



**ALA San Diego Chapter
Law Firm Survey of Compensation & Benefits
2009**

Prepared by

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Association of Legal Administrators
San Diego Chapter

Dear Chapter Member,

In accordance with instructions from your Board of Directors, we have tabulated the survey questionnaires of your 2009 Law Firm Survey of Compensation and Benefits. This report contains the results of such tabulations.

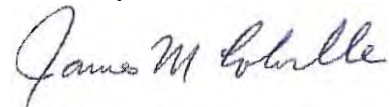
Online survey questionnaires were made available to the chapter membership. The questionnaires were to be completed by the administrator or a designated person in each law firm. A total of 48 responses were received and are incorporated in the accompanying report.

Data was taken directly from the online questionnaires submitted with limited verification as to its accuracy. The work we performed included the tabulation of the survey responses and the calculation of various results. The specific calculations and related procedures varied with each section. The beginning of the compensation section contains a discussion about that section along with explanations or pertinent comments about the data or results. Additional explanations are provided in the Appendix.

Many factors may affect the statistical validity of the reported results including, but not limited to, the members' interpretation of the question and the non-completion of certain sections by some participants. Additionally, in the compensation section, the lower number the of responses, the lower the validity of the percentile results. Valid statements of fact can still be made, which may be helpful in drawing conclusions on the results.

Included in our work were specific procedures which were performed to ensure the confidentiality of the data.

Sincerely,



James M. Colville, CPA

2009 Law Firm Survey of Compensation and Benefits

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2009 ALA San Diego Chapter Law Firm Survey of Compensation & Benefits

The survey questionnaire was made available online to the Chapter members and others interested in participating. Members accessed the questionnaire with a unique password to ensure the security of the data. Participants could access or update the questionnaire as many times as needed until the survey was closed. Non-member potential participants were given access. The questionnaire was originally available to about 130 members representing about 115 firms. A total of 48 firms participated in the 2009 salary survey and represents decreased participation from 58 firms that participated in 2008.

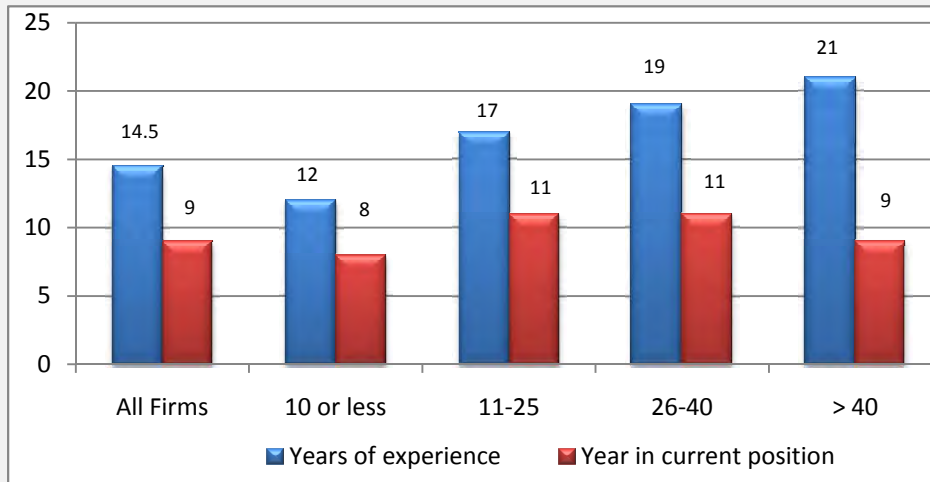
Firm Size of Participating Firms

Firm Size	Participating Firms
10 or less	18
11-25	19
26-40	6
41 or larger	5
	48

Firm Administrator

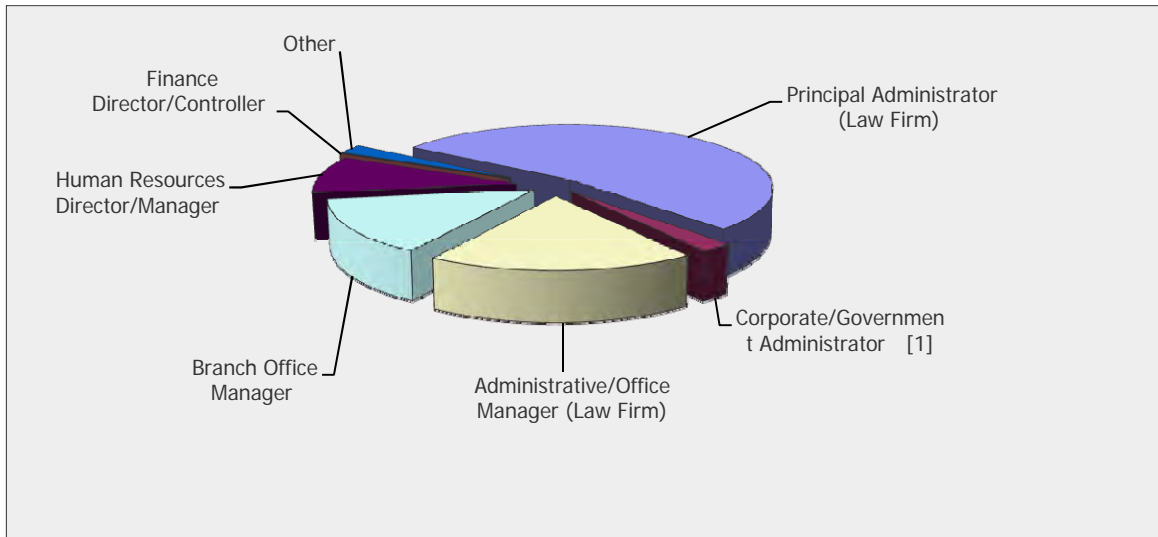
Years of experience and at current position

	All Firms	10 or less	11-25	26-40	> 40
Years of experience	14.5	12	17	19	21
Year in current position	9	8	11	11	9



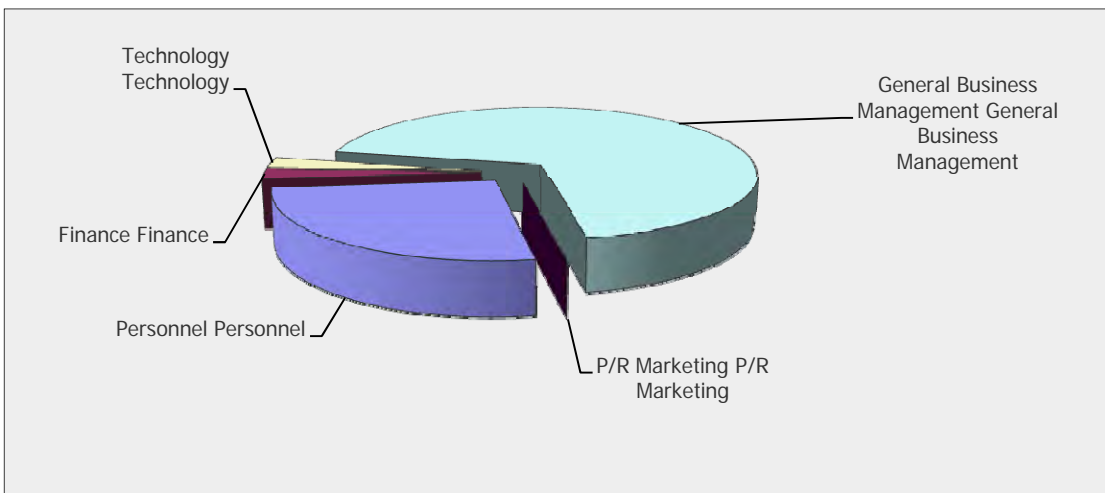
Which of the following job titles best fits your current position?

Principal Administrator (Law Firm)	53.5%	23
Corporate/Government Administrator [1]	2.3%	1
Administrative/Office Manager (Law Firm)	18.6%	8
Branch Office Manager	14.0%	6
Human Resources Director/Manager	9.3%	4
Finance Director/Controller	0.0%	0
Other	2.3%	1
NR/NA		5
<i>[1] Unable to share salary information</i>	100.0%	48



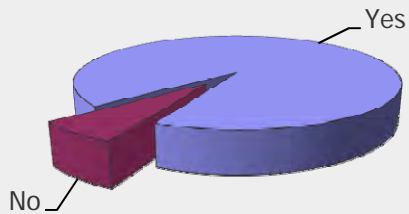
Primary area of responsibility

Personnel	26.2%	11
Finance	2.4%	1
Technology	2.4%	1
General Business Management	69.0%	29
P/R Marketing	0.0%	0
NR/NA	0.0%	6
	100.0%	48



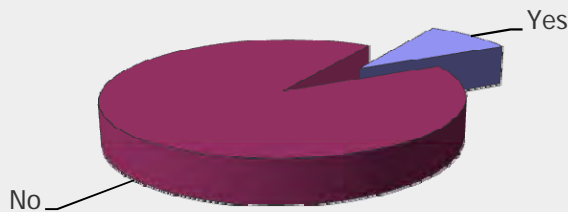
Were you a member of ALA?

Yes	93.0%	40
No	7.0%	3
NR/NA		5
100.0%		48



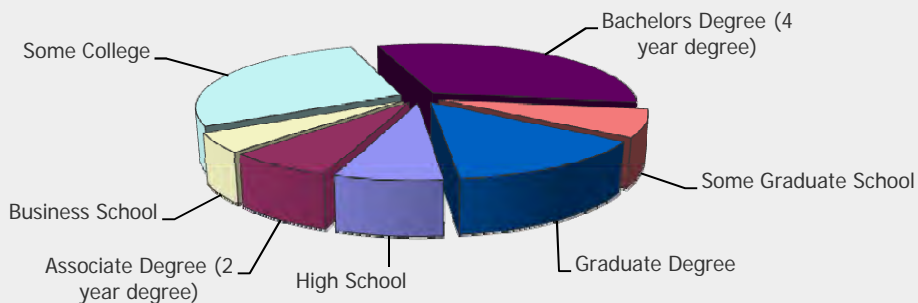
Had you obtained the ALA designation of Certified Legal Manager (CLM)?

Yes	9.3%	4
No	90.7%	39
NR/NA		5
100.0%		48

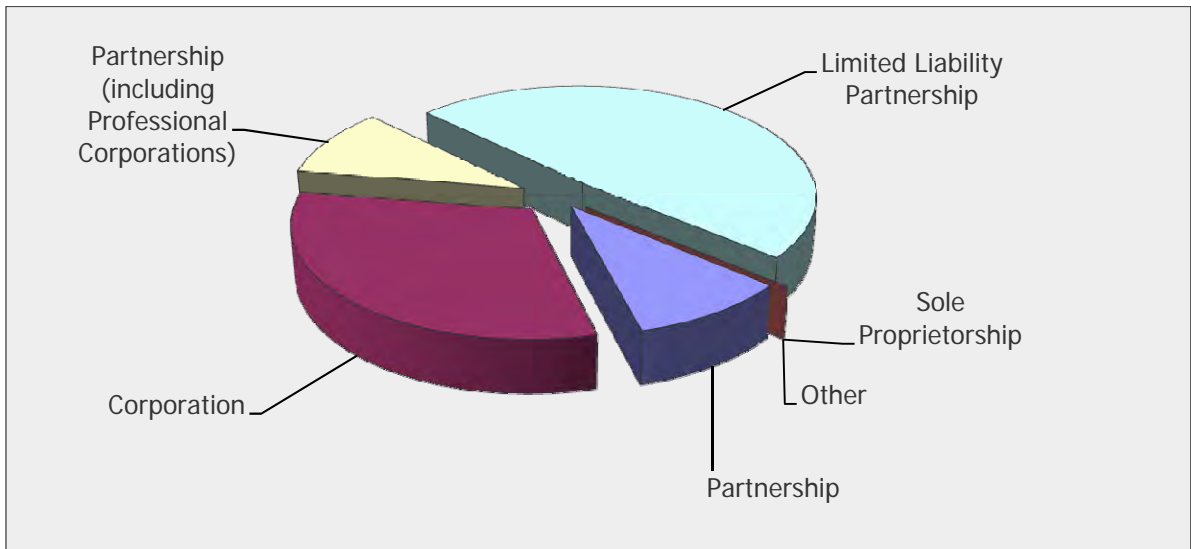


What is the highest level of education you had completed?

