firm's voice
- Specify special skills
 - Particular programs
 - Court e-filing experience
 - Foreign language
- Compensation and benefits



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Posting

- Understand your audience
- Law-related channels
 - Law schools
 - Legal administrators
 - Oregon Paralegal Association
 - Association of Legal Administrators
 - National Association of Legal Secretaries
 - Listservs
- General
 - Indeed
 - Monster
 - Career Builder
 - Zip Recruiter

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Screening and Interviewing

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A graphic showing four wooden figures of different colors (yellow, orange, red, dark red) standing in a row, with a large magnifying glass over them, symbolizing screening.

Screening

- Due diligence
 - Background checks
 - Verify past employment
 - Contact references
 - Additional research
- Application process

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Preparation

- Prepare questions that can be used for all candidates
- Open-ended questions
- Skills needed?
- Will they fit your firm culture?



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Interview

- Better understand work history
- Did they do their homework?
- Skills and personality
- Practice area(s)

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Hiring

- Offer in writing
- Terms of employment
- Review by employment attorney

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Post-Hiring

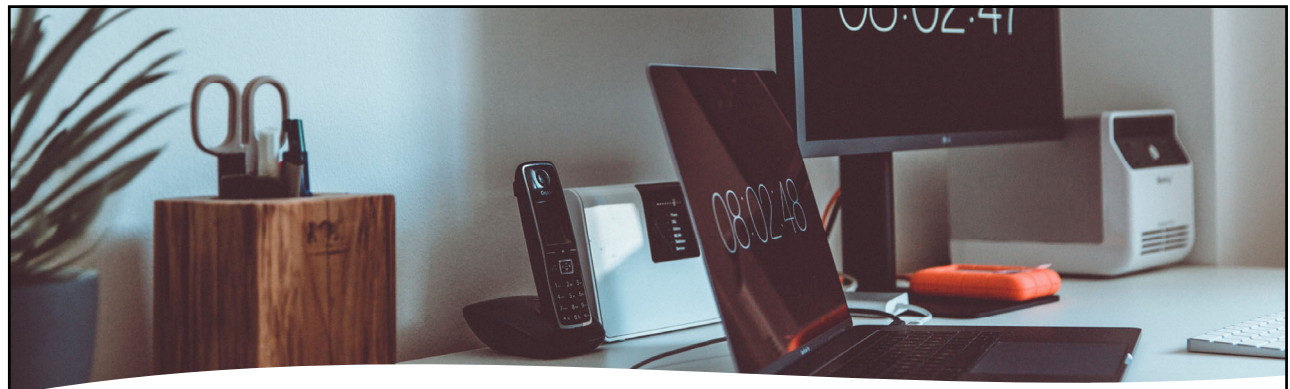
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Onboarding

- Remote or in-person
- Provide office procedures and policies manuals
- Clearly define staff roles and expectations
- Communicate firm values and culture



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Technology

- Supplying equipment
- Clear use guidelines
- Protecting confidentiality

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Ongoing Training

- ABA Model Guidelines for Utilization of Paralegal Services
- Encourage to join professional organizations
- Determine need for training



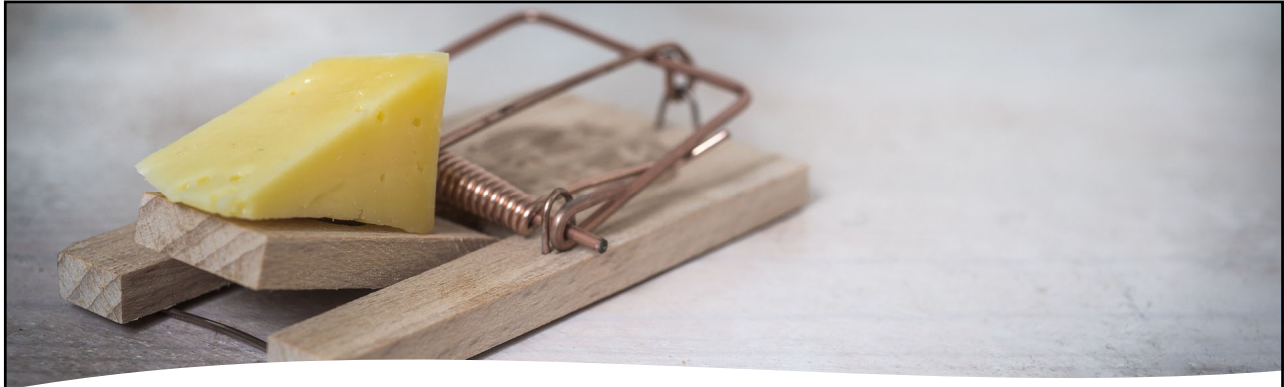
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Supervision

- ORPCs 5.1 and 5.3
- Regular meetings
- Technology to collaborate
- Review work product

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Unauthorized Practice of Law

- Tasks that can be delegated
- Tasks that CANNOT be delegated
- Consequences of lack of supervision

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Retention

- Regular and open communication
- Encourage questions
- Treat with respect
- Support growth and learning
- Work/life balance



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Resources



Professional Liability Fund

<https://www.osbplf.org> > Services

- Forms ■ Books ■ CLEs ■ *InPractice* blog ■ *InBrief* Newsletter ■ Practice Management Assistance Program (PMAP) ■ Oregon Attorney Assistance Program (OAAP)

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Contact Us

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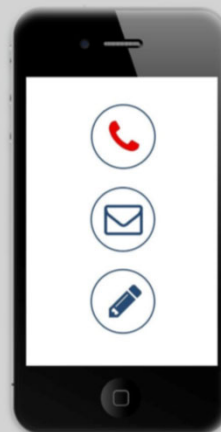
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503-924-4171

Free and confidential



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1. You can find all staff-related forms on the PLF website at <https://www.osbplf.org/services/resources/#forms> > Staff. See the list of forms below:
 - a. ABA Model Guidelines for Utilization of Paralegal Services
 - b. Appointments
 - c. Chart of Professional Organizations for Law Firm Staff and Law Related Professionals
 - d. Checklist for Departing Staff
 - e. Checklist for New Staff
 - f. Confidentiality in the Law Office
 - g. Delegation Memo
 - h. Ethics for Support Staff
 - i. Project Assignment
 - j. Receptionist's Duties
2. Hiring
 - a. PLF Blog: Hiring Staff: Considerations Before and During the Hiring Process (<https://www.osbplf.org/blog/post/hiring-staff--considerations-before-and-during-the-hiring-process/>)
 - b. PLF Form: Checklist for Creating an Associate Agreement (https://assets.osbplf.org/forms/practice_forms/Checklist%20for%20Creating%20an%20Associate%20Agreement.pdf)
 - c. ABA article: Information for Lawyers: How Paralegals Can Improve Your Practice (https://www.americanbar.org/groups/paralegals/profession-information/information_for_lawyers_how_paralegals_can_improve_your_practice/)
 - d. ABA Book: Effectively Staffing Your Law Firm (<https://www.americanbar.org/products/inv/book/280835801/>)
3. Independent Contractors or Employees?
 - a. PLF form (https://assets.osbplf.org/forms/practice_forms/Independent%20Contractors%20or%20Employees.pdf)
4. Compensation
 - a. U.S. Bureau of Labor and Industries (https://www.bls.gov/oes/current/oes_or.htm#23-0000)
 - b. Robert Half 2022 salary guide (https://www.roberthalf.com/salary-guide/home?utm_campaign=Client-Candidate-SalaryGuide-NonRec-Auto-Email1-NA&utm_medium=Email&utm_source=RH_Operational&utm_content=access_salary_guide&sfi=)
 - c. Additional benefits (<https://www.adp.com/resources/articles-and-insights/articles/s/small-business-employee-benefits.aspx>)
5. Office Manuals
 - a. Sample Table of Contents (https://assets.osbplf.org/forms/practice_forms/Office%20Manual%20Sample%20Table%20of%20Contents.pdf)
 - b. Creating an Office Policy Manual (https://assets.osbplf.org/forms/practice_forms/Creating%20an%20Office%20Policy%20Manual.pdf)

- c. Creating an Office Procedures Manual (https://assets.osbplf.org/forms/practice_forms/Creating%20an%20Office%20Procedures%20Manual.pdf)
- 6. Management
 - a. ABA Article: Death by Bad Management: Leadership as an Antidote to Terrible Bosses (<https://www.lawpracticetoday.org/article/death-by-bad-management-leadership-as-an-antidote-to-terrible-bosses/>)
 - b. OSB CLE: Beyond Employment Law 101: Beyond a Good Boss is Good for Business (<https://ebiz.osbar.org/ebusiness/ProductCatalog/Product.aspx?ID=2705>)
- 7. Staff supervision
 - a. OSB Bulletin Article: Good Intentions: Staff Supervision Needed- Maybe More Than You Think (<https://www.osbar.org/publications/bulletin/15jul/managing.html>)
 - b. PLF Blog: Lawyers as Supervisors (<https://www.osbplf.org/blog/inpractice/lawyers-as-supervisors/>)

CHECKLIST FOR HIRING STAFF

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LEGAL NORTHWEST

Hiring staff is a decision that should be made with adequate consideration. There are many options for virtual staff, part-time, and independent contractors instead of full-time staff. Here are some items to review prior to, during, and after the hiring process.

Prior to Hiring

1. Start by fully assessing WHY you need to hire assistance. Is it your firm's workload, are you growing your practice or adding specialty positions? Determine:
 - Do you need temporary or permanent help?
 - Will the position be part-time or full-time, and how many hours per week?
 - If you're hiring for a permanent position, would it be beneficial to evaluate candidate fit over a trial employment period?
 - If you're hiring for temporary support, how long do you anticipate needing help?
 - Is there another way to solve your challenge outside of hiring?
2. Evaluate your financial position. What is your budget for the hire? Keep in mind not only salary, but also benefits, headcount, approval, incentive pay, bonuses, PTO, taxes, desk, parking, computer, etc.
 - Resource: "[How to determine the true cost of an hourly employee](#)" (Intuit)
3. Get to know your local labor market. Including employment numbers, current hiring salaries, and what's important to job seekers. Being aware of and responsive to your market can help you be a more competitive hiring employer.
 - Resource: "[Legal Industry Labor Market Trends - Multnomah County, OR](#)" (Legal Northwest, July 2022)
4. Pre-plan for staff onboarding. Determine who in your practice will be responsible for overseeing new hire onboarding and training – and who is able to provide additional support as needed. New hires with a thoughtfully planned and supportive onboarding experience are more likely to be engaged, successful, and retained long-term.
 - Have a 'desk manual' for temporary personnel that includes useful, basic firm information like logins, resources, contact information, etc.
 - Resource: "[To Retain New Hires, Spend More Time Onboarding Them](#)" (Harvard Business Review, December 2018)
 -
5. Remote vs. Remote Hybrid vs. Onsite. Some considerations: What is your business need? While remote and remote hybrid work are strong candidate preferences, you must decide what works best for your firm.
 - Do you have clients who come into the firm?
 - Is your workstyle such that you need in-person assistance full-time, or can you support remote or hybrid remote staff?
 - Keep in mind that in a competitive, fast-moving talent market you'll attract more candidates if you can be flexible with onsite and scheduling requirements

CHECKLIST FOR HIRING STAFF

- Working remotely is 70% more desirable to professional industry staff now compared to pre-pandemic; see [“The Great Rehire: What Job Seekers Truly Care About”](#) (ClearlyRated, June 2022).
- Resource: [“Why Employers Should Support Post-Pandemic Remote Work”](#) (NW Staffing Resources, March 2021)