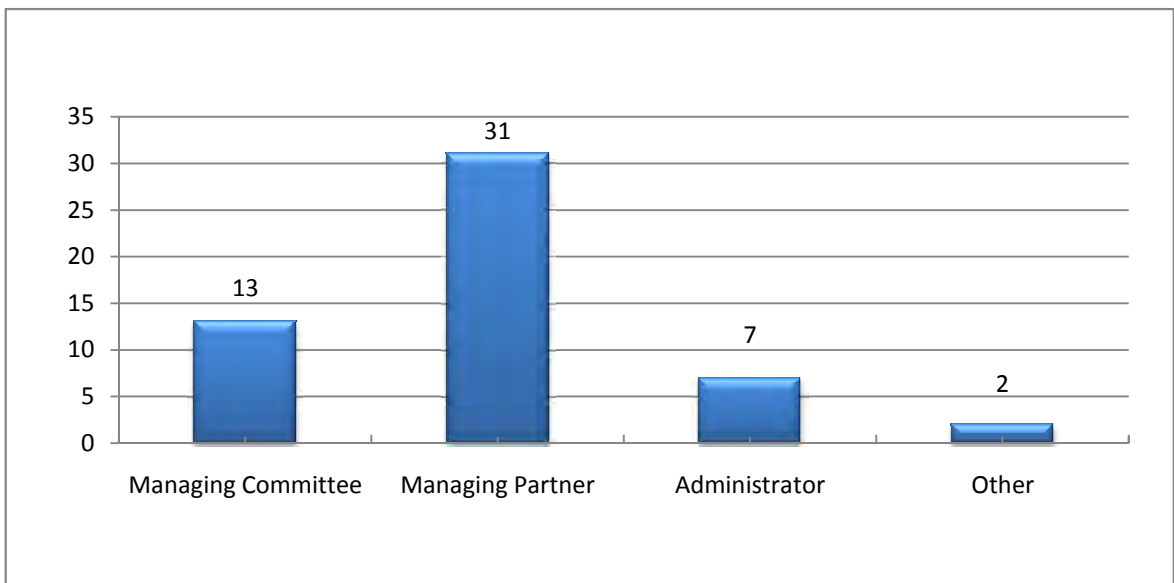
High School	7.0%	3
Associate Degree (2 year degree)	7.0%	3
Business School	4.7%	2
Some College	27.9%	12
Bachelors Degree (4 year degree)	32.6%	14
Some Graduate School	7.0%	3
Graduate Degree	13.8%	6
NR/NA		5
100.0%		48



Firm business structure		
Partnership	9.8%	4
Corporation	31.6%	13
Partnership (including Professional Corporations)	9.8%	4
Limited Liability Partnership	48.8%	20
Sole Proprietorship	0.0%	0
Other	0.0%	0
NR/NA		7
	100.0%	48



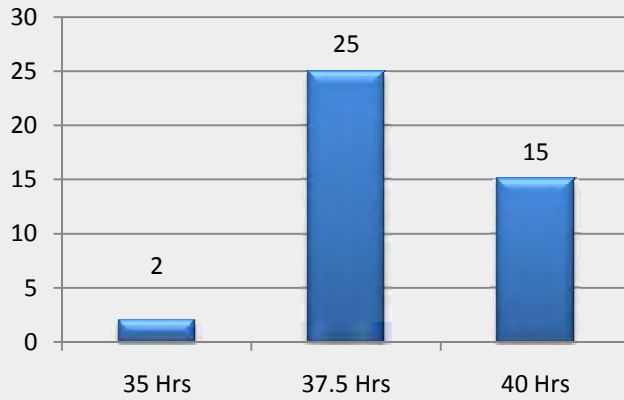
What was the management/leadership structure of your firm?	
Managing	13
Managing	31
Administrat	7
Other	2
NR/NA	8
<i>More than one response</i>	



How many hours comprised the firm's work week? Normal staff hours, not including overtime.

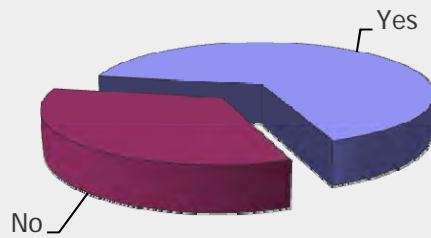
Hours per week	35 Hrs	37.5	40	NR/NA	Total
Count	2	25	15	6	48

Some responses were rounded to fit the report categories



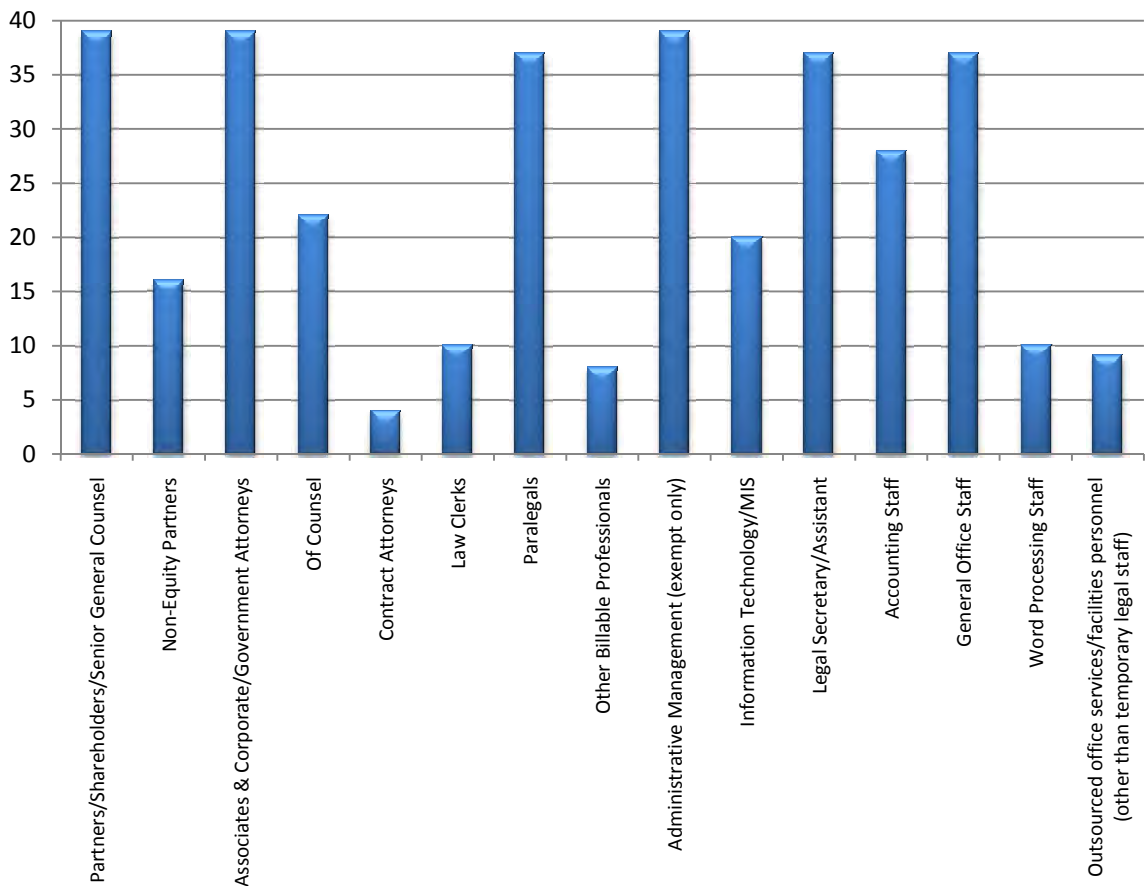
Did your firm have employees who worked reduced work schedules?

Yes	66.7%	28
No	33.3%	14
NR/NA		6
	100.0%	48



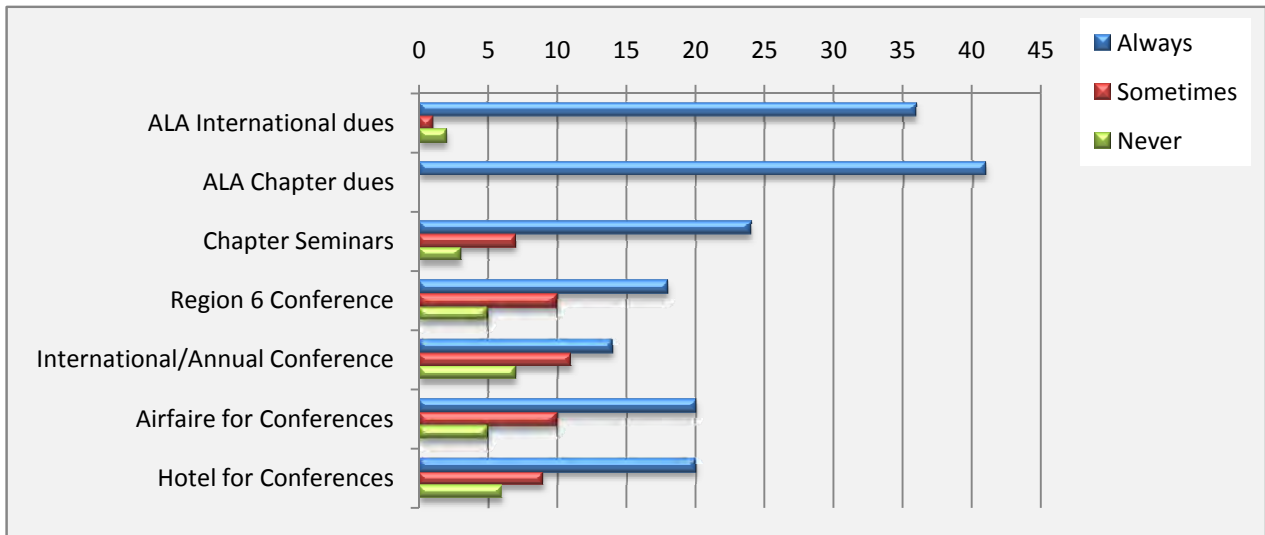
Number of professionals or staff

Partners/Shareholders/Senior General Counsel	39
Non-Equity Partners	16
Associates & Corporate/Government Attorneys	39
Of Counsel	22
Contract Attorneys	4
Law Clerks	10
Paralegals	37
Other Billable Professionals	8
Administrative Management (exempt only)	39
Information Technology/MIS	20
Legal Secretary/Assistant	37
Accounting Staff	28
General Office Staff	37
Word Processing Staff	10
Outsourced office services/facilities personnel (other than temporary legal staff)	9



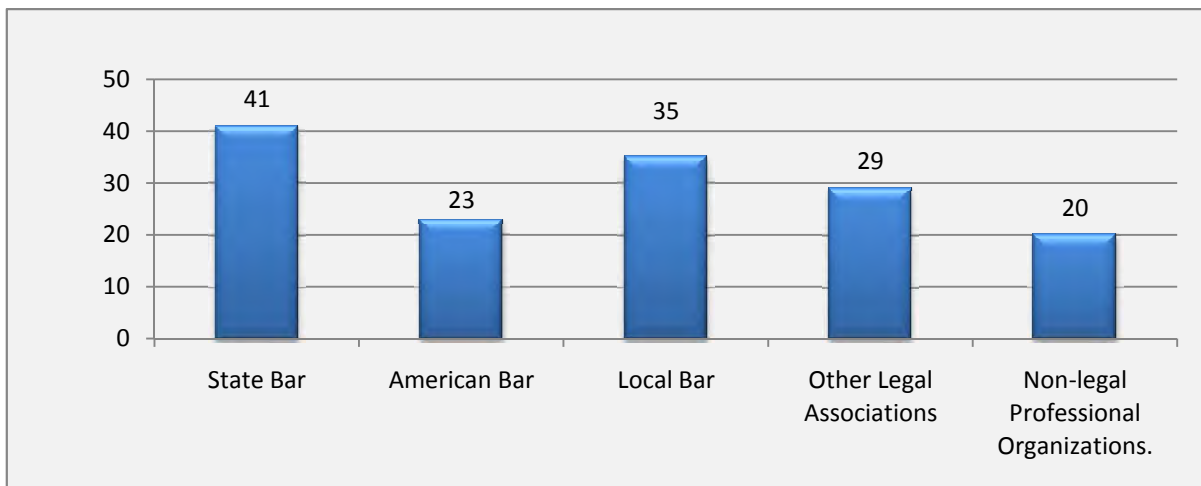
ALA-related expenses paid by your firm

	Always	Sometimes	Never	NR/NA	Count
ALA International dues	36	1	2	9	48
ALA Chapter dues	41	0	0	7	48
Chapter Seminars	24	7	3	14	48
Region 6 Conference	18	10	5	15	48
International/Annual Conference	14	11	7	16	48
Airfaire for Conferences	20	10	5	13	48
Hotel for Conferences	20	9	6	13	48