During the Hiring Process

1. Advertise your open position strategically. In a highly competitive labor market, you can use your job ad as a way to differentiate your practice and attract applicants.
 - Where to advertise – Think about your audience, who do they network with and where do they spend time online (what social media do they use)? Legal-specific job posting sites (LinkedIn, Oregon Paralegals Association, Association of Legal Administrators: Oregon, and the Oregon State Bar) may offer free job posting options.
 - What to include in your ad – Job description, compensation, benefits, etc.
 - Job ads with compensation get more responses
 - Resource: [“Thinking About Including a Salary Range in Your Next Job Posting? Here’s What You Need to Know”](#) (BambooHR, January 2022)
 - Share position benefit statements—sell the job— at the top of the ad
 - Include a basic simple task within the posting to see if they can follow directions (i.e. submit resume in PDF format, list references with resume)
 - Always include a ‘call to action’ that makes clear the next step a candidate must take in order to learn more or apply for the position
 - Develop a company standard template that matches your website branding and shares what you’re proud of about your practice
 - Develop an appropriate job title and description.
 - Keep the experience of your ideal candidate in mind – how would they search for your position?
 - Include compensation and benefits, and your firm’s differentiators
 - Get creative with your job description and embrace your firm’s authentic voice – avoid copy/pasting a past job description, or one from the web
 - What not to include in your ad – exclusive language, salary requirement
 - Make it easy for candidates to apply to your position by reducing application steps and friction points where possible
2. Be prepared with candidate screening and interviewing best practices.
 - Potential application red flags to watch out for – frequent typos in written communication, inability or unwillingness to follow application instructions
 - Conducting background checks – be consistent with all your hires, following state law according to the nature of the position
 - Having a written policy – one that can be shared with hiring partners – is best, including the type of check and disqualifiers
 - Resource: [“Hiring discrimination and ‘Ban the Box’”](#) (OR BOLI)
 - Utilize in-person and remote interview formats based on your firm’s needs, but prioritizing process efficiency to keep candidates engaged
 - The best interview format will be based on the needs of you and your candidate.
 - Keep in mind that in a competitive talent market time is of the essence – don’t delay the interview process if you can help it.

CHECKLIST FOR HIRING STAFF

3. Make a successful job offer by reaffirming your competitiveness as an employer and staying on top of communication.
 - Be very clear with your job offer – share full position and benefits details to reduce a communication back-and-forth delay
 - Keep your offer date to start date as short as possible, planning for regular, frequent contact between you and the candidate during that time
 - Share a gesture of appreciation for your candidate’s consideration of your job offer – send a note of thanks, flowers, etc.
 - Provide the candidate with a reasonable offer expiration date
 - It’s best to always assume your candidate is still on the market and considering other offers until they’ve started with you
 - Resource: [“Hiring Is Hard Enough. Now New Workers Are Vanishing Before They Even Start.”](#) (Wall Street Journal, May 2022)

After the Hiring Decision

1. Thoughtfully plan your new hire’s onboarding experience – especially day one, week one, and month one. This is your first impression and chance to set the stage for successful employment.
 - Prepare the new hire for day one success by ensuring they have the documents they need for onboarding (identification, employee handbook), they know where they are parking, etc.
 - Can you take the new hire for coffee or lunch?
 - On what timeline and how will staff introductions be made?
 - Establish staff who can be available to help answer questions as needed
 - Schedule onboarding check-in meetings the first week, month, and quarter
 - Resource: [“15 Steps Managers Can Take To Set New Employees Up For Success”](#) (Forbes, July 2022)
2. Setting clear performance expectations, providing regular feedback and recognition of good work, maintaining an open dialogue, and valuing life/work balance are strategies that can help your firm reduce costly turnover - throughout the onboarding period and beyond. Resource: [“13 Effective Employee Retention Strategies”](#) (Indeed).

IMPORTANT NOTICES

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2021 ALA Compensation and Benefits Survey EXECUTIVE SUMMARY

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- 4 Benefits
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Introduction

ALA’s 2021 Compensation and Benefits Survey revealed just how much COVID-19 impacted the legal industry.

For example, the data showed a dramatic drop in attorney and staff turnover and a sharp uptick in work from home policies — both trends likely attributable to the pandemic. Other developments included a notable rise in vision, dental and short-term disability coverage for employees, as well as medical coverage for dependents — along with requirements that beneficiaries pick up more of the tab. The position of Chief Information Officer received the second highest base salary after the lead marketing executive, a significant change from 2020 that may reflect the increasing importance of digitalization. The Northeast again maintained significantly higher ratios of attorneys to paralegals.

This year’s survey provides annual base salary and compensation data for 79 individual positions as well as wage information for paralegals and legal assistants. Compensation records were provided for 9,473 industry professionals. Of the 285 responding firms with 967 locations, a third were located in the Southern United States. Nearly all were private law firms. As was the case in 2020, the majority of firms have fewer than 50 lawyers or judges per location. The median number of 15 was down from the 21 reported in the previous survey. The comparable figure for non-legal staff was 14. The data were compiled and analyzed by intelligence solutions provider Readex Research Inc.

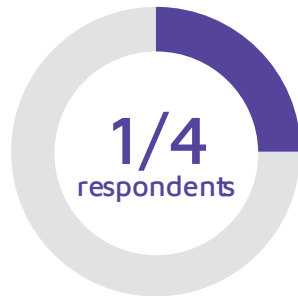
Once again, we invite members to use the survey information — which breaks down many results by size, location and organizational type — to help inform their own budgetary and staffing decisions over the coming 12 months and beyond.

For additional insights see the following highlights.

Pandemic

Law firms took a variety of measures to respond to the COVID-19 pandemic. About one-fourth laid off employees. The majority of such layoffs affected less than 6% of the staffs, but one in five of the firms laid off 10% or more.

Just over one-fourth of respondents froze salaries or bonuses. Almost a third took temporary salary reductions, roughly half of them reducing pay by 10% to 24%. Such reductions lasted less than six months at most firms, and the great majority returned salaries to regular levels by January 1, 2021. Only 5.6% of respondents outsourced at least one business area in response to pandemic pressures.



froze salaries or bonuses



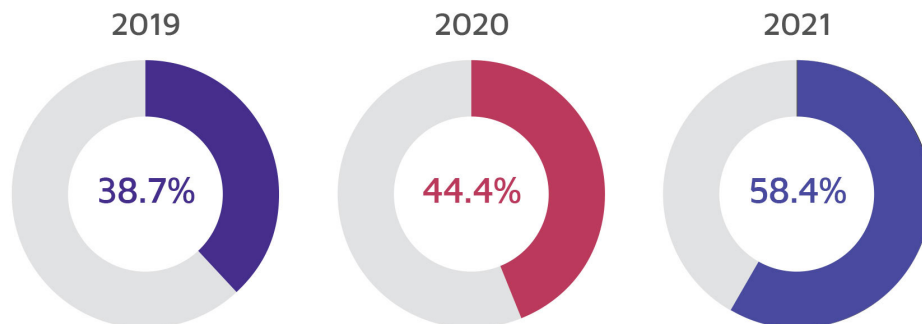
took temporary salary reductions

Finally, 58.4% of respondents reported policies that permitted working from home on a part-time or full-time basis, a noticeable but unsurprising leap from the 44.4% clocked a year earlier. Of those that had a work from home policy, some 86% introduced the benefit for the first time in 2020. While only 28.1% of firms predict remote working will return to prepandemic levels, 58.2% feel it will decrease to some extent.

Of the three out of four firms that applied to the federal Paycheck Protection Program (PPP), nearly all received the requested funds.



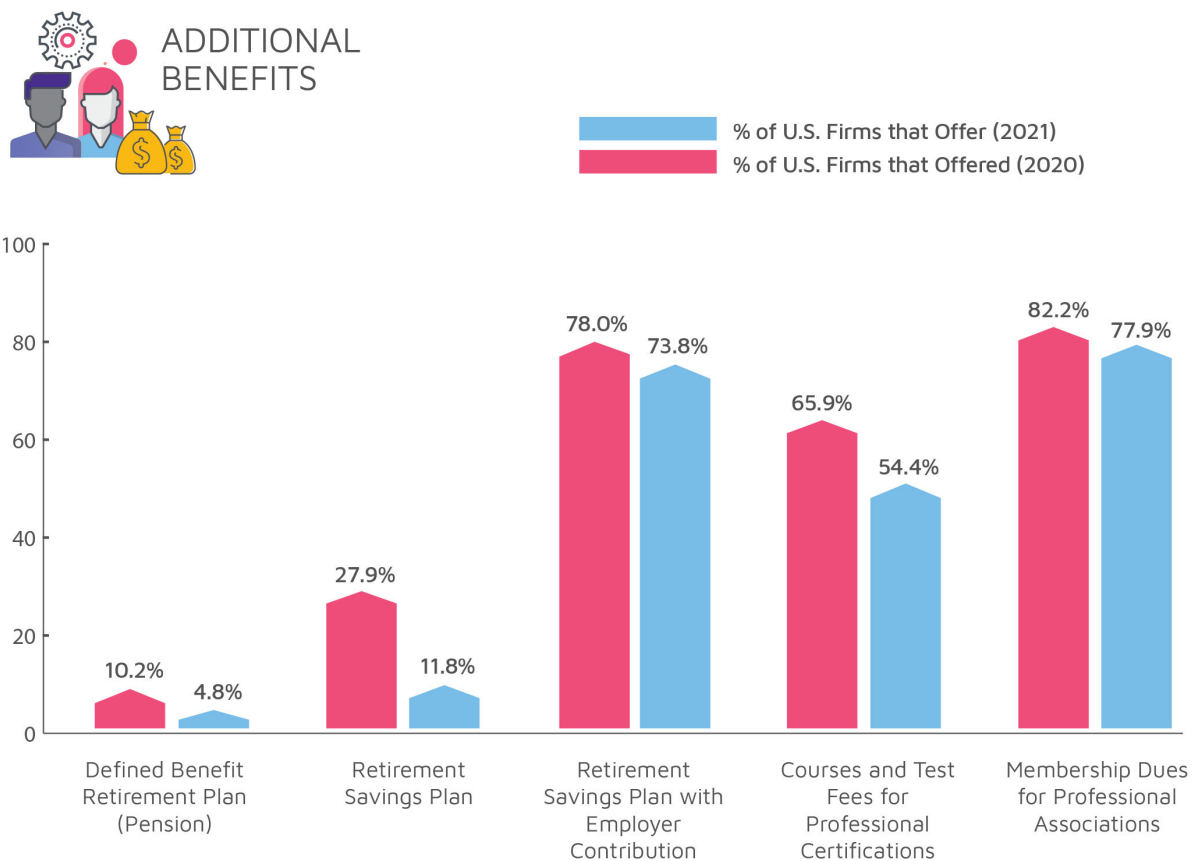
FIRMS WITH WORK FROM HOME POLICIES



Benefits

Medical coverage remained the most popular employee benefit, offered by 86.5% of locations, a slight rise from the previous survey. As in other industries, however, employees were expected to cover an increasing share of the financial burden. The portion of firms covering 100% of premiums declined by nearly 5% to 14.2%, with the great majority of firms picking up between 75% to 99%.

The benefit seemed popular at all sizes of firms. Those with fewer than 100 lawyers reported significant increases over the previous year, and 95.2% of firms with fewer than 10 attorneys offered the benefit. Virtually all firms with 200 or more lawyers/judges offered the benefit, up from 66.7% the previous year. Firms offering coverage for dependents also continued a multiyear upward trend to 83.2%, a dramatic bump of nearly 13% over 2020. However, in one more example of the escalating cost sharing trend, coverages of 82.4% of the associated bills for employees and 52.4% for dependents were noticeably less generous than the previous year.

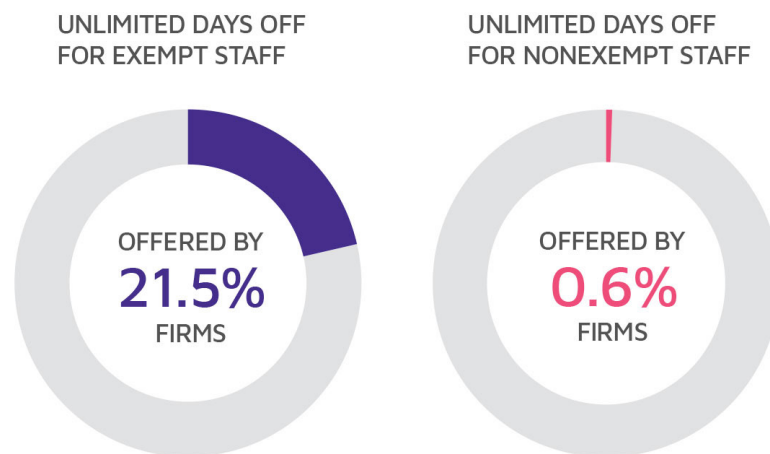


Benefits

Some 84.7% of firms offered employee dental coverage, nearly double the percentage of the previous year. Broader coverage again came at greater beneficiary cost: Only 14.9% of firms covered the entire premium, a considerable drop from the 28.5% in the 2020 survey. Vision plans were offered by 82.2% of firms, up sharply from the 23.7% of the previous year.

More firms than a year ago offered disability, life and accidental death insurance. By far the most substantial increase was once again for short-term disability, up by nearly 15 percentage points to 77.7% of respondents.

Maternity and paternity leave registered upticks of a few percentage points, continuing last year's trend. Depending on personnel category, the former is offered by 66.5% to 74.9% of firms and the latter by 55.1% to 76.1%. Unlimited days off were offered by 21.5% of firms for exempt staff and 0.6% for nonexempt.

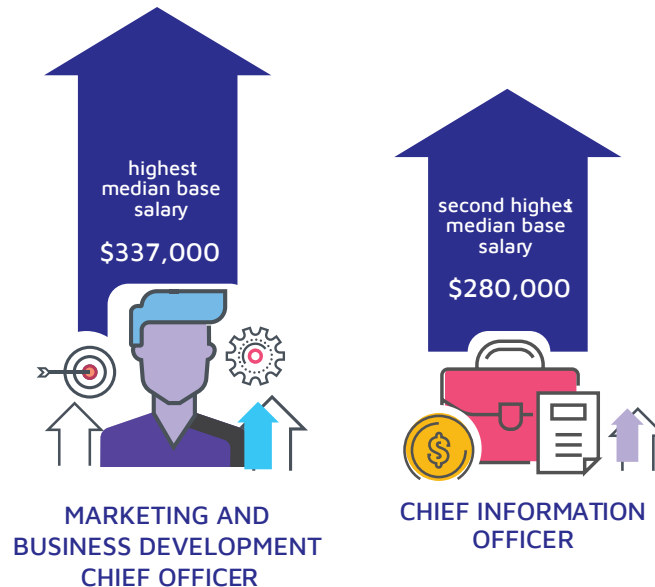


Respondents reported somewhat less interest in retirement plans. Those with employer contributions were once again by far the most popular category, although the 73.8% of firms offering them was down a few points from the previous year. There were also declines in defined benefit and other noncontributory profit-sharing retirement plans.

Some additional benefits also exhibited modest declines: Only 54.4% of firms reimbursed professional course fees, down by nearly 12% from a year earlier. Also down a few points were reimbursements for membership dues, now offered by 77.9%.

Compensation

The great majority of law firm positions received base salary increases ranging from 2% to 3% over the previous year. Larger firms again tended to pay higher salaries. As in 2020, Marketing and Business Development Chief Officers received the highest median base salary, the \$337,000 representing a 3.85% year-to-year bump that was the greatest of all positions. That position also received the largest median total compensation after bonuses at \$385,000.



In a notable change from the previous survey, the position of Chief Information Officer received the second highest median base salary at \$280,000. The position's total compensation after bonuses came to \$327,790. The position of Executive Director/Principal Administrator/Chief Operating Officer received a median base salary of \$195,000, up 2.95% from a year earlier, with median total compensation of \$225,200.

Compensation for associate attorneys with more than two years' experience continued the upward trend tracked in previous surveys, increasing by some 3% over 2020. After two years of solid increases, summer associates' median base salary of \$124,800 was basically flat.

Chief Financial Officers received the highest bonuses — a median of \$35,000 on a base salary of \$258,000. Bonuses in general, however, seemed less popular than a year ago. By far the most common was discretionary, offered by 73.9% of firms, down from 2020's 83.6%. Less than half of respondents reported using other bonuses such as merit (43%), signing (45.1%) and recruiting (32.6%). While only 24.5% of firms offered tenure-based bonuses, some 41.7% of firms with 200 or more lawyers/judges offered the benefit.

A median base salary of \$101,000 for paralegal managers was up 0.50% from the previous year. Comparable figures were \$85,000 for secretarial supervisors, \$75,740 for paralegals and \$67,040 for legal assistants — all three positions up some 2.0% from the previous survey. Median paralegal wages were \$36.74 and \$32 for legal assistants. Some 94.4% of locations with legal assistants or paralegals classified the positions as nonexempt, up from 76.6% the year before.

Compensation

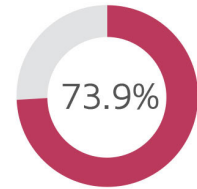
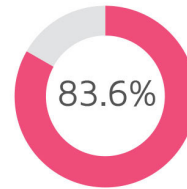


ADDITIONAL BENEFITS

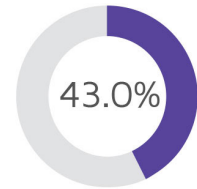
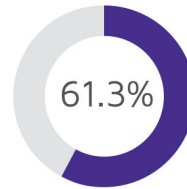
% of U.S. Firms that Offered 2020

% of U.S. Firms that Offer 2021

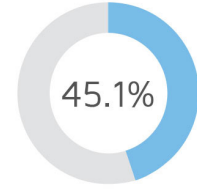
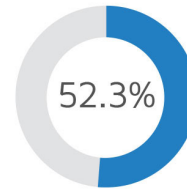
Discretionary Bonuses



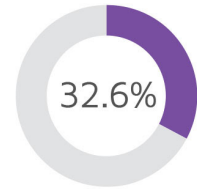
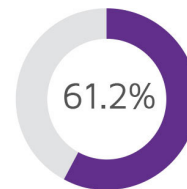
Merit Bonuses



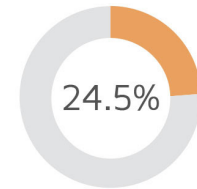
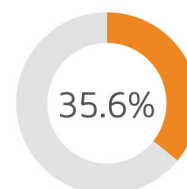
Signing Bonuses



Recruiting Bonuses



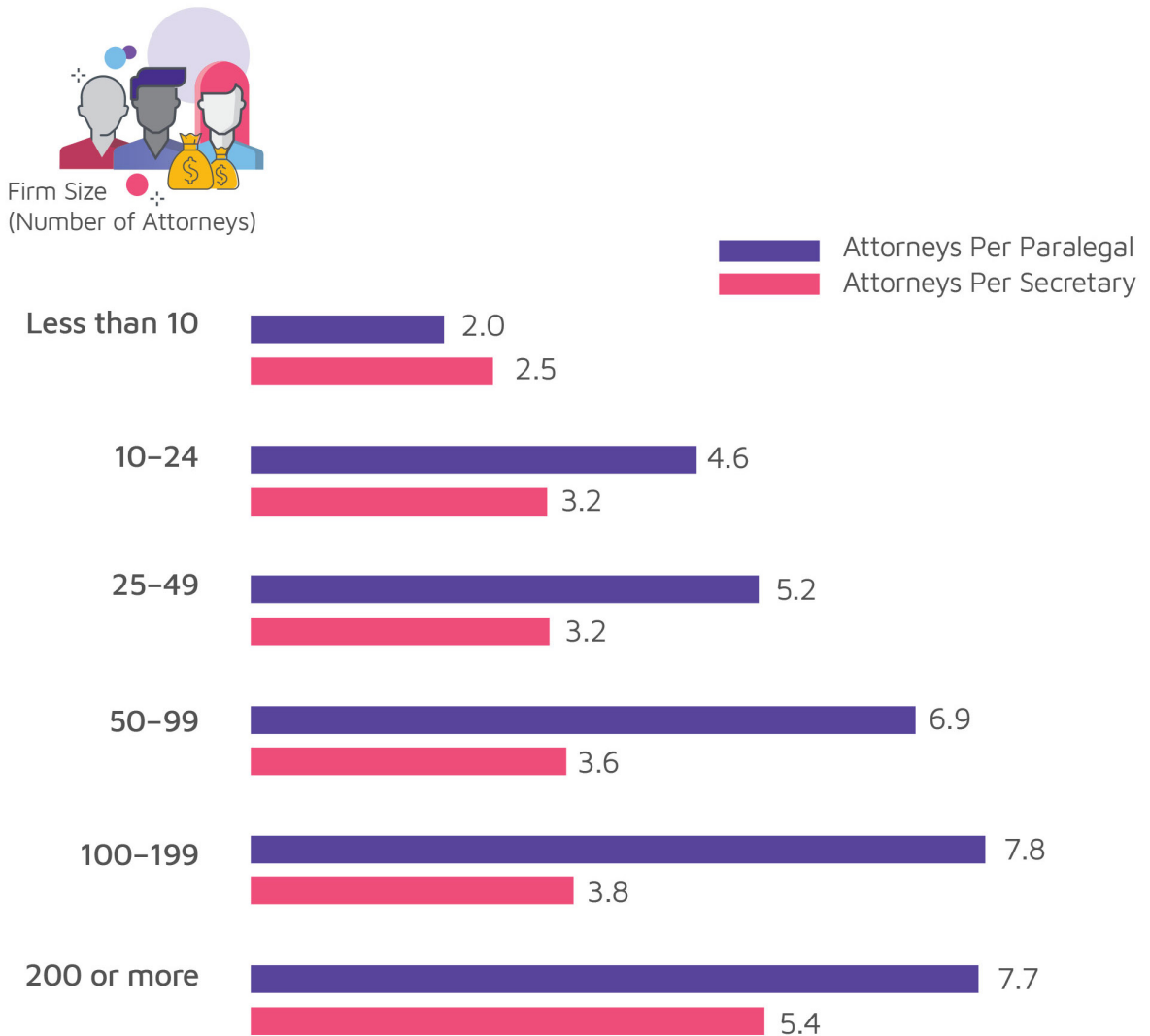
Tenure-Based Bonuses



Staffing Ratios and Turnover Rates

Firms overall reported a median of 4.5 attorneys per paralegal, slightly fewer than the previous survey. Economies of scale were apparent again this year as larger organizations made do with less: Firms with 200 or more lawyers/judges had a median of 7.7 attorneys per paralegal; the figure was only 2 for firms with fewer than 10 lawyers/judges. Firms in the Northeast reported a median of 7.1 attorneys per paralegal, higher than other regions.

The median number of attorneys per secretary dipped slightly to 3.1. Once again, larger firms achieved higher productivity: Those with 200 or more lawyers maintained a median 5.4 attorneys per secretary, while firms with fewer than 10 attorneys reported only 2.5.