Membership fees paid by your firm

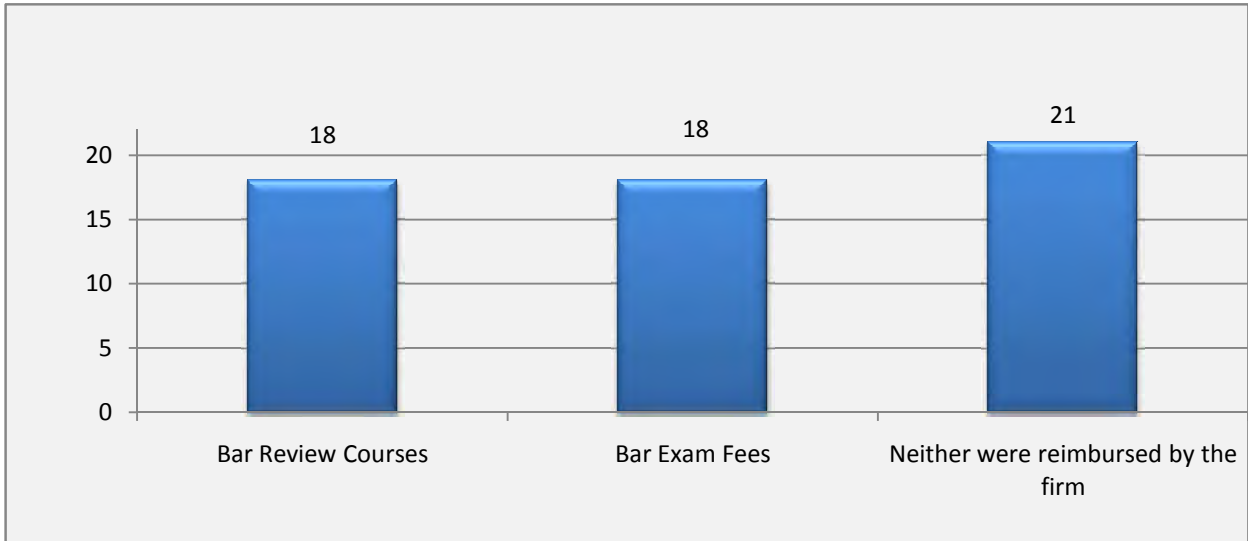
State Bar	41
American Bar	23
Local Bar	35
Other Legal Associations	29
Non-legal Professional Organizations.	20



Did your firm reimburse for the following?

Bar Review Courses	31.6%	18
Bar Exam Fees	31.6%	18
Neither were reimbursed by the firm	36.8%	21
NR/NA		10

100.0%

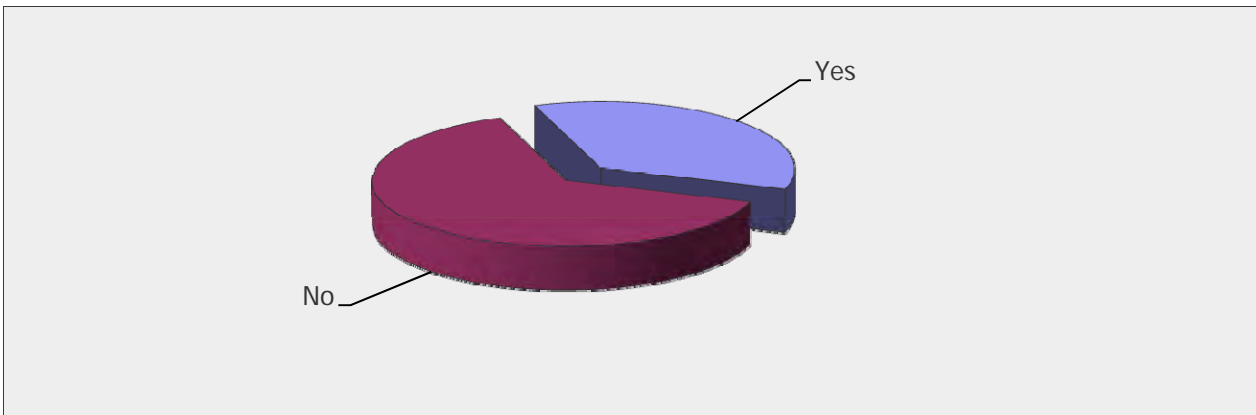


Did your firm pay a referral fee or bonus to staff who referred new employees to the firm?

Yes	35.7%	15
No	64.3%	27
NR/NA		6

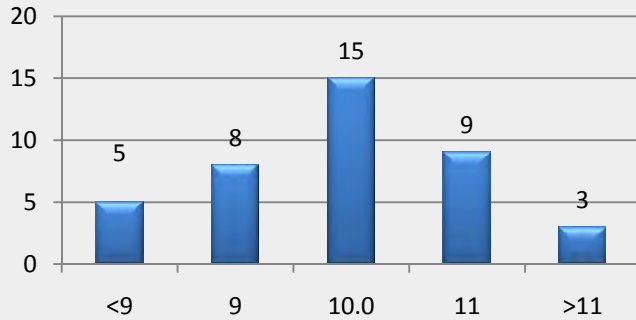
100.0%

48



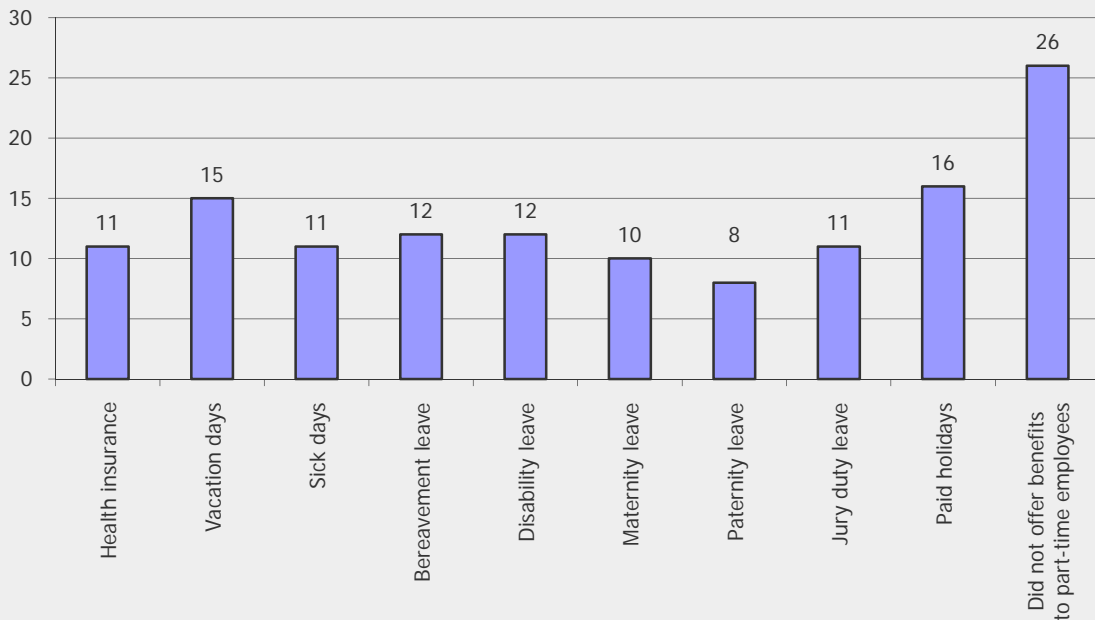
How many paid holidays did your firm provide during the year?

Hours per week	<9	9	10.0	11	>11	NR/NA	Total
Count	5	8	15	9	3	8	48

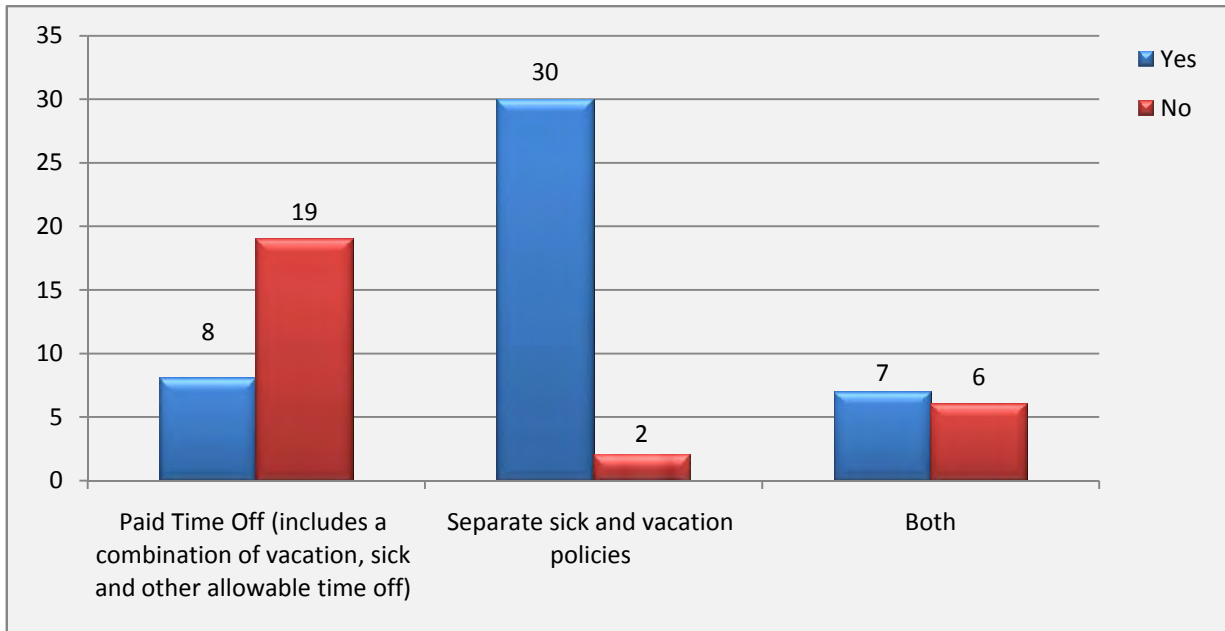


Which of the following benefits, did your firm offer to part-time employees?

Health insurance	8.3%	11
Vacation days	11.4%	15
Sick days	8.3%	11
Bereavement leave	9.1%	12
Disability leave	9.1%	12
Maternity leave	7.6%	10
Paternity leave	6.1%	8
Jury duty leave	8.3%	11
Paid holidays	12.1%	16
Did not offer benefits to part-time employees	19.7%	26



Did your firm have a Paid Time Off (PTO) policy, sick and vacation policies, or both?		
	Yes	No
Paid Time Off (includes a combination of vacation, sick and other allowable time off)	8	19
Separate sick and vacation policies	30	2
Both	7	6
<i>More than one response</i>		



How many Vacation Days did your firm provide per year for fulltime employees?
Associates

Length of time with firm	0	1-4	5-9	10-14	15-19	20+
Less than 1 year	3	1	3	10	5	1
1 to 2 years	2	1	2	17	7	1
3 to 4 years	-	1	1	13	9	1
5 to 10 years	-	1	1	3	13	6
More than 10 years	-	1	1	2	15	15

Exempt

Length of time with firm	0	1-4	5-9	10-14	15-19	20+
Less than 1 year	2	2	4	12	5	1
1 to 2 years	-	2	1	20	9	1
3 to 4 years	-	2	-	17	10	2
5 to 10 years	-	2	1	1	20	8
More than 10 years	-	1	1	-	6	24

Non-Exempt

Length of time with firm	0	1-4	5-9	10-14	15-19	20+
Less than 1 year	3	2	6	13	2	-
1 to 2 years	-	2	1	28	2	-
3 to 4 years	-	2	1	23	6	-
5 to 10 years	-	2	-	2	23	4
More than 10 years	-	2	-	-	10	19

How many Sick Days did your firm provide per year for fulltime employees?
Associates

Length of time with firm	0	1-4	5-9	10-14	15-19	20+
Less than 1 year	3	1	3	10	5	1
1 to 2 years	2	1	2	17	7	1
3 to 4 years	-	1	1	13	9	1
5 to 10 years	-	1	1	3	13	6
More than 10 years	-	1	1	2	15	15