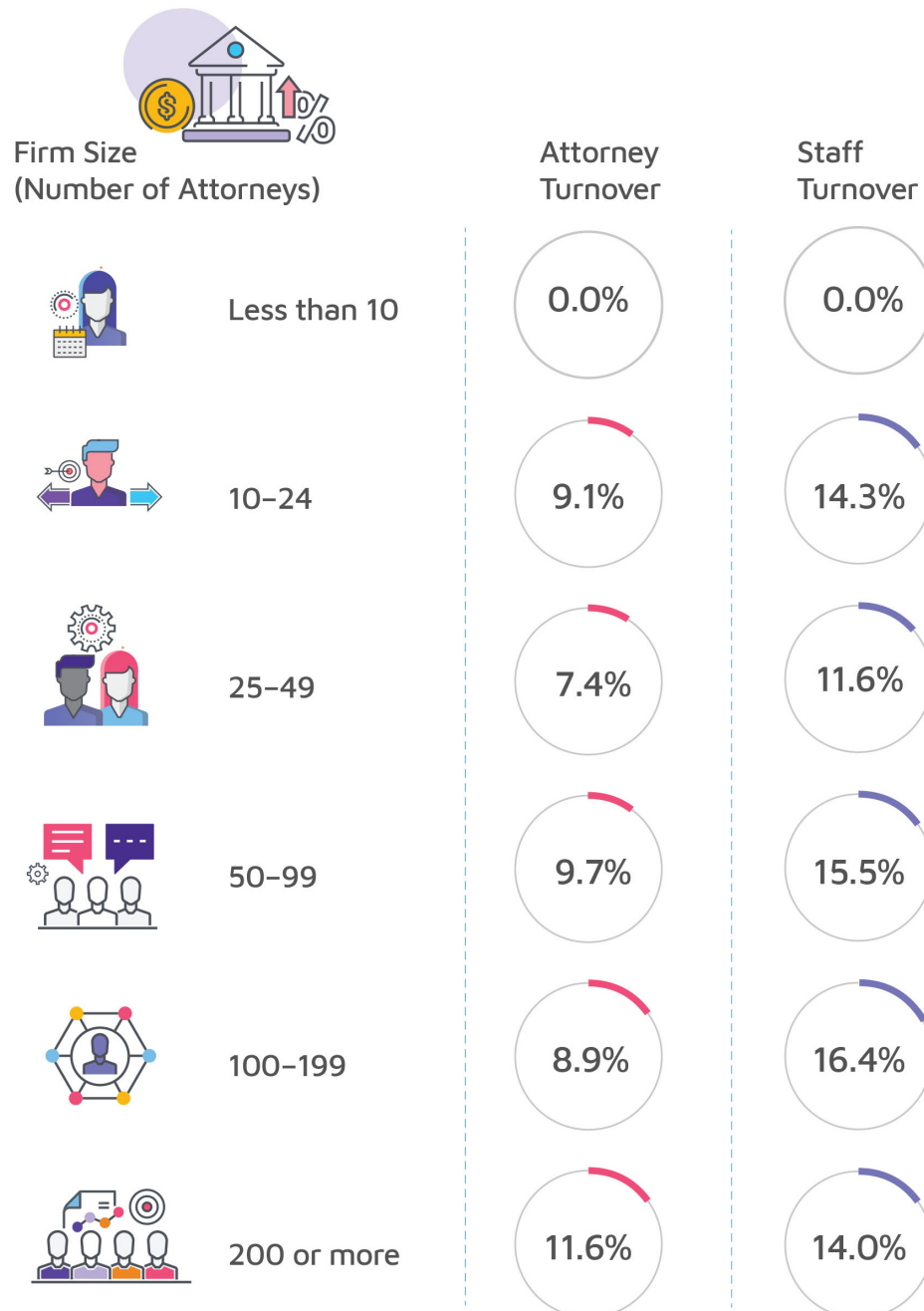


Attorney and staff turnover dropped dramatically from the previous year, perhaps a result of reluctance to switch employers during the pandemic. Median attorney turnover at private law firms was 6.7%, down from 16.7%; median staff turnover was 13.3%, down from 25.0%.

Staffing Ratios and Turnover Rates

Firms with 200 or more lawyers were the only group to record an increase in attorney turnover — their 11.6% rate was a bit higher than the previous survey’s 9.1%. Firms with fewer than 200 lawyers recorded median turnover of from 7.4% to 9.1%; those with fewer than 10 attorneys recorded no appreciable turnover at all. The linkage of turnover and firm size was the inverse of 2020, when the largest firms reported turnover of only 9.1%, a figure that increased steadily with declining firm size until those with fewer than 10 lawyers reported 33.3%.

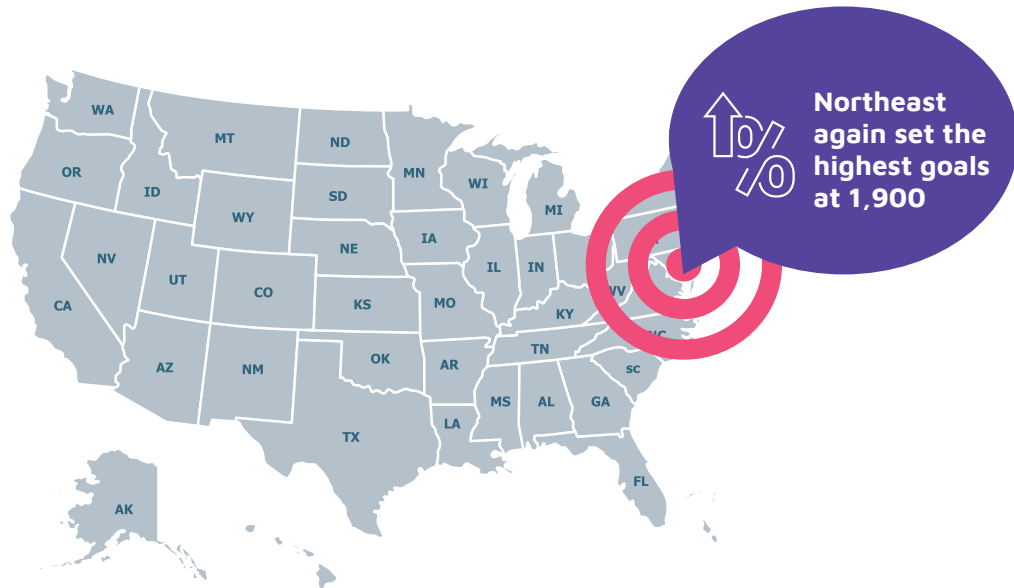
Staff turnover was dampened across the board. Firms with fewer than 10 attorneys reported virtually no turnover, compared with 33.3% in 2020. Larger firms ranged from 11.6% to 16.4%, a considerable drop from the 20.0% to 25.0% clocked the previous year.



All figures are median

Billable Hours Goals

Law firms set annual median billable hours for full-time associates at 1,850, virtually the same as the previous survey. While there was little variation by size of firm or region, firms in the Northeast again set the highest goals at 1,900. For paralegals the median billable hour figure was 1,500, with larger law firms tending to set somewhat higher goals.



Our opening summary has highlighted some of the most significant findings of this year's survey. The following pages are packed with much additional information for industry members now making decisions about staffing, compensation and other operational matters for the year ahead.





2020 NATIONAL UTILIZATION
& COMPENSATION STUDY



PREPARED BY
DATA POINT CONSULTING LLC

UTILIZATION & COMPENSATION SURVEY REPORT OVERVIEW

Since 1986, NALA has conducted research at a national level to better gain insights on the educational backgrounds, work environments, duties & responsibilities, and compensation levels of paralegals, which has been invaluable for those in this profession. The current report represents various topics (as noted above) from the data collected in 2020, along with trends where appropriate. Employment compensation and benefits reflect 2019 data. This study was conducted to better understand the educational backgrounds, work environments, duties and responsibilities, billing, and compensation levels of paralegals. The research provided is invaluable to those working in the paralegal profession as it provides several years of market research data for compare-and-contrast purposes.

METHODOLOGY

NALA partnered with a third-party company, Data Point Consulting LLC, to administer, collect, and analyze the results. **The survey was successfully sent to 6,219 NALA members**, with an additional pool of approximately 5,000 non-members, in July of 2020 and was open for three weeks. Reminders were sent out to increase the response rate while the survey was active. This study has been conducted every two years since 1986. Individual response over the last 10 years is as follows: 1,607 in 2020; 1,112 in 2018; 1,226 in 2016; 1,069 in 2014; 1,330 in 2012; and 1,451 in 2010. **The overall 2020 member response rate was 14%**. Although there is no standard response rate across research, the higher the response rate, the better.

Given the number of individuals that responded and the comparable demographic makeup of survey respondents who were members of NALA, the survey sample is representative of NALA's paralegal population. This study is specifically for market research purposes and not intended to price fix on the open market.

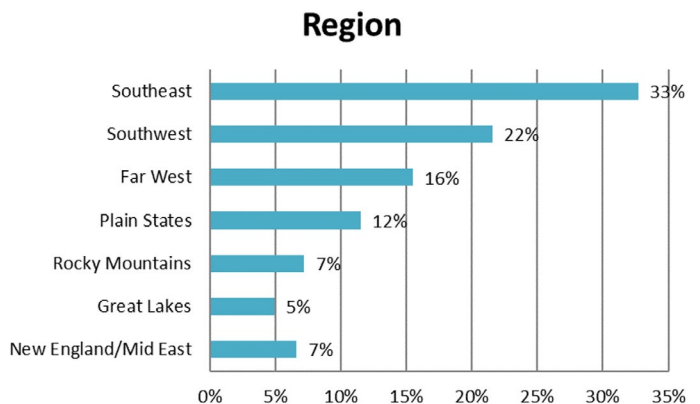
The report is broken down into various components assessing overall demographics, employment and responsibilities, compensation and billing rates, and employee/family benefits. New in 2020, participants were asked to focus primarily on 2019 information when it came to compensation and billing rates, given the uncertain economic times 2020 has brought due to the unprecedented COVID-19 pandemic.

PARALEGAL PROFESSION - EXPECTED GROWTH

According to the Bureau of Labor Statistics, the paralegal profession made up, on average, 336,669 jobs in 2020 with these professionals earning, on average, \$51,730. The median hourly wage of paralegals and legal assistants in the United States is \$24.87 per hour. By 2025, the number of paralegals is expected to grow by 6.7% to 359,193 jobs. Most jobs are found in the legal services industry—capturing 77.4% of employment—with the next two most popular industries comprising of 4.4% employment in federal government, civilian and 4.4% in local government, excluding education and hospitals. Roughly 85% of paralegals in the United States are female. Overall, the paralegal profession's job outlook is projected to increase much faster than the average job sector. Given the number of 2020 survey respondents¹ (n = 1,607), this study provides a generalization of the paralegal profession.

DEMOGRAPHICS OF RESPONDENTS

Consistent across this study, the majority of respondents were female (94%), a NALA member of 10 years (73%), and about 50 years old. Approximately 70% of respondents indicated that they were a Certified Paralegal, 8% of them have their CLAS, and 32% of them obtained NALA's ACP credential. Almost half of respondents indicated that they have a certificate from a paralegal program (45%). The majority of respondents were from the southeast region of the U.S. (33%) while 22% were from the southwest.



EMPLOYMENT AND RESPONSIBILITIES

Some notable shifts in employment were seen in 2020 compared to 2018. Approximately 10% fewer employers offered paralegals a flexible work arrangement compared to 2018. The 2020 reasons for the increases in duties and responsibilities significantly declined from the past few studies where fewer paralegals indicated that their duties increased, such as in the area of work that involves independent judgement (-24%) or the level of sophistication of work (-27%).

The majority of paralegals are employed by companies while a small percentage is self-employed/business owners (3%). Only 4% of paralegals work in a non-profit sector, while 67% work in the private sector and 29% work in the public sector. Not surprising, Paralegal continues to be the most common job title utilized by respondents. Slightly one-third of paralegals work alongside 2 to 5 attorneys while working full-time (30 plus hours).

Consistent across studies, over half of paralegals do not have secretarial (administrative) assistance available to them and this is trending up.

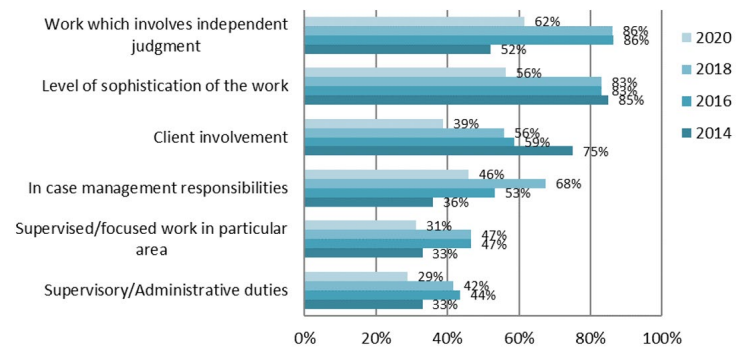
Overall, paralegals do not supervise others and their workload is assigned by attorneys or office administrators/managers. Of those who supervise others, they have been paralegals for more than 25 years.

When looking into several specialty areas in which paralegals work, roughly 30-40% spend 80-100% of their time in the following areas:

- Litigation-civil (40%)
- Family law/Domestic relations (30%)
- Criminal (28%)

Interestingly, between 14% to 19% fewer paralegals in 2020 indicated that they attend legal education seminars, seek certification, and involve themselves in professional associations compared to 2018.

Areas of Increased Duties & Responsibilities



COMPENSATION AND BILLING²

The studies continue to show that roughly half of paralegals are primarily paid hourly, while the other half are salaried. On average, paralegals work 40 hours per week where 29 of those hours are billable, which continues to be the trend since 2016. About 53% of firms bill paralegal time, slightly over half of paralegals are not expected to produce a set number of billable hours per week. Approximately 88% of paralegals work in excess of their normal working hours at some point in a given year, but 46% of them reported never receiving overtime pay.

Compensation

Total compensation³ continues to grow - on average 5% - from 2002 to 2019 with more paralegals reporting gross salaries of more than \$80,000 (up 4% from 2018). On average, a paralegal's 2019 annual compensation totaled \$68,240, which increased by 1% from 2018. Not surprising, paralegals' compensation generally increases due to having more years of legal experience, education, and working with more attorneys. For those who receive bonuses, paralegals should anticipate an additional \$4,100 each year.

Those living in the Far West continue to see the highest compensation averaging \$65,029 since 2004, while those living in the Plains States average the lowest at \$53,194. On average, paralegals earn 5% more money with a Bachelorette degree compared to an associate degree. There has been a notable increase in compensation over the years as paralegals receive more educational degrees.

EMPLOYEE BENEFITS

Interestingly, since 2018, paralegals reported a 6% decline when it came to their employers providing a retirement/pension plan. In addition, 79% of respondents who worked for an employer indicated that their employer does not pay a portion or offer health insurance, which was a significant decline of 67% from the previous study. The top five paid benefits employers offer remain consistent, including conference fees, mileage, professional dues, life insurance, and parking.

¹ This study is specifically for market research purposes and not intended to price fix on the open market.

² The 2020 study specifically assessed 2019 compensation and billing.

³ Compensation includes salary, overtime, and bonuses.

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RESPONDENT DEMOGRAPHICS - 2020 RESULTS

FIGURE 1

Gender

Male Female

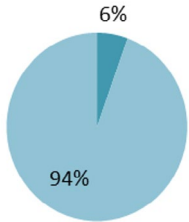


FIGURE 2

Membership

NALA Member Non-Member

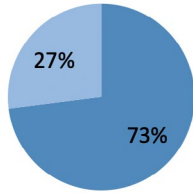
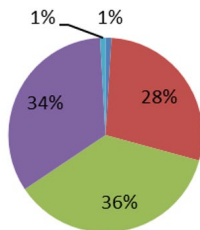


FIGURE 3

Generation Breakdown

Generation Z (1996 & earlier) Millennials (1977-1995)
 Generation X (1965-1976) Baby Boomers (1946-1964)
 Traditionalists (1945 or later)



*Average age 50; Average birth year 1970

FIGURE 4

Credential Attained

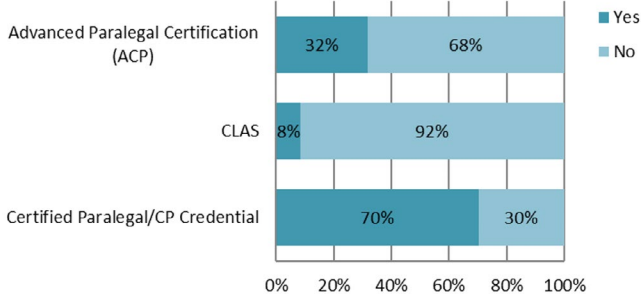


FIGURE 5

Region

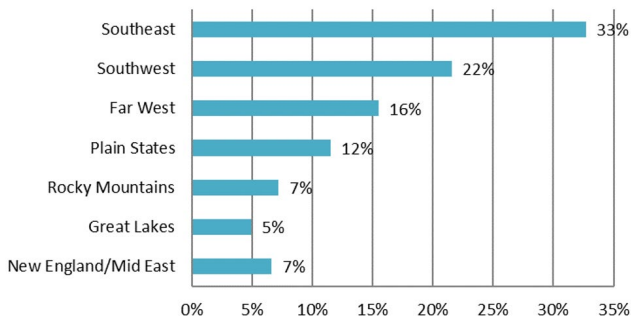


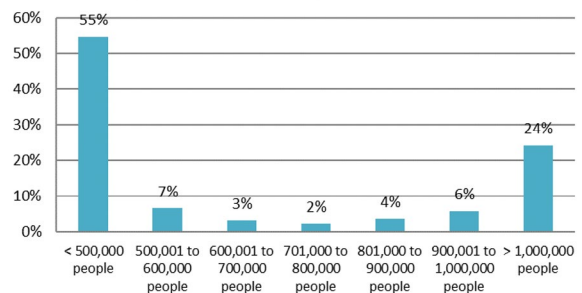
TABLE 1

Region	Region	State	Count	Frequency
Far West	Far West	Alaska	2	0%
	Far West	California	185	12%
	Far West	Hawaii	1	0%
	Far West	Nevada	29	2%
	Far West	Oregon	12	1%
	Far West	Washington	12	1%
Great Lakes	Great Lakes	Illinois	23	1%
	Great Lakes	Indiana	4	0%
	Great Lakes	Michigan	22	1%
	Great Lakes	Ohio	14	1%
	Great Lakes	Wisconsin	12	1%
	New England/Mid East	New England/Mid East	Connecticut	6
New England/Mid East		Maine	2	0%
New England/Mid East		Maryland	13	1%
New England/Mid East		Massachusetts	3	0%
New England/Mid East		New Hampshire	2	0%
New England/Mid East		New Jersey	26	2%
New England/Mid East		New York	19	1%
New England/Mid East		Pennsylvania	20	1%
New England/Mid East		Rhode Island	0	0%
New England/Mid East		Delaware	1	0%
New England/Mid East		District of Columbia	4	0%
New England/Mid East		Vermont	5	0%
Plains States	Plains States	Iowa	16	1%
	Plains States	Kansas	29	2%
	Plains States	Minnesota	5	0%
	Plains States	Missouri	32	2%
	Plains States	Nebraska	43	3%
	Plains States	North Dakota	26	2%
	Plains States	South Dakota	25	2%
Rocky Mountains	Rocky Mountains	Colorado	31	2%
	Rocky Mountains	Idaho	7	0%
	Rocky Mountains	Montana	20	1%
	Rocky Mountains	Utah	34	2%
	Rocky Mountains	Wyoming	17	1%
	Southeast	Southeast	Alabama	23
Southeast		Arkansas	6	0%
Southeast		Florida	224	15%
Southeast		Georgia	31	2%
Southeast		Kentucky	9	1%
Southeast		Louisiana	12	1%
Southeast		Mississippi	20	1%
Southeast		North Carolina	54	4%
Southeast		South Carolina	30	2%
Southeast		Tennessee	39	3%
Southeast		Virginia	43	3%
Southeast	West Virginia	10	1%	
Southwest	Southwest	Arizona	111	7%
	Southwest	New Mexico	17	1%
	Southwest	Oklahoma	55	4%
	Southwest	Texas	148	10%

*Green indicates top 10 States that responded to the survey

FIGURE 6

Population of City Where Work



RESPONDENT DEMOGRAPHICS - 2020 RESULTS

FIGURE 7

Highest Degree Attained

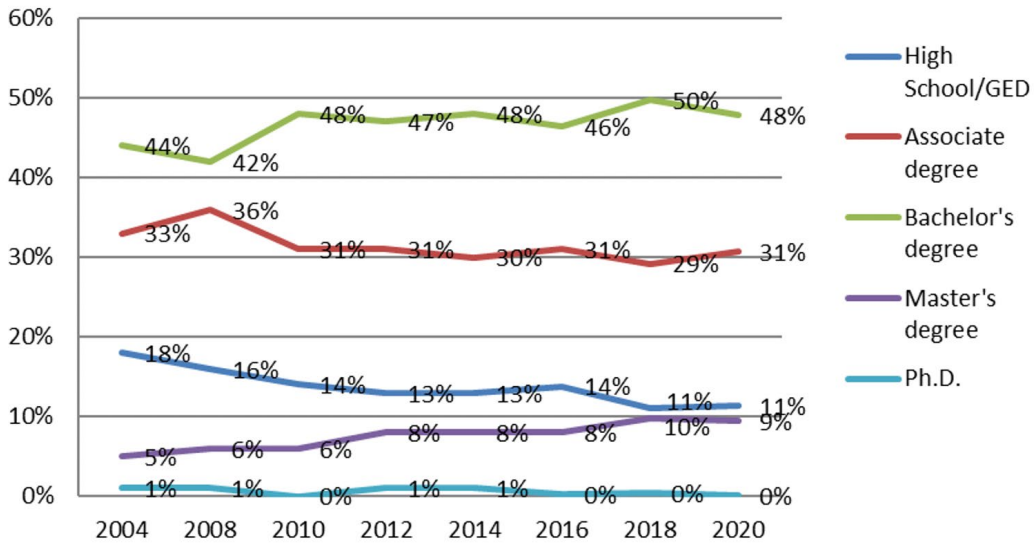
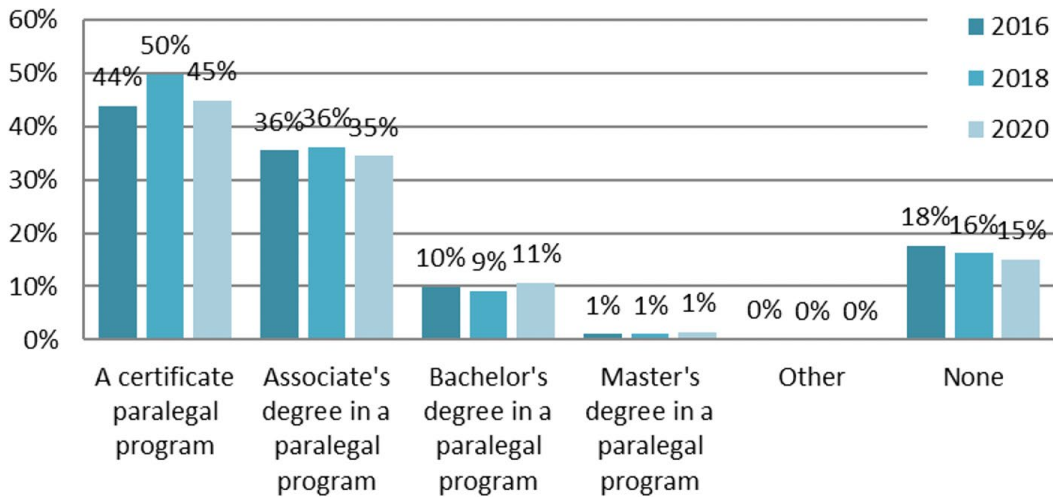


FIGURE 8

Paralegal Education Program



*Overall percentage will equal more than 100 as participants could select more than one option