Exempt

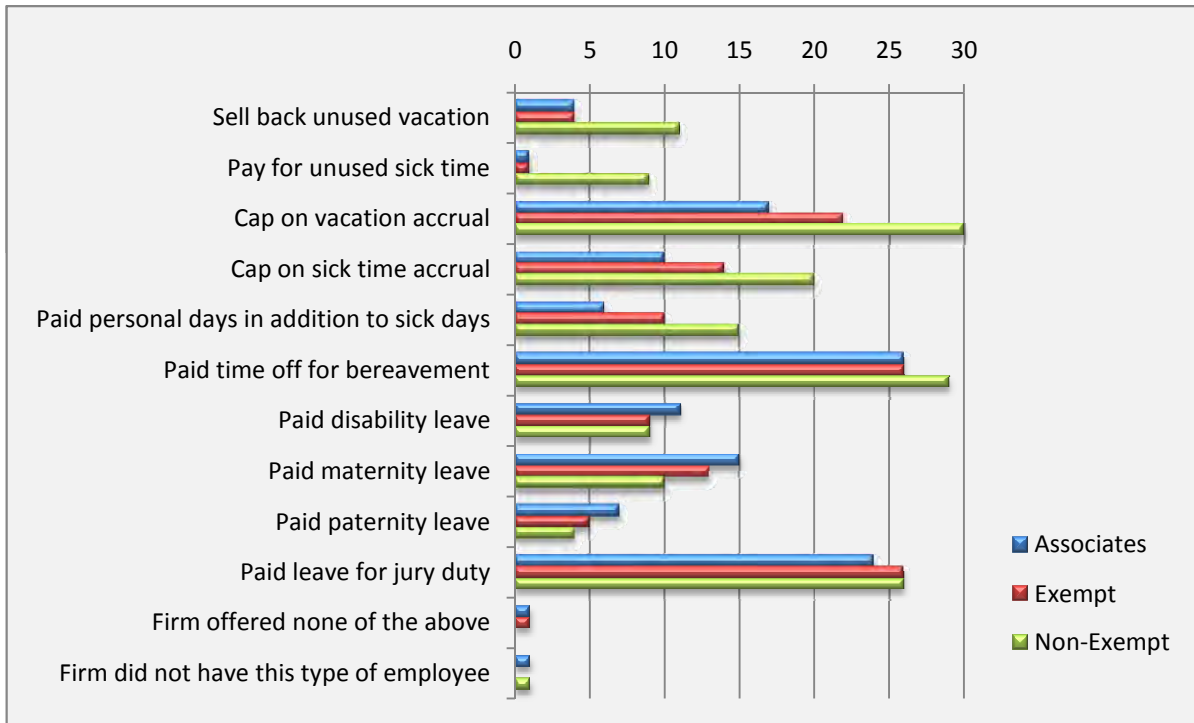
Length of time with firm	0	1-4	5-9	10-14	15-19	20+
Less than 1 year	2	2	4	12	5	1
1 to 2 years	-	2	1	20	9	1
3 to 4 years	-	2	-	17	10	2
5 to 10 years	-	2	1	1	20	8
More than 10 years	-	1	1	-	6	24

Non-Exempt

Length of time with firm	0	1-4	5-9	10-14	15-19	20+
Less than 1 year	3	2	6	13	2	-
1 to 2 years	-	2	1	28	2	-
3 to 4 years	-	2	1	23	6	-
5 to 10 years	-	2	-	2	23	4
More than 10 years	-	2	-	-	10	19

For those employers with separate sick and vacation policies, for each of the three types of employees, please indicate which of the following your firm provided.

	Associates	Exempt	Non-Exempt
Sell back unused vacation	4	4	11
Pay for unused sick time	1	1	9
Cap on vacation accrual	17	22	30
Cap on sick time accrual	10	14	20
Paid personal days in addition to sick days	6	10	15
Paid time off for bereavement	26	26	29
Paid disability leave	11	9	9
Paid maternity leave	15	13	10
Paid paternity leave	7	5	4
Paid leave for jury duty	24	26	26
Firm offered none of the above	1	1	0
Firm did not have this type of employee	1	0	1

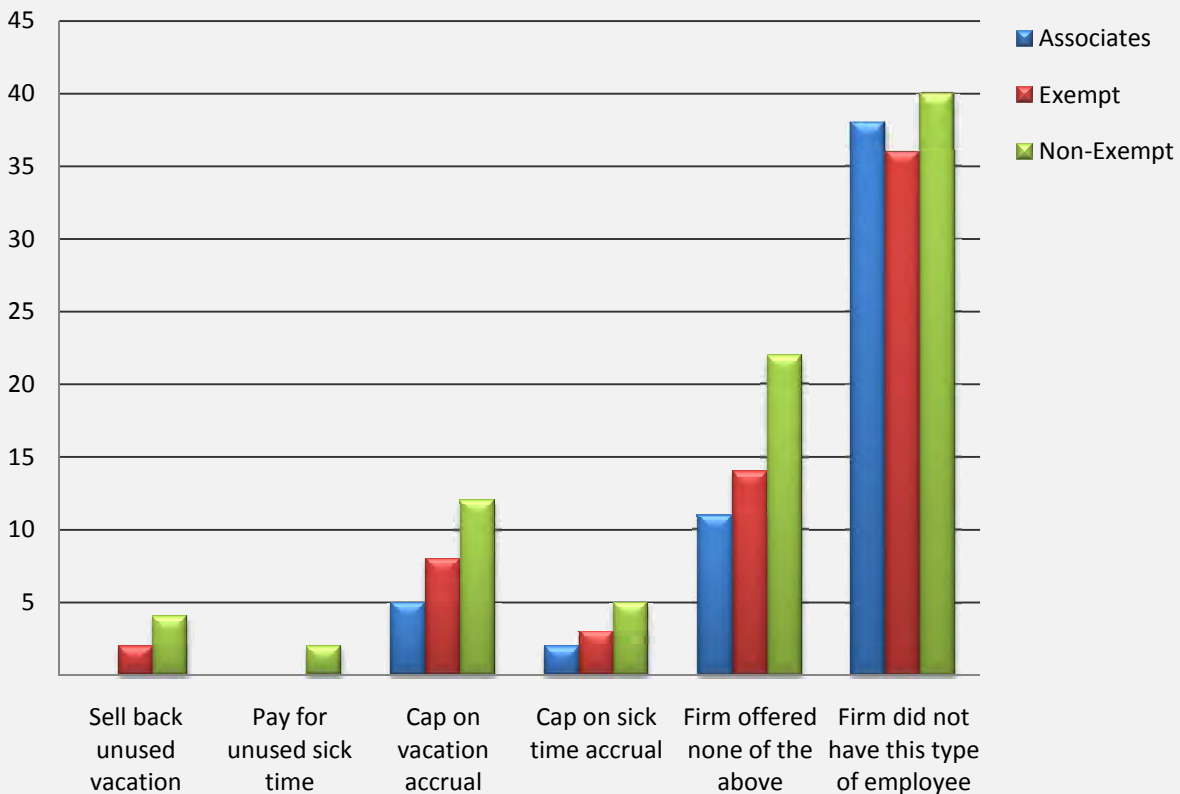


How many Paid Time Off (PTO) days did your firm provide per year for full-time employees?

Length of time with firm	Associates	Exempt	Non-Exempt
Less than 1 year	5	7	8
1 to 2 years	5	9	12
3 to 4 years	5	8	12
5 to 10 years	5	7	13
More than 10 years	6	8	10

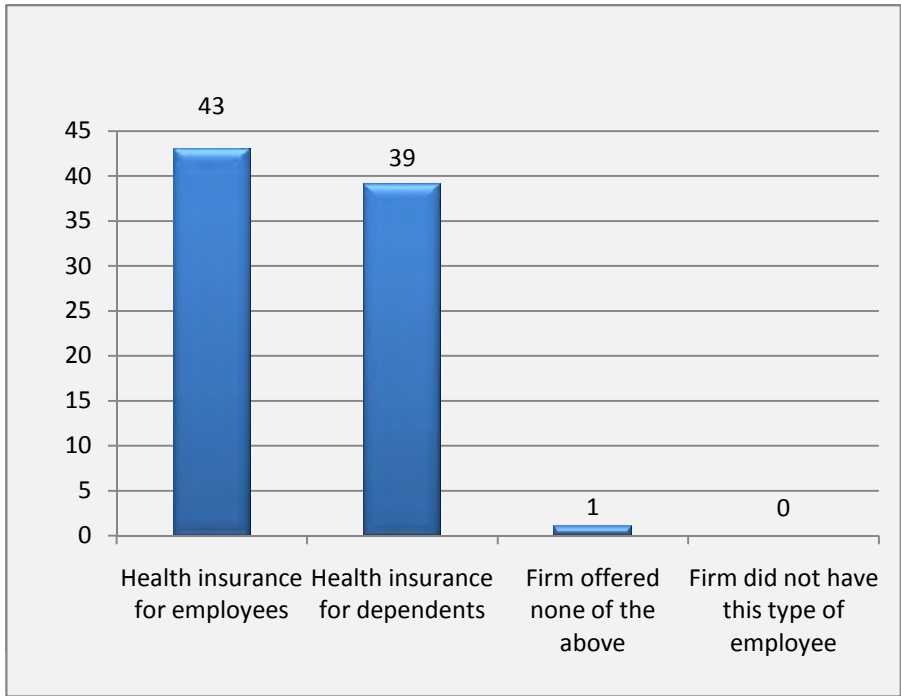
For those employees with PTO, please indicate which of the following your firm provided. Select all that apply for each employee type.

	Associates	Exempt	Non-Exempt
Sell back unused vacation	-	2	4
Pay for unused sick time	-	-	2
Cap on vacation accrual	5	8	12
Cap on sick time accrual	2	3	5
Firm offered none of the above	11	14	22
Firm did not have this type of employee	38	36	40



Which of the following did your firm make available?

Health insurance for employees	43
Health insurance for dependents	39
Firm offered none of the above	1
Firm did not have this type of employee	0
NR/NA	5

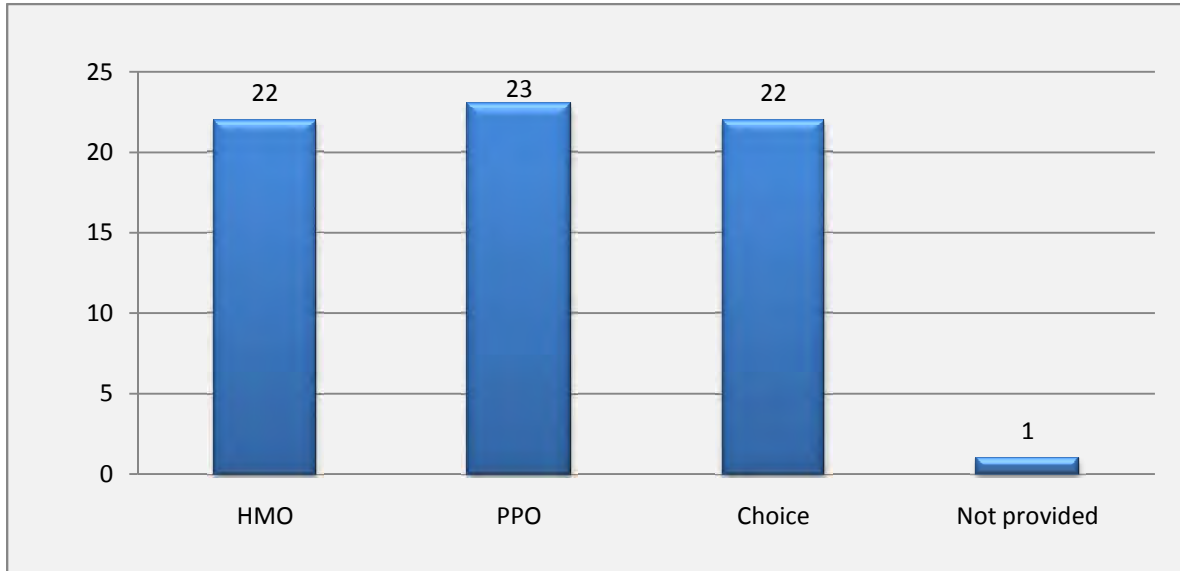


From your response to the previous question what is the percentage your firm pays or reimburses?