EMPLOYMENT AND RESPONSIBILITIES - 2020 RESULTS

FIGURE 9
2019 Employment Status

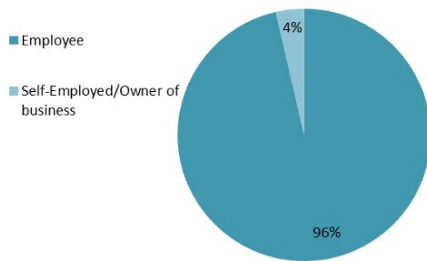


FIGURE 10
Firm's Governing Status

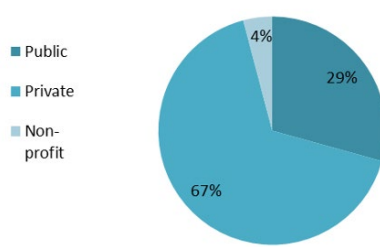


FIGURE 11
Flexible Work Arrangement

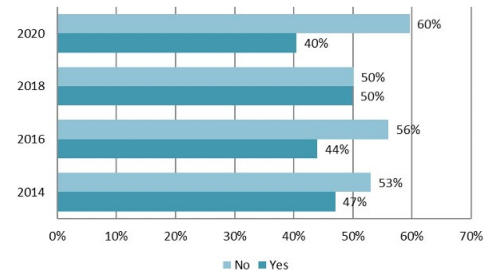
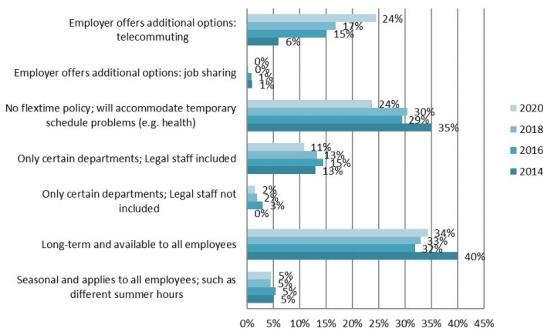


FIGURE 12
Flexible Work Arrangement Scenario



Of the respondents who indicated that their employer provides a flexible work arrangement, Figure 12 represents their typical work arrangement.

The average number of years employed by survey respondents from 2016 to 2020 is 19 years.

FIGURE 13
Total Years Work Experience

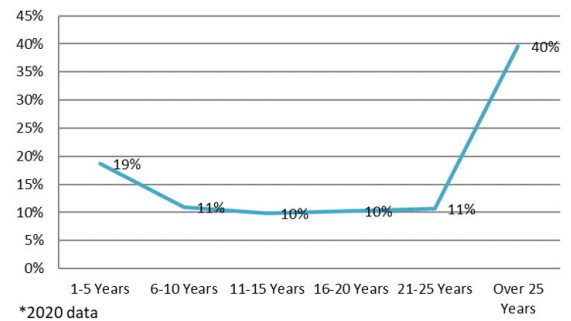


FIGURE 14
Legal Experience

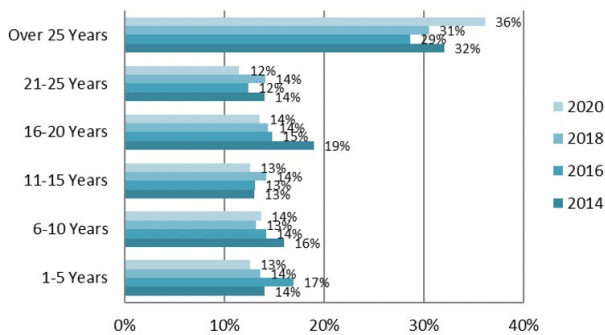


FIGURE 15
Job Titles

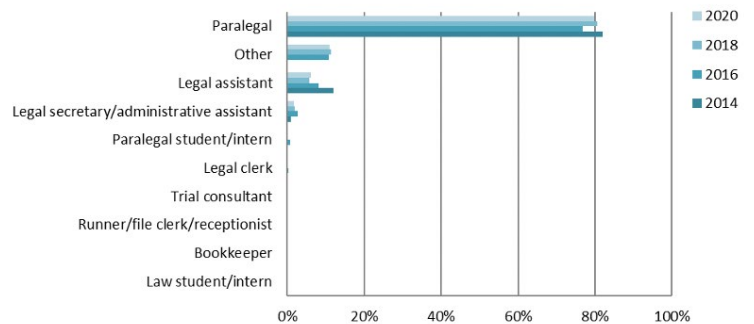


FIGURE 16
Attorney Count

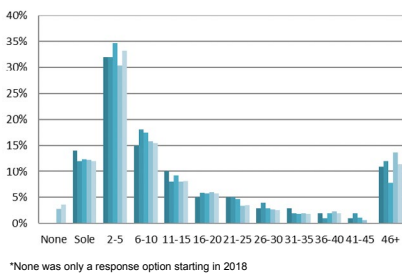


FIGURE 17
Employment Basis

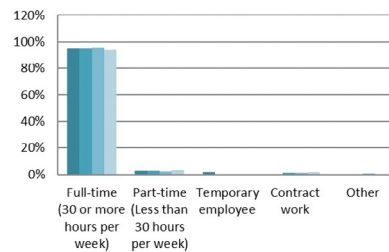
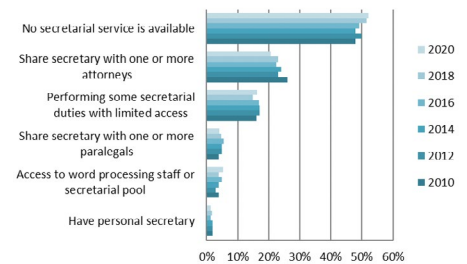


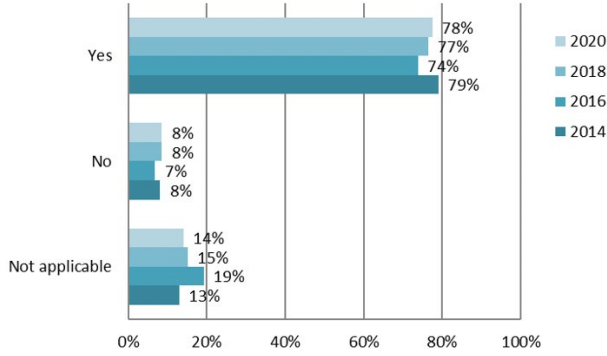
FIGURE 18
Secretarial Assistance



EMPLOYMENT AND RESPONSIBILITIES - 2020 RESULTS

FIGURE 19

Duties & Responsibilities Increase?



Of the respondents who indicated that their duties and responsibilities increased, Figure 20 represents the areas that increased.

FIGURE 20

Areas of Increased Duties & Responsibilities

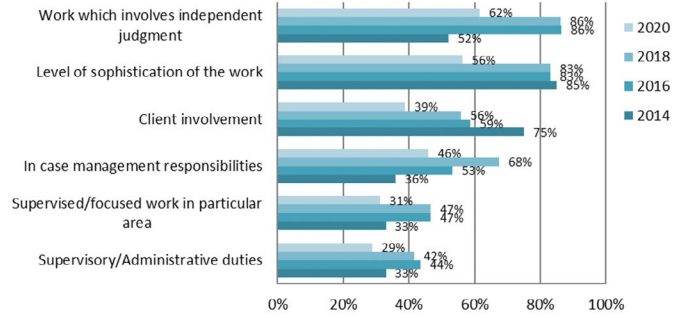


FIGURE 21

Participate in:

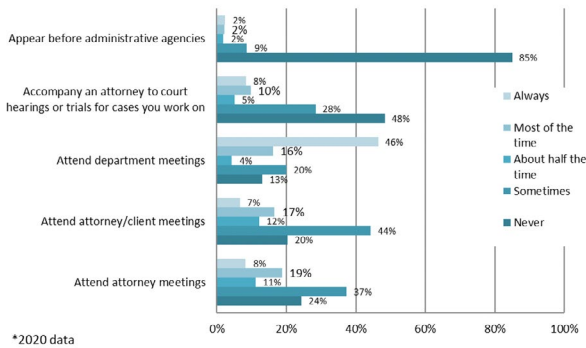


FIGURE 22

Overall Supervision By:

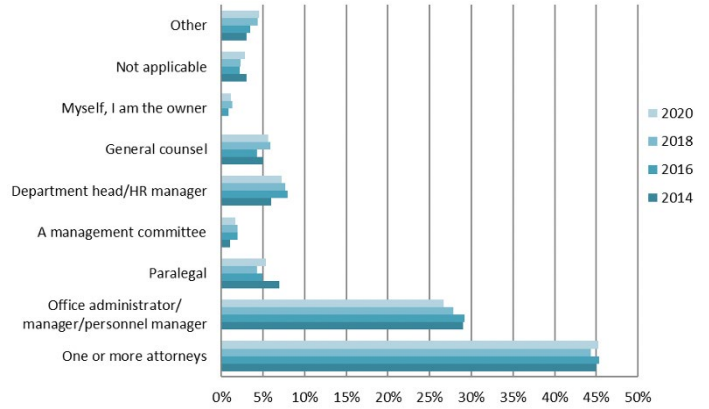


FIGURE 23

Years Legal Experience by Supervision

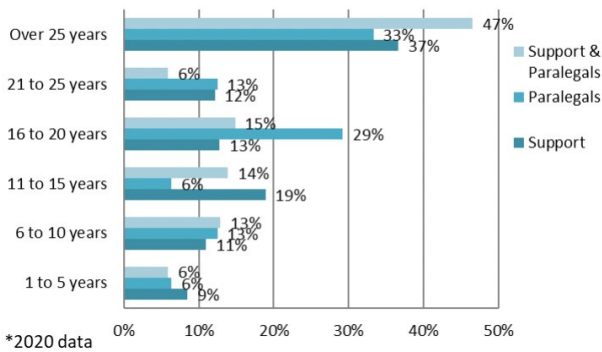
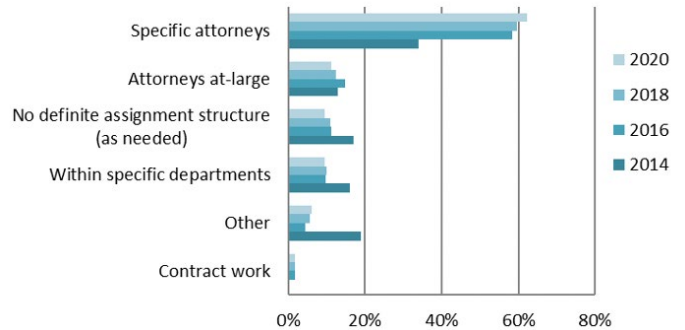


FIGURE 24

Receive Assignments From:



EMPLOYMENT AND RESPONSIBILITIES - 2020 RESULTS

FIGURE 25

Employees Report to You

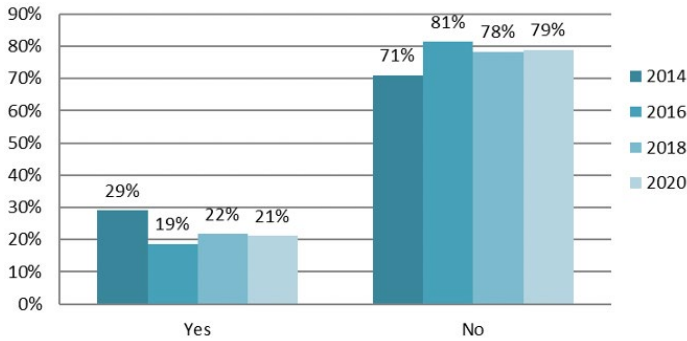


FIGURE 26

Tools for Professional Growth

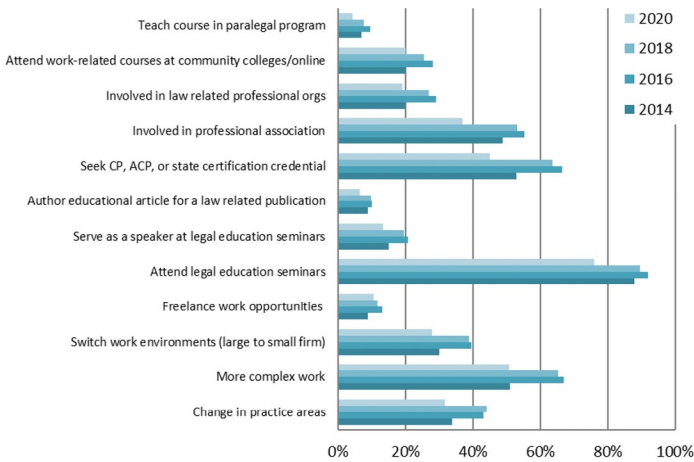


Table 2 represents several specialty areas in which paralegals work and the amount of time spent during a typical 5-day work week. For example, < 20% indicates one day or less in a certain specialty area. N/A was excluded from the analysis.

TABLE 2

Specialty Area	< 20%	20% to 39%	40% to 59%	60% to 79%	80% to 100%
Administrative/government/public including compliance	44%	20%	8%	4%	23%
Admiralty/Maritime	86%	5%	2%	2%	6%
Aviation	83%	7%	4%	2%	4%
Banking/Finance	56%	20%	9%	6%	9%
Bankruptcy	72%	13%	6%	2%	7%
Civil rights	59%	18%	6%	8%	9%
Collections	71%	12%	7%	3%	7%
Commercial	46%	24%	12%	8%	11%
Construction	55%	22%	8%	7%	8%
Contract	43%	21%	15%	8%	13%
Corporate	48%	18%	11%	8%	16%
Criminal	53%	9%	6%	3%	28%
Elder law	59%	24%	6%	5%	6%
Employee benefits	60%	21%	12%	5%	3%
Employment/Labor law	52%	20%	12%	4%	13%
Energy/Utility	66%	13%	7%	5%	10%
Entertainment	83%	8%	5%	2%	2%
Environmental law	74%	14%	4%	2%	7%
Family law/Domestic relations	43%	11%	9%	6%	30%
Healthcare	52%	19%	7%	5%	17%
Immigration	70%	6%	3%	4%	17%
Insurance	42%	15%	11%	6%	26%
Intellectual property	52%	17%	8%	5%	19%
Legislation/Lobbying	73%	7%	7%	0%	11%
Litigation-civil	24%	14%	12%	10%	40%
Mass tort litigation	54%	17%	7%	6%	17%
Medical malpractice	53%	16%	9%	4%	18%
Mergers/Acquisitions	65%	19%	6%	5%	6%
Multi-state litigation	63%	13%	7%	4%	13%
Native American/Tribal	86%	5%	4%	5%	0%
Non-profit	77%	9%	1%	2%	11%
Office management	59%	19%	12%	3%	7%
Oil & Gas	67%	11%	6%	8%	8%
Personal injury	35%	14%	11%	7%	33%
Probate	53%	21%	7%	8%	12%
Product liability	52%	19%	10%	4%	16%
Real Estate	52%	15%	10%	7%	16%
Securities/Antitrust	66%	14%	6%	4%	10%
Social Security	79%	13%	4%	0%	4%
Tax	70%	9%	11%	3%	8%
Telecommunications	74%	17%	1%	3%	4%
Trusts & Estates	53%	16%	9%	6%	16%
Veterans law	90%	7%	3%	0%	0%
Work compensation	63%	17%	7%	3%	11%

COMPENSATION AND BILLING RATES - 2020 RESULTS

2020 Average hours per week (billable & non-billable): 40 hours
 2020 Average billable hours per week: 29 hours
 2020 Average billing rate per hour: \$149

FIGURE 27
Primary Compensation

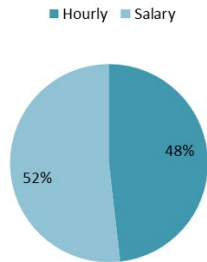


FIGURE 28
Hourly Billing Rates by Region



TABLE 3

Billing Rate Ranges	2010	2012	2014	2016	2018	2020
Less than \$30	2%	2%	2%	2%	0%	1%
\$31 to 35	1%	1%	0%	1%	0%	0%
\$36 to 40	0%	0%	1%	0%	0%	0%
\$40 to 45	1%	0%	0%	0%	0%	0%
\$46 to 50	2%	1%	0%	1%	0%	0%
\$51 to 55	1%	1%	0%	0%	0%	0%
\$56 to 60	1%	1%	1%	0%	0%	0%
\$61 to 65	4%	1%	1%	1%	1%	0%
\$66 to 70	2%	2%	2%	1%	1%	1%
\$71 to 75	9%	9%	6%	5%	4%	5%
\$76 to 80	2%	3%	3%	3%	2%	1%
\$81 to 85	4%	4%	3%	3%	2%	2%
\$86 to 90	6%	7%	4%	5%	4%	3%
\$91 to 95	5%	4%	4%	4%	3%	3%
\$96 to 100	10%	10%	11%	11%	7%	8%
\$101 to 105	1%	1%	0%	1%	0%	2%
\$106 to 110	4%	3%	5%	3%	5%	2%
\$111 to 115	1%	1%	2%	1%	1%	2%
\$116 to 120	1%	1%	2%	2%	2%	2%
\$121 to 125	9%	11%	9%	12%	11%	9%
\$126 to 130	2%	2%	2%	2%	2%	1%
\$131 to 135	3%	3%	3%	4%	2%	3%
\$136 to 140	3%	3%	2%	2%	3%	2%
\$141 to 145	0%	0%	2%	2%	2%	2%
\$146 to 150	2%	2%	8%	8%	13%	14%
\$151 to 155	1%	7%	1%	1%	1%	1%
\$156 to 160	1%	1%	1%	2%	2%	2%
\$161 to 165	1%	1%	2%	2%	1%	2%
\$166 to 170	1%	1%	0%	1%	1%	1%
\$171 to 175	2%	1%	4%	3%	6%	5%
\$176 to 180	1%	4%	2%	1%	2%	1%
\$181 to 185	1%	12%	2%	1%	3%	4%
\$186 to 190	1%	7%	1%	0%	1%	2%
\$191 to 195	1%	10%	1%	3%	2%	2%
\$196 to 200	1%	10%	2%	2%	3%	3%
\$201 to 205	0%	1%	0%	0%	1%	1%
\$206 to 210	0%	4%	1%	1%	0%	2%
\$211 to 215	1%	3%	1%	0%	1%	1%
More than \$215	-	-	-	8%	12%	12%

FIGURE 29
Hourly Billing Rates by Size of Firm

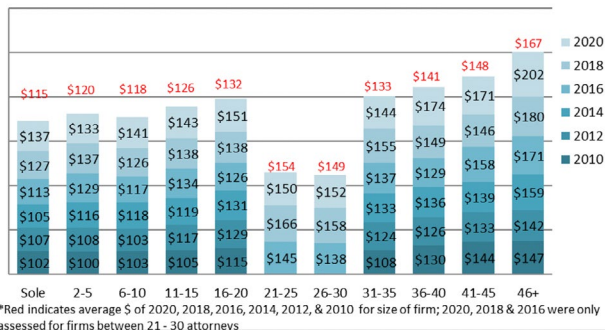
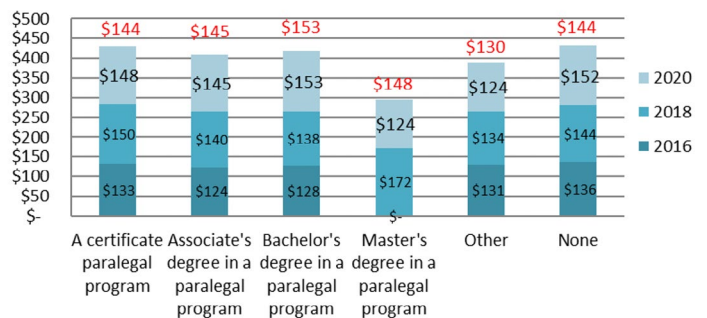
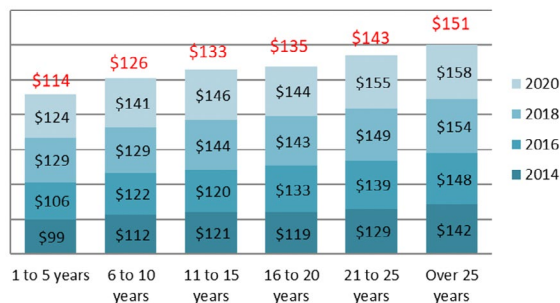


FIGURE 31
Hourly Billing Rates by Type of Paralegal Program



*Average rate; 2016 Master's degree in paralegal program was excluded due to insufficient number of responses; red indicates average \$ of 2018 and 2016 for type of paralegal program

FIGURE 30
Hourly Billing Rates by Total Years Legal Experience

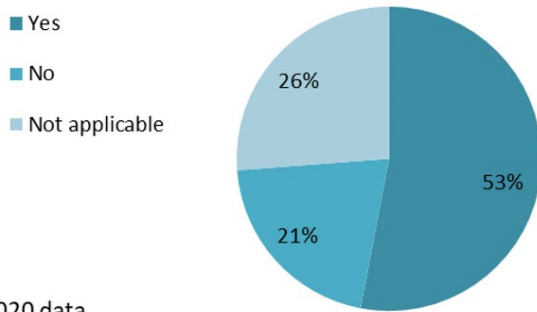


*Red indicates average \$ of 2020, 2018, 2016, and 2014 for Total Years of Legal Experience

COMPENSATION AND BILLING RATES - 2020 RESULTS

FIGURE 32

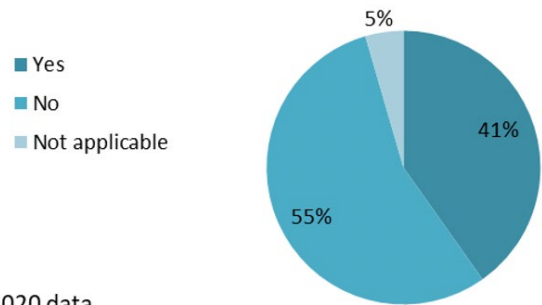
Firm Bill Paralegal Time



*2020 data

FIGURE 33

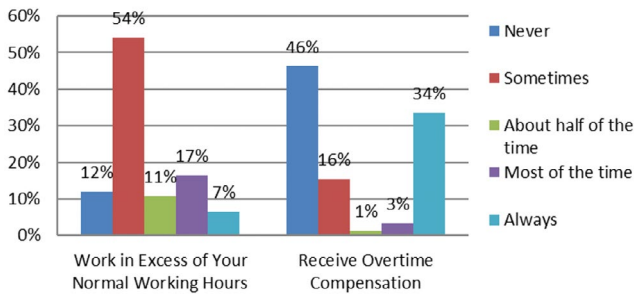
Expected to Produce Set Number of Billable Hours Per Week



*2020 data

FIGURE 34

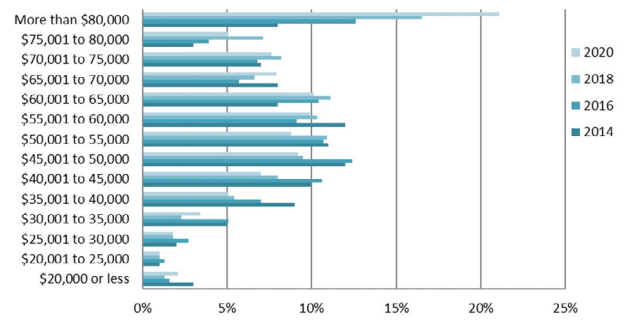
How Often Do You...