	25	26-50	51-75	76-95	100
Health insurance for employees	0	0	2	12	22
Health insurance for dependents	1	2	1	5	1

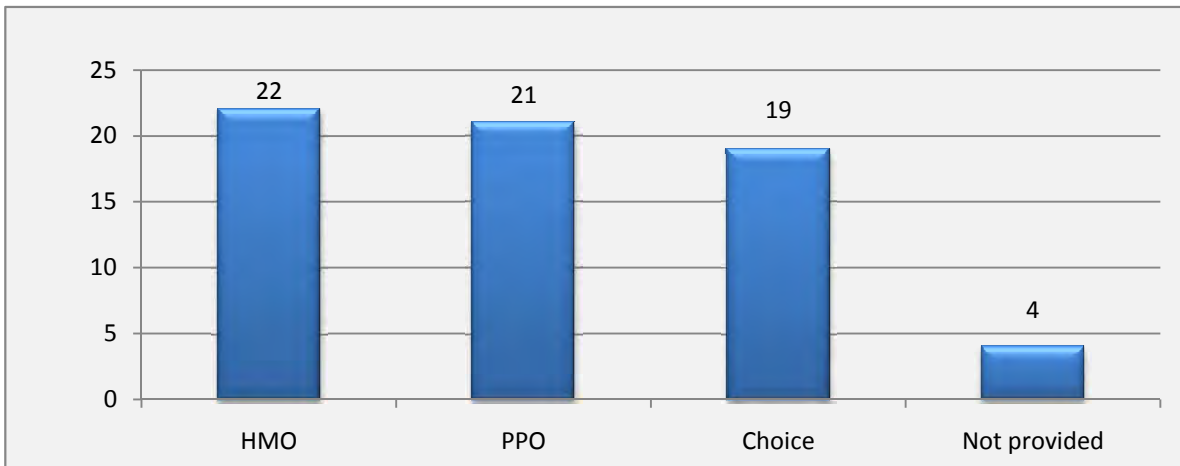
Which type of health insurance did your firm make available for Employees?

HMO	22
PPO	23
Choice	22
Not provided	1

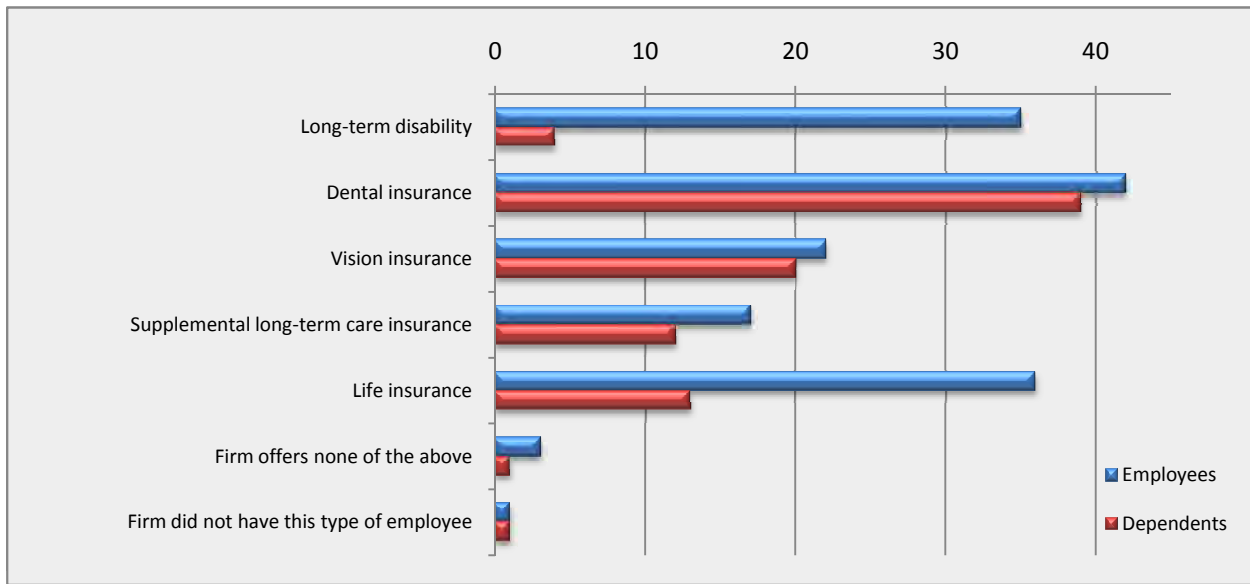


Which type of health insurance did your firm make available for Dependents?

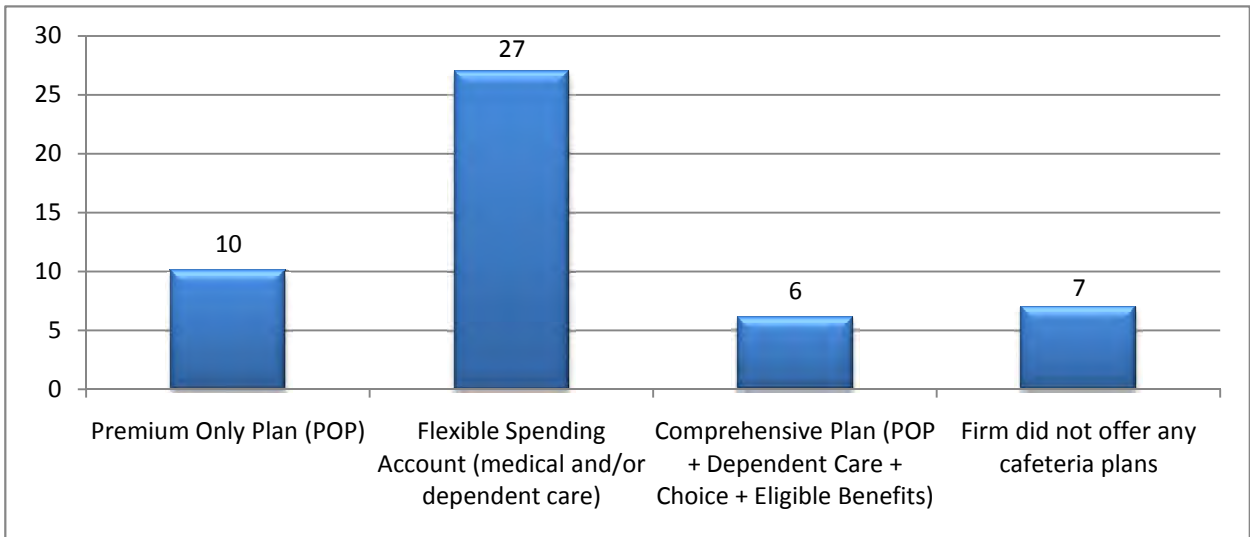
HMO	22
PPO	21
Choice	19
Not provided	4



Which of the following did your firm make available?	Employees	Dependents
Long-term disability	35	4
Dental insurance	42	39
Vision insurance	22	20
Supplemental long-term care insurance	17	12
Life insurance	36	13
Firm offers none of the above	3	1
Firm did not have this type of employee	1	1

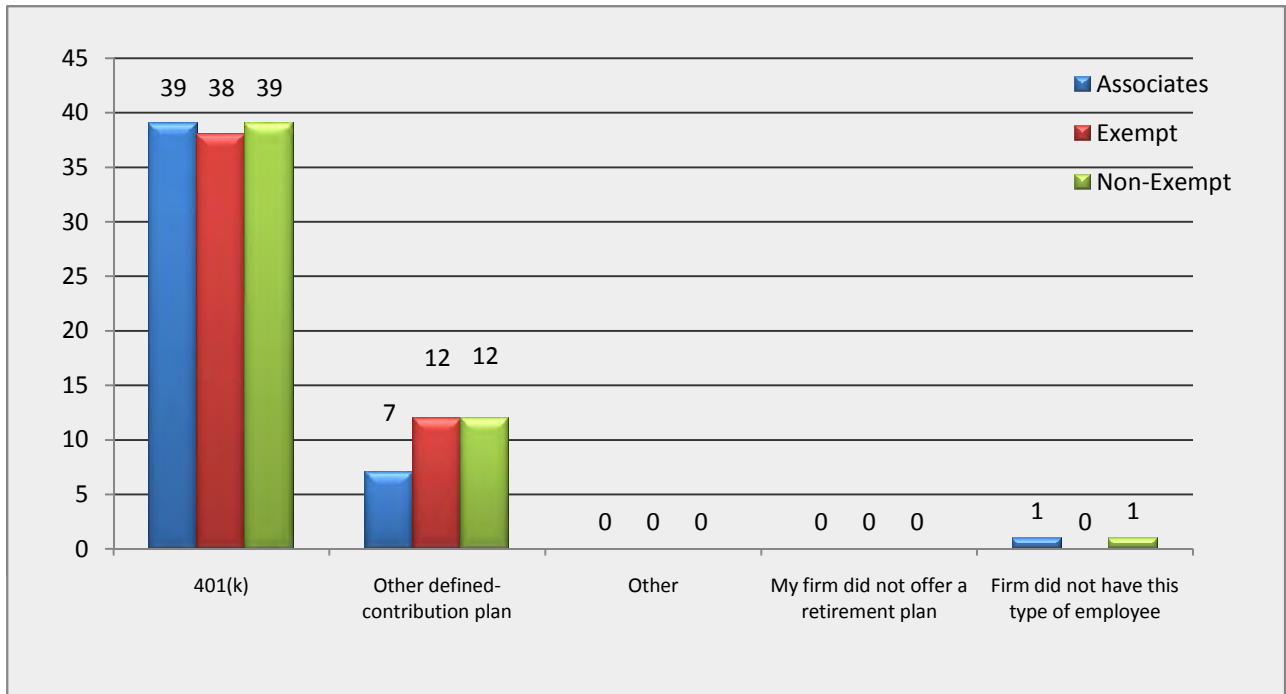


What type of Section 125 cafeteria plan(s), if any, did your firm offer?	
Premium Only Plan (POP)	10
Flexible Spending Account (medical and/or dependent care)	27
Comprehensive Plan (POP + Dependent Care + Choice + Eligible Benefits)	6
Firm did not offer any cafeteria plans	7



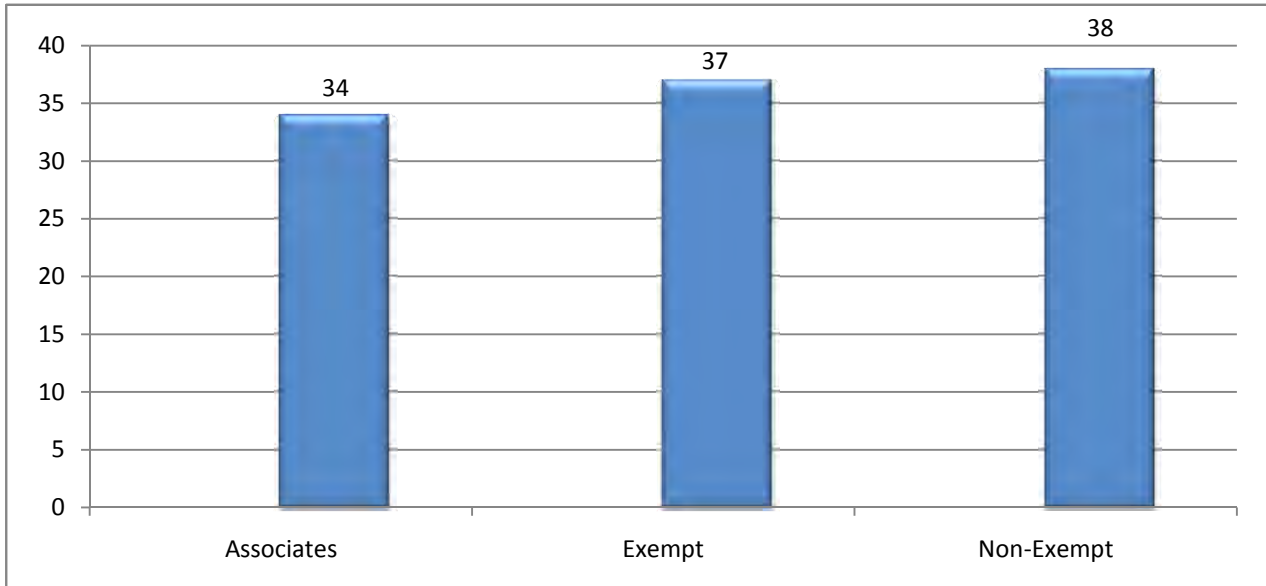
What type of Retirement Plan, if any, did your firm offer?

	Associates	Exempt	Non-Exempt
401(k)	39	38	39
Other defined-contribution plan	7	12	12
Other	0	0	0
My firm did not offer a retirement plan	0	0	0
Firm did not have this type of employee	1	0	1



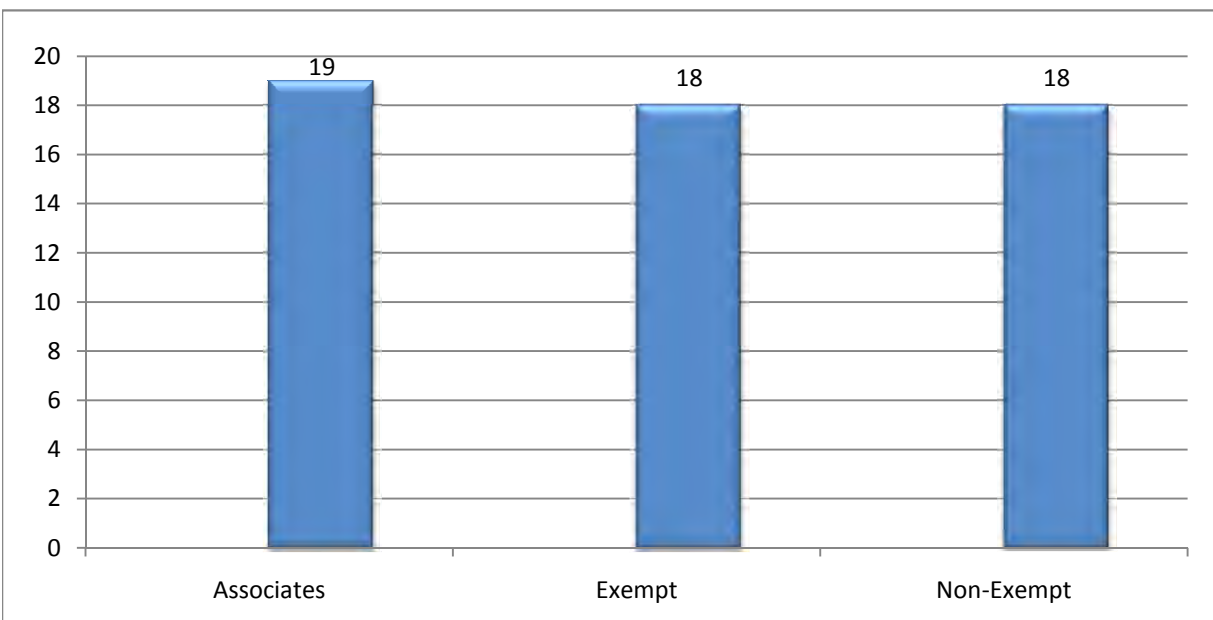
What percentage of contributions did your firm match for its 401(K) plan?

Associates	34
Exempt	37
Non-Exempt	38

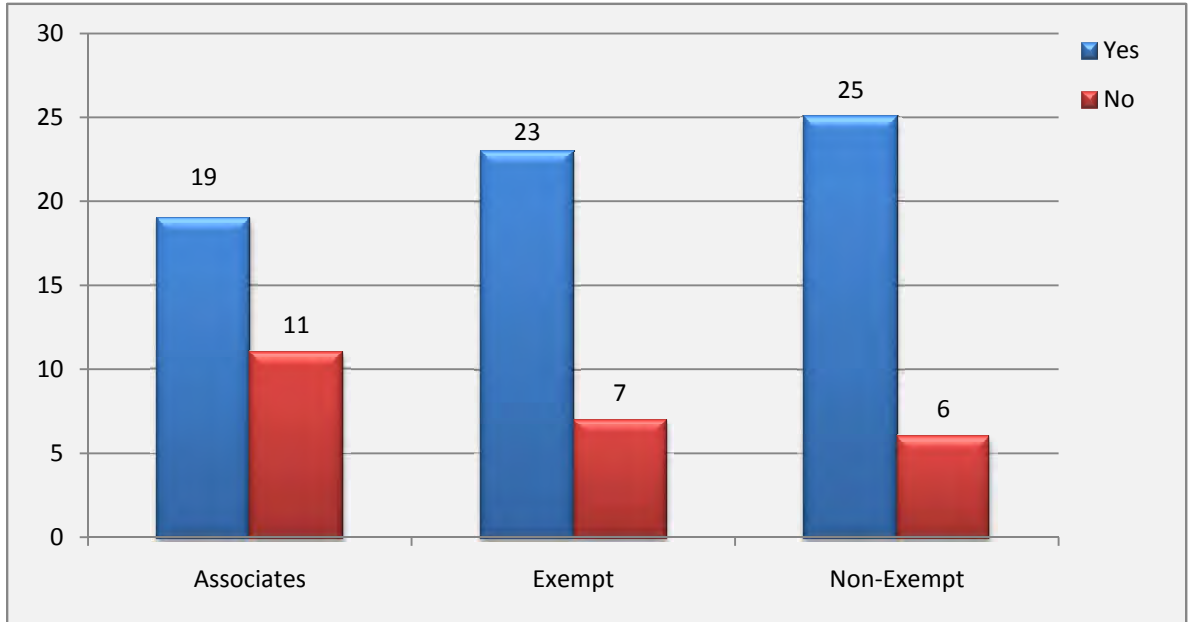


Other Defined Contribution Plan

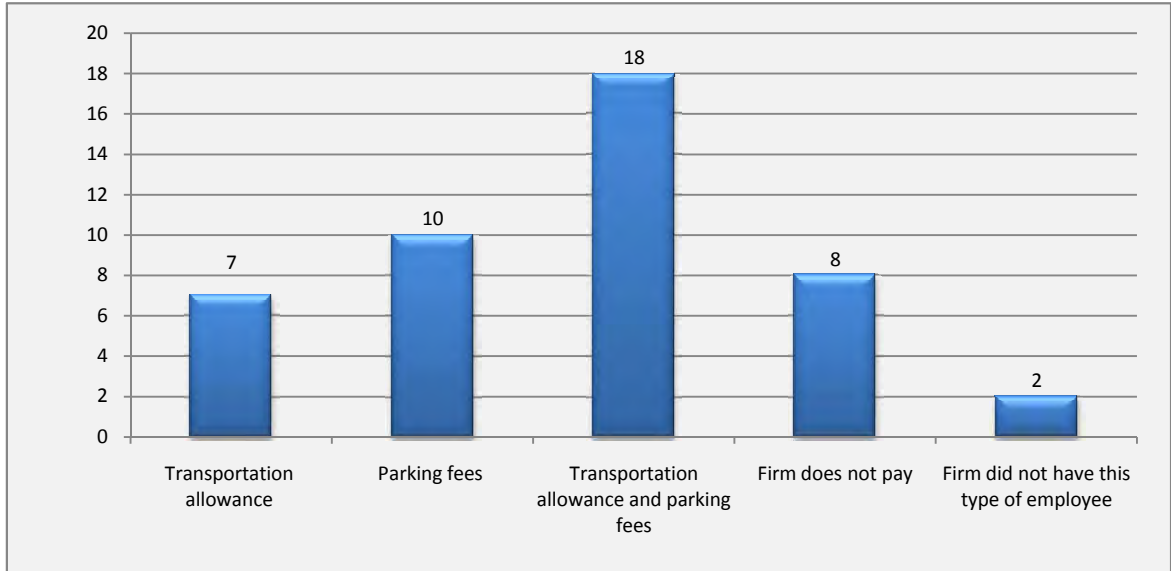
Associates	19
Exempt	18
Non-Exempt	18



Did the plan include profit-sharing contributions?			
	Associates	Exempt	Non-Exempt
Yes	19	23	25
No	11	7	6

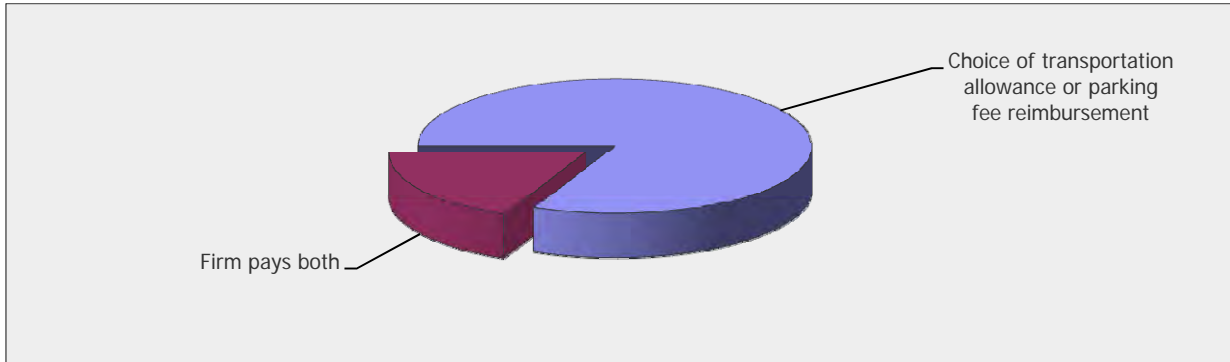


Which of the following, if any, did your firm pay?	
Transportation allowance	7
Parking fees	10
Transportation allowance and parking fees	18
Firm does not pay	8
Firm did not have this type of employee	2



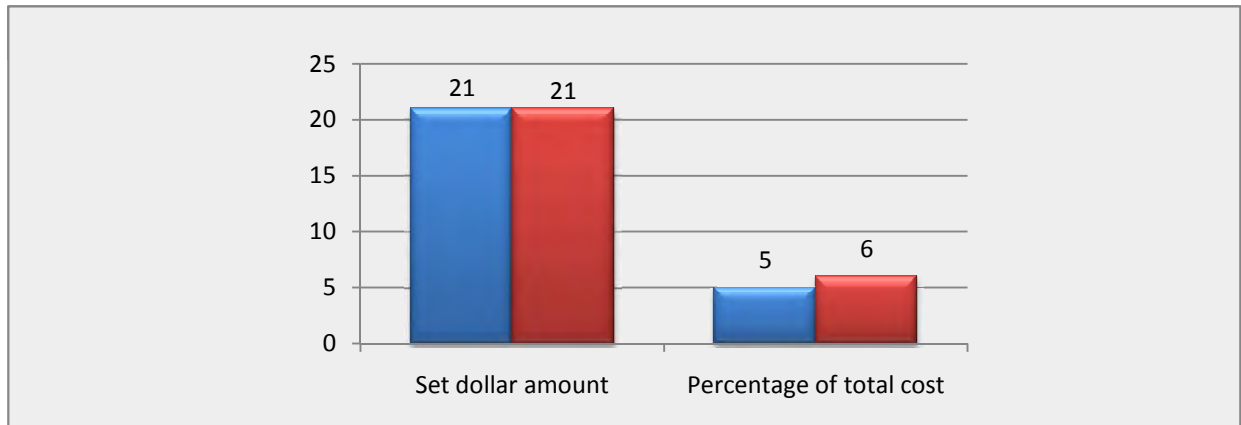
Did your firm offer employees the choice of transportation allowance or parking fee reimbursement or does your firm pay both of these to eligible employees?

Choice of transportation allowance or parking fee reimbursement	18
Firm pays both	4
NR/NA	26



Which of the following did your firm offer?

Which of the following did your firm offer?	Transportation allowance	Parking reimbursement
Set dollar amount	21	21
Percentage of total cost	5	6
NR/NA	22	21



How much was the firm's parking reimbursement as a monthly dollar amount?

Amount	60-99	100-124	125-150	151-175	175-190	220	NR/NA
Count	2	5	4	4	12	1	40

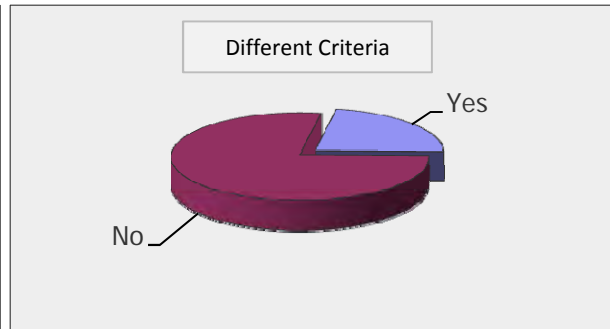
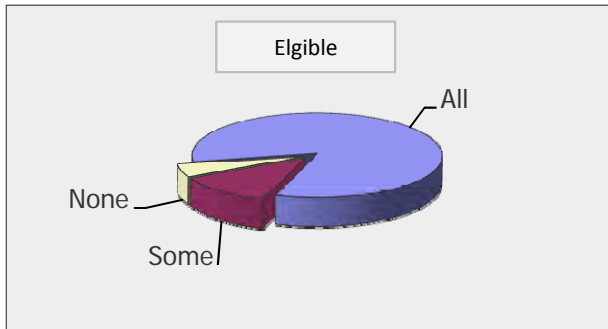
Associates

Were the Associates in your firm eligible for a bonus?