*2020 data

FIGURE 35

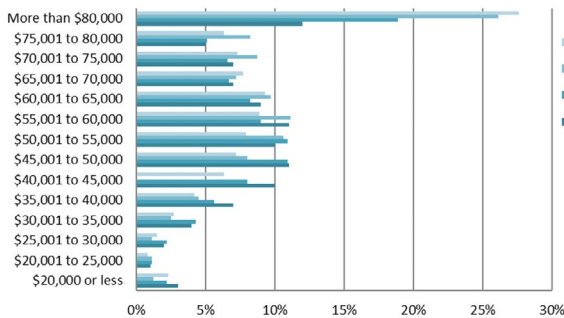
Gross Annual Salary Ranges



*% of respondents that fall into gross annual salary ranges

FIGURE 36

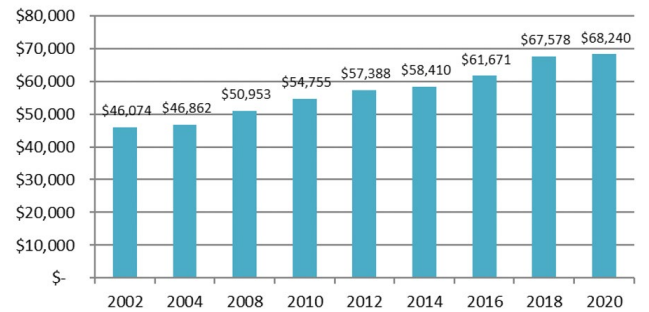
Annual Compensation Ranges



*Compensation includes salary, bonuses, & overtime; % of respondents that fall into compensation ranges

FIGURE 37

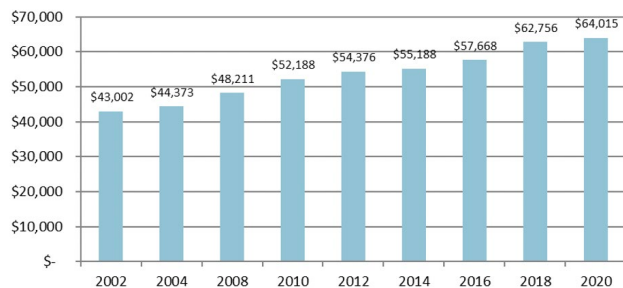
Total Compensation



*Average compensation; Total compensation includes salary, bonuses, & overtime

FIGURE 38

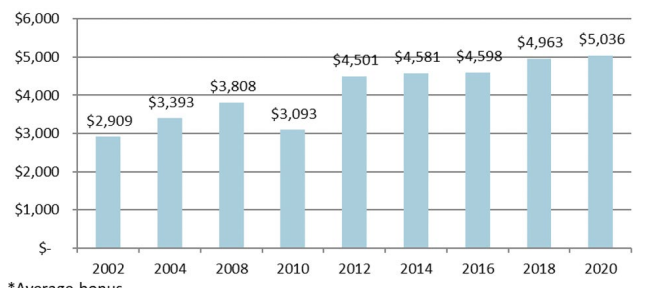
Gross Salary



*Average gross salary

FIGURE 39

Bonus



*Average bonus

COMPENSATION AND BILLING RATES - 2020 RESULTS

FIGURE 40
Compensation by Years of Legal Experience



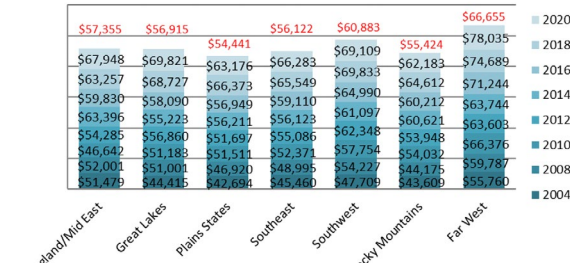
*Average compensation; Red indicates average \$ of 2020, 2018, 2016, 2014, 2012, 2010 for Total Years of Legal Experience; Total compensation includes salary, bonuses, & overtime

FIGURE 41
Gross Salary by Years of Legal Experience



*Average gross salary; Red indicates average \$ of 2020, 2018, 2016, 2014, 2012, 2010 for Total Years of Legal Experience

FIGURE 42
Compensation by Region



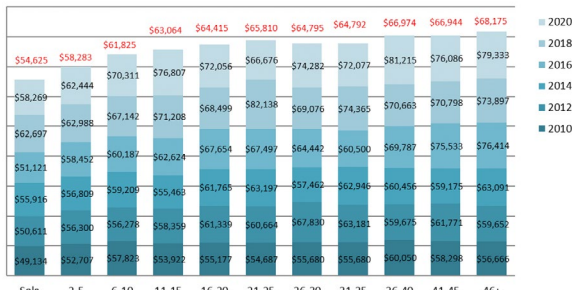
*Average compensation; Red indicates average \$ across 2020, 2018, 2016, 2014, 2012, 2010, 2008, & 2004. Total compensation includes salary, bonuses, & overtime

FIGURE 43
Gross Salary by Region



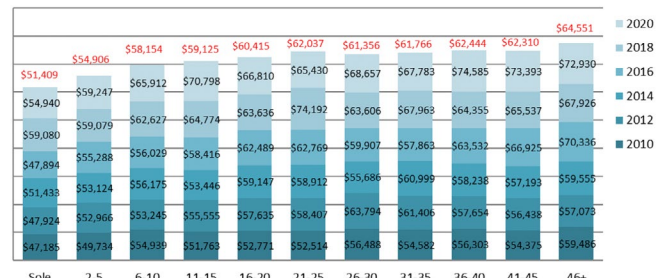
*Average gross salary; Red indicates average \$ across 2020, 2018, 2016, 2014, & 2012

FIGURE 44
Compensation by Attorney Size



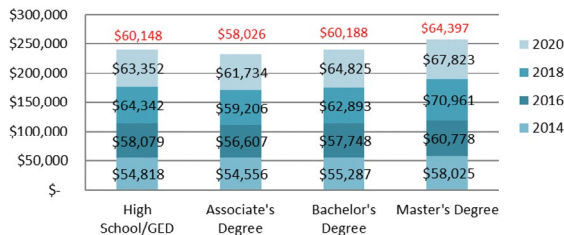
*Average compensation; Red indicates average \$ across 2020, 2018, 2016, 2014, 2012, & 2010; Compensation includes salary, bonuses, & overtime

FIGURE 45
Gross Salary by Attorney Size



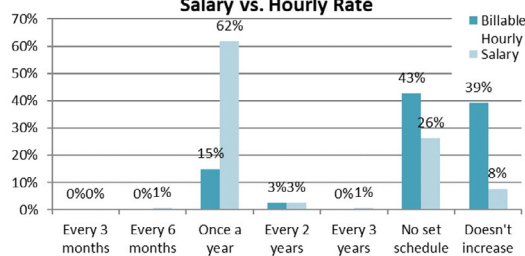
*Average gross salary; Red indicates average \$ across 2020, 2018, 2016, 2014, 2012, & 2010

FIGURE 46
Gross Salary by Education



*Average gross salary; Doctorate Degree was excluded from analysis due to insufficient number of responses; Red indicates average \$ across 2020, 2018, 2016 and 2014.

FIGURE 47
How Often Salary/Billable Rate Increase Salary vs. Hourly Rate



*2020 data

TABLE 4

	Average Gross Salary				Average Compensation			
	2014	2016	2018	2020	2014	2016	2018	2020
NALA Member	\$55,360	\$58,110	\$63,539	\$64,095	\$58,923	\$62,160	\$68,652	\$68,331
Non Member	\$54,334	\$56,572	\$60,867	\$63,793	\$57,090	\$60,456	\$64,978	\$67,973
CLA/CP Certification	\$56,516	\$59,660	\$64,165	\$65,134	\$59,794	\$64,156	\$68,979	\$64,869
Non CLA/CP Certification	\$51,805	\$55,187	\$59,189	\$61,113	\$53,090	\$56,308	\$63,853	\$69,555
ACP Certification	\$66,051	\$73,321	\$67,932	\$68,257	\$62,802	\$67,571	\$74,311	\$73,820
Non ACP Certification	\$54,273	\$57,340	\$59,285	\$61,702	\$56,077	\$59,853	\$63,554	\$65,327

*Average compensation includes salary, bonuses, & overtime

EMPLOYEE BENEFITS - 2020 RESULTS

FIGURE 48

Employer Provides Retirement/Pension Plan

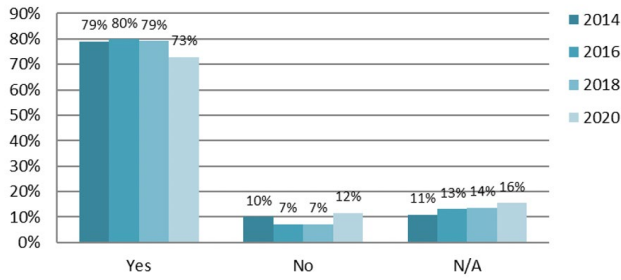


FIGURE 49

Employer Provides Profit Sharing Plan

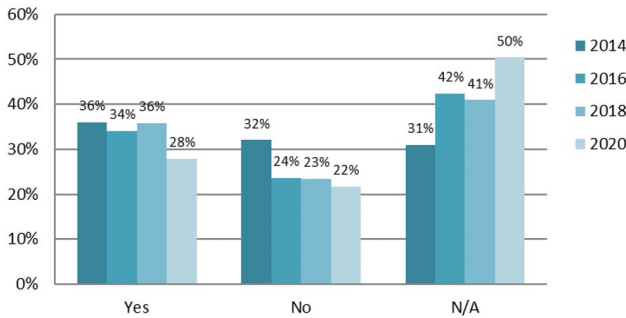


FIGURE 50

Employer Contributes to Retirement/Pension Plan

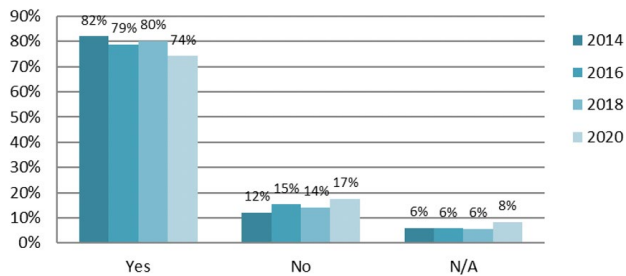


Table 5 represents whether or not an employer provides or pays employees for various benefits.

TABLE 5

Benefits Offered to Employee	Yes	No	Partial	Not Offered
CLE/Conference/Seminar fees	69%	11%	8%	13%
Professional dues	65%	14%	5%	17%
Parking	55%	17%	5%	24%
Health insurance	13%	33%	8%	46%
Life insurance	57%	14%	10%	19%
Mileage	49%	20%	4%	27%
Disability insurance	20%	25%	7%	48%
Dental insurance	48%	17%	19%	17%
Maternity benefits (excluding FMLA)	42%	22%	6%	30%
Vision insurance	41%	20%	17%	21%
Tuition reimbursement	31%	26%	8%	35%
Free representation	20%	25%	7%	48%
Cell phone reimbursement	18%	34%	4%	44%
Health club membership	13%	33%	8%	46%
Leased car	3%	39%	0%	57%
Childcare	5%	37%	2%	56%

*Green denotes top 5 benefits employer pays/provides; Red denotes top 5 benefits employer doesn't pay/provide

Table 6 represents whether or not an employer provides or pays benefits for their employees' families.

TABLE 6

Benefits Offered to Families	Yes	No	Partial	Not Offered
Health insurance	35%	29%	22%	14%
Life insurance	21%	43%	11%	26%
Dental insurance	31%	33%	17%	19%
Vision insurance	28%	34%	17%	21%
Free representation	11%	37%	6%	46%