	Percent	Count
All	82.9%	34
Some	12.2%	5
None	4.9%	2

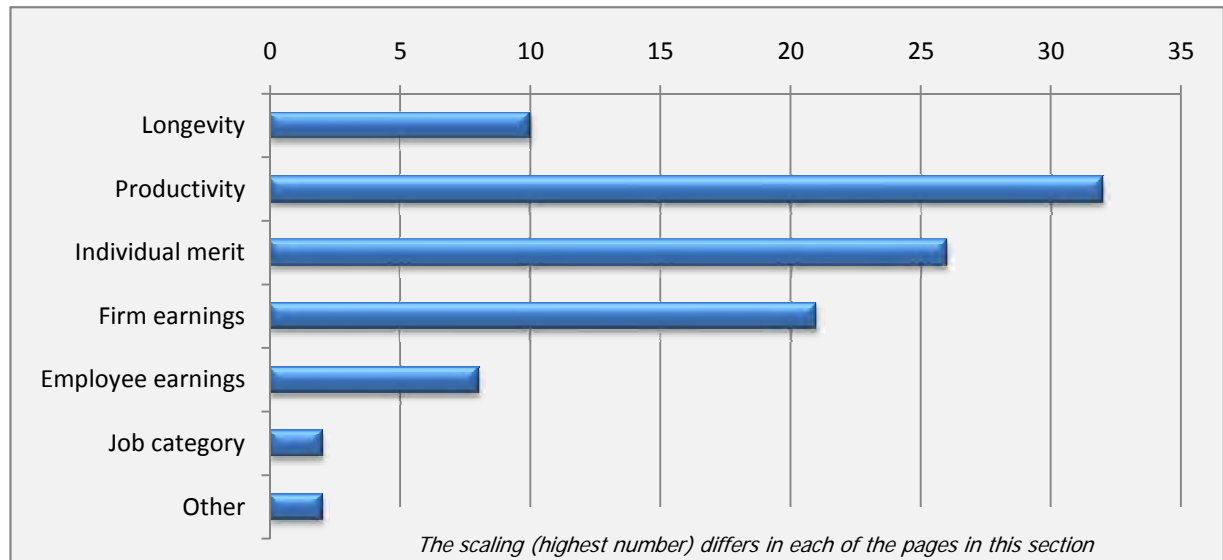
Were there different bonus criteria for 1 year Associates in your firm compared to more experienced Associates?

Yes	22.5%	9
No	77.5%	31



What bonus criteria were used for Associates?

Longevity	10
Productivity	32
Individual merit	26
Firm earnings	21
Employee earnings	8
Job category	2
Other	2



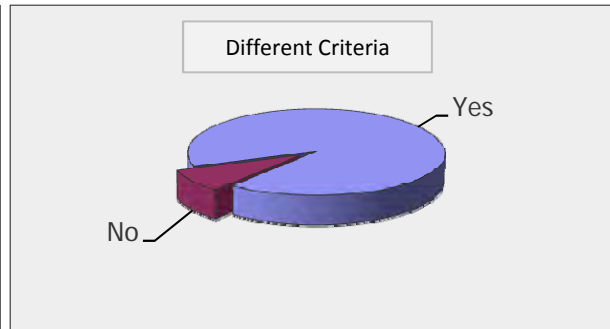
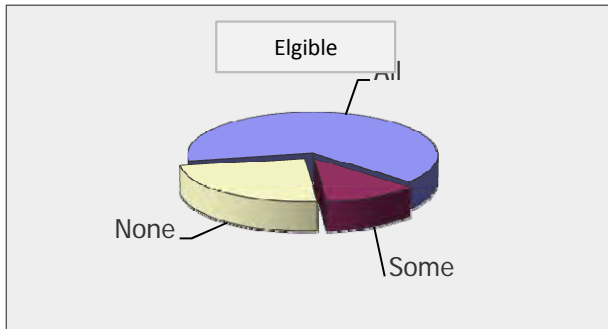
Paralegals

Were the Paralegals in your firm eligible for a bonus?

	Percent	Count
All	64.3%	27
Some	11.9%	5
None	23.8%	10

Were there different bonus criteria for 1 year Paralegals in your firm compared to more experienced Paralegals?

Yes	91.4%	32
No	8.6%	3



What bonus criteria were used for Paralegals?

Longevity	10
Productivity	24
Individual merit	24
Firm earnings	20
Employee earnings	11
Job category	4
Other	2



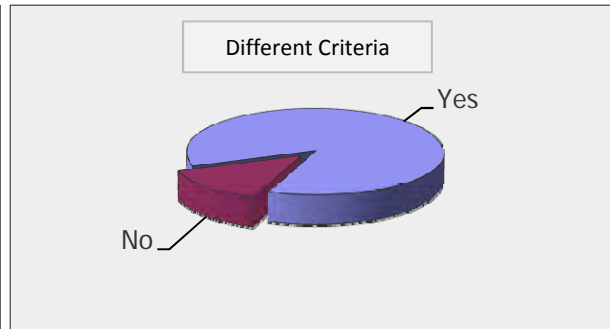
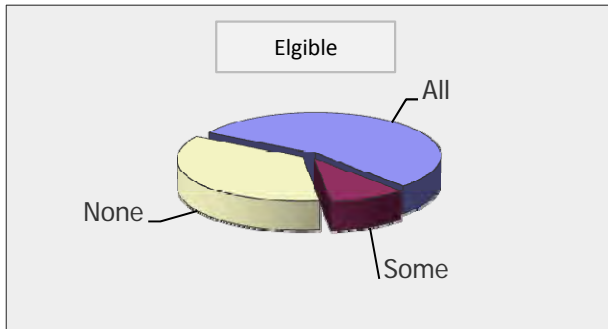
Billable Professionals

Were the Billable Professionals in your firm eligible for a bonus?

	Percent	Count
All	54.8%	17
Some	9.7%	3
None	35.5%	11

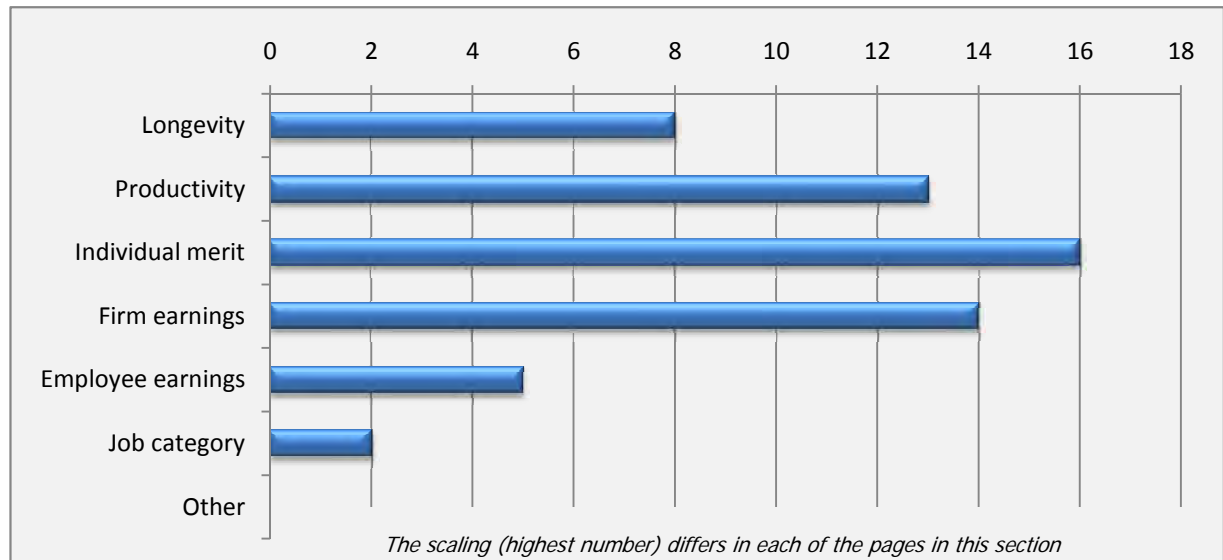
Were there different bonus criteria for 1 year Billable Professionals in your firm compared to more experienced Billable Professionals?

Yes	86.4%	19
No	13.6%	3



What bonus criteria were used for Billable Professionals?

Longevity	8
Productivity	13
Individual merit	16
Firm earnings	14
Employee earnings	5
Job category	2
Other	0



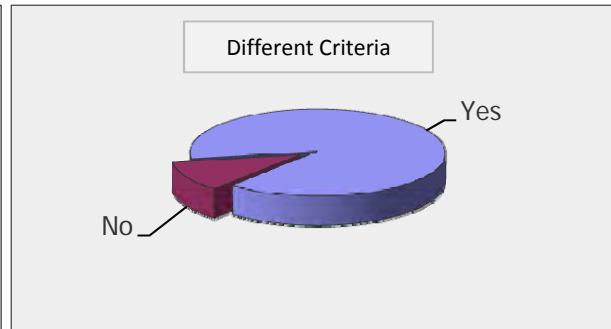
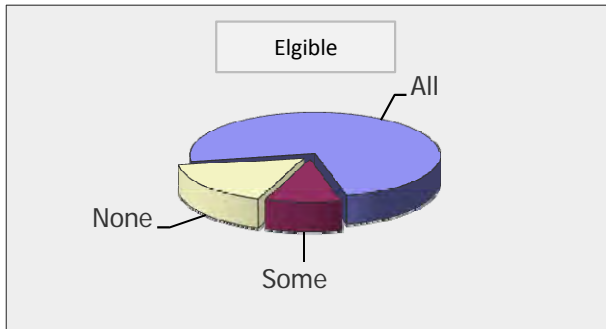
Exempt Administrative Management

Were the Exempt Administrative Management in your firm eligible for a bonus?

	Percent	Count
All	73.8%	31
Some	9.5%	4
None	16.7%	7

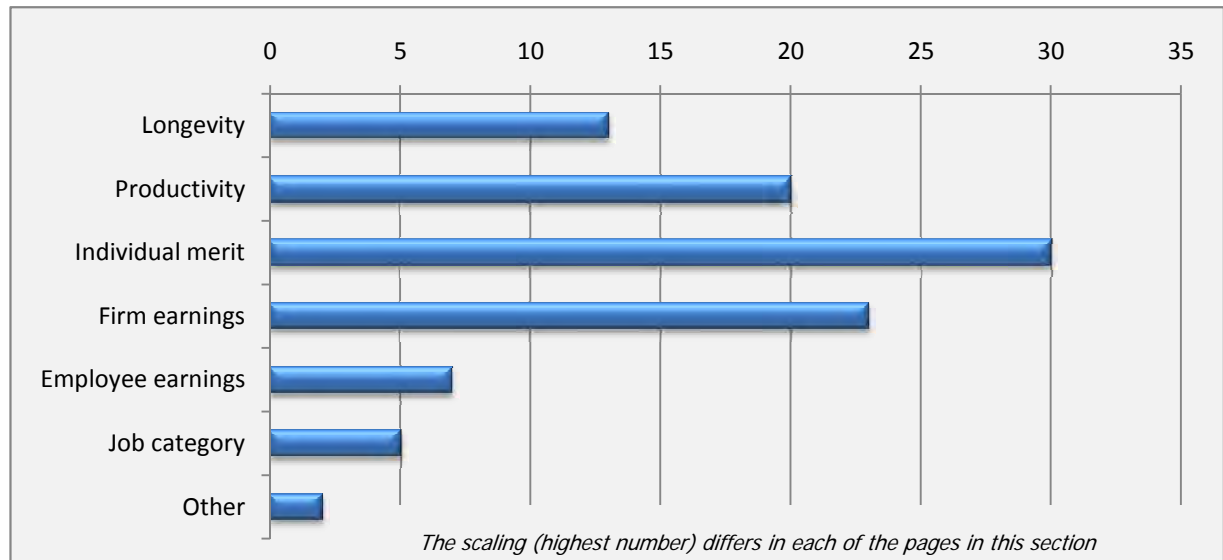
Were there different bonus criteria for 1 year Exempt Administrative Management in your firm compared to more experienced Exempt Administrative Management?

Yes	88.9%	32
No	11.1%	4



What bonus criteria were used for Exempt Administrative Management?

Longevity	13
Productivity	20
Individual merit	30
Firm earnings	23
Employee earnings	7
Job category	5
Other	2



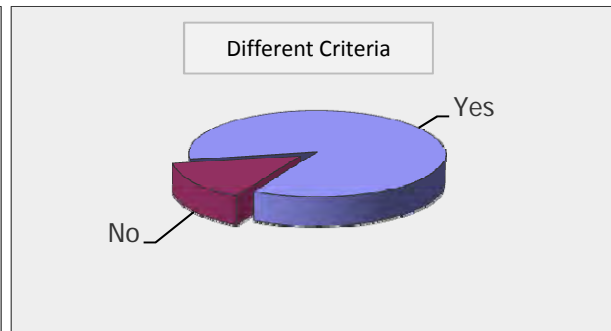
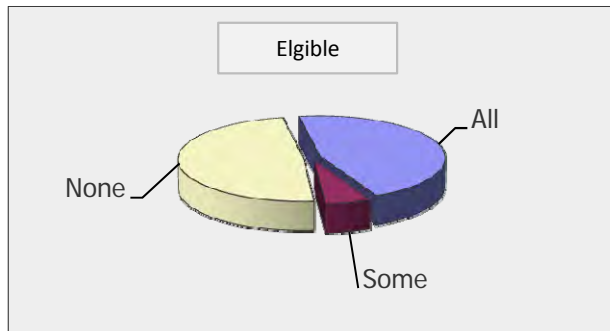
Non-Exempt Information Technology/MIS employees

Were the Non-Exempt Information Technology/MIS employees in your firm eligible for a bonus?

	Percent	Count
All	45.7%	16
Some	5.7%	2
None	48.6%	17

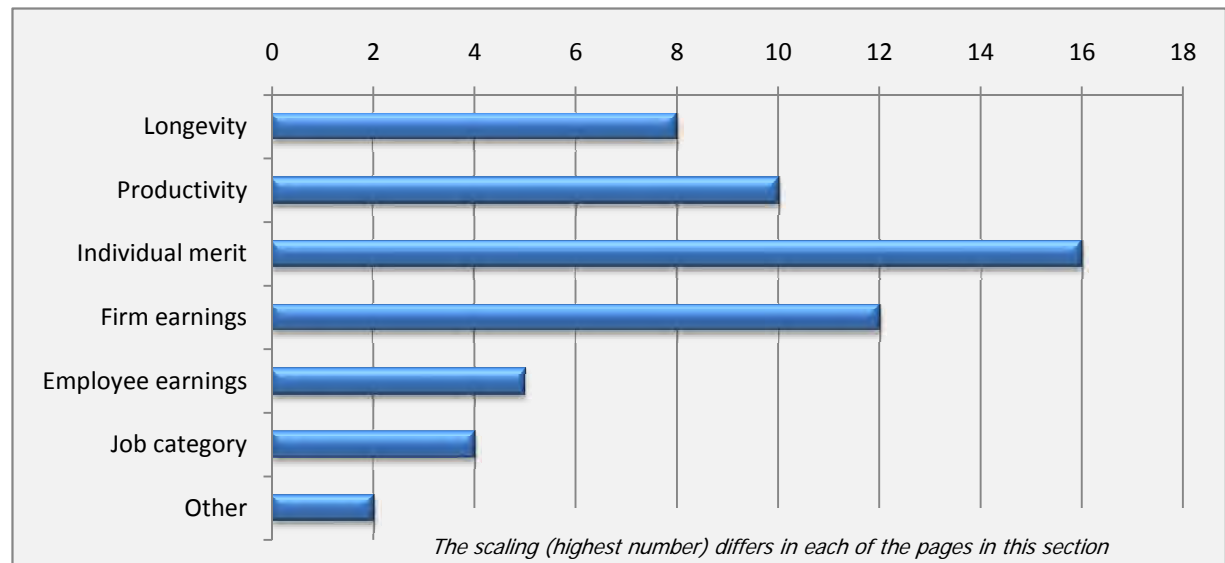
Were there different bonus criteria for 1 year Non-Exempt Information Technology/MIS employees in your firm compared to more experienced Non-Exempt Information Technology/MIS employees?

Yes	85.7%	18
No	14.3%	3



What bonus criteria were used for Non-Exempt Information Technology/MIS employees?

Longevity	8
Productivity	10
Individual merit	16
Firm earnings	12
Employee earnings	5
Job category	4
Other	2



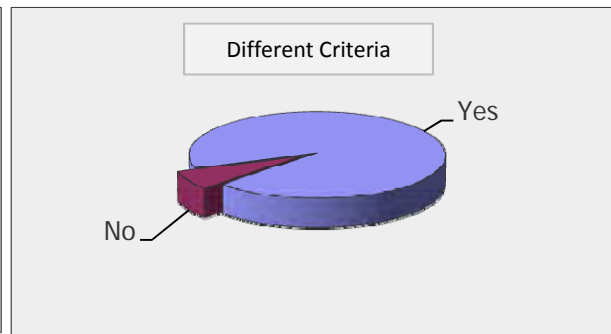
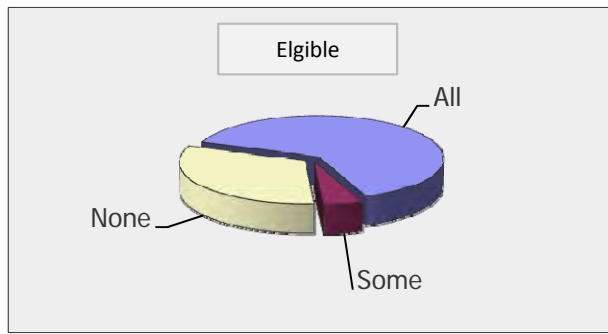
Legal Secretaries/Assistants

Were the Legal Secretaries/Assistants in your firm eligible for a bonus?

	Percent	Count
All	63.4%	26
Some	4.9%	2
None	31.7%	13

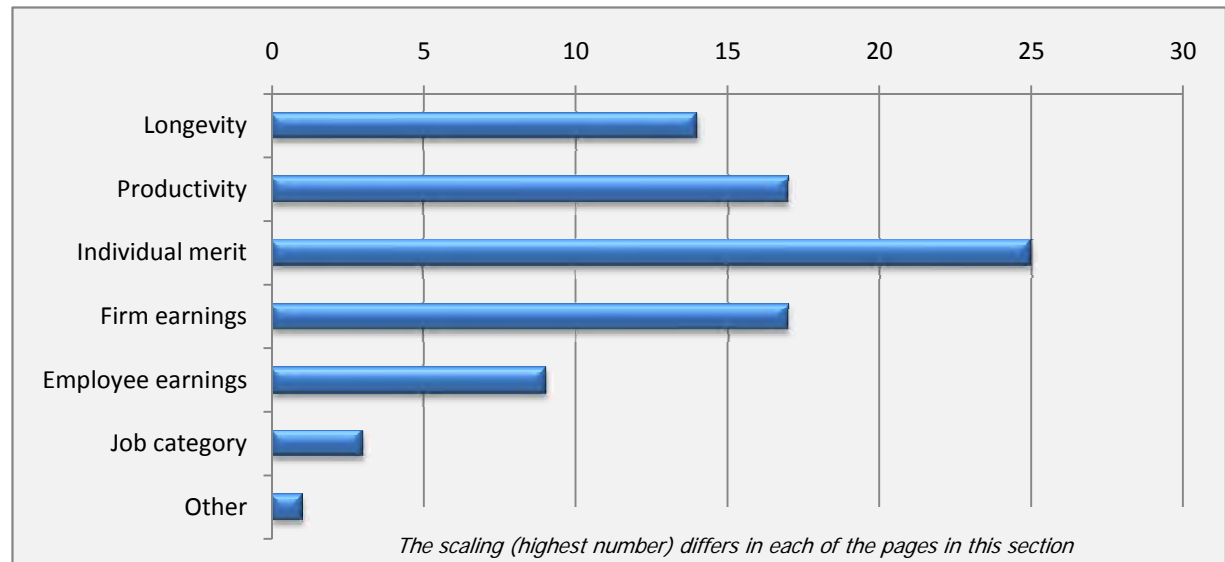
Were there different bonus criteria for 1 year Legal Secretaries/Assistants in your firm compared to more experienced Legal Secretaries/Assistants?

Yes	93.3%	28
No	6.7%	2



What bonus criteria were used for Legal Secretaries/Assistants?

Longevity	14
Productivity	17
Individual merit	25
Firm earnings	17
Employee earnings	9
Job category	3
Other	1



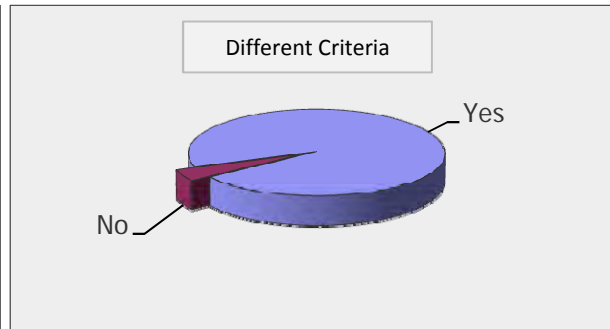
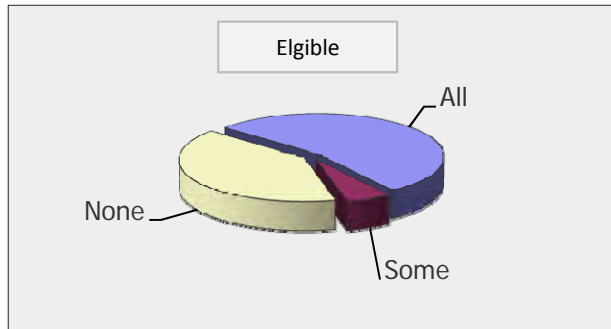
Non-exempt Accounting Personnel

Were the Non-exempt Accounting Personnel in your firm eligible for a bonus?

	Percent	Count
All	54.3%	19
Some	5.7%	2
None	40.0%	14

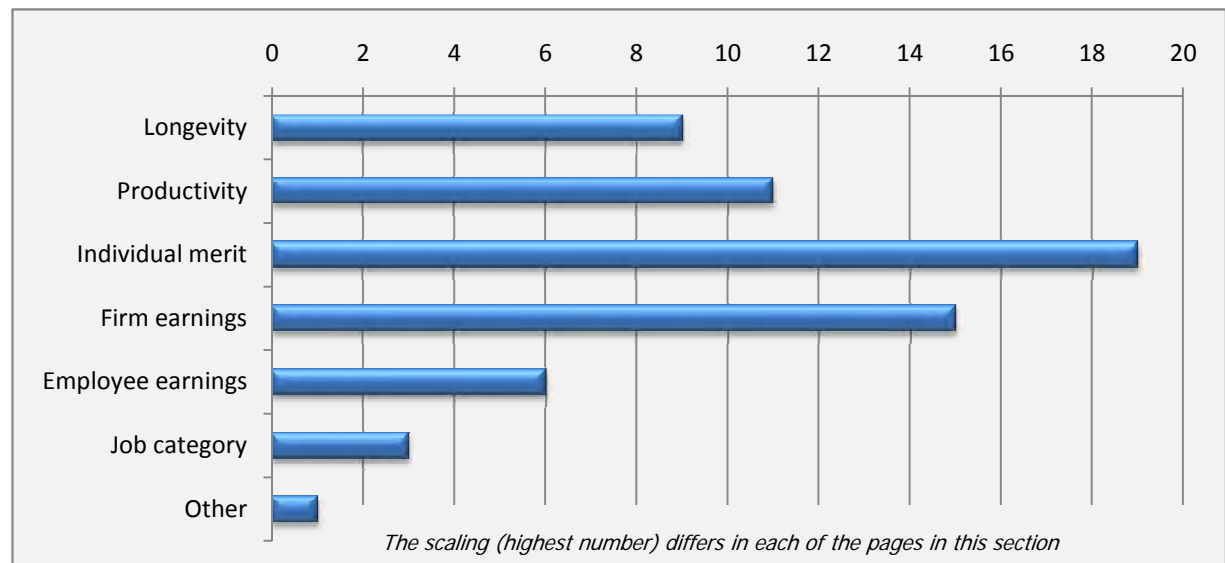
Were there different bonus criteria for 1 year Non-exempt Accounting Personnel in your firm compared to more experienced Non-exempt Accounting Personnel?

Yes	95.7%	22
No	4.3%	1



What bonus criteria were used for Non-exempt Accounting Personnel?

Longevity	9
Productivity	11
Individual merit	19
Firm earnings	15
Employee earnings	6
Job category	3
Other	1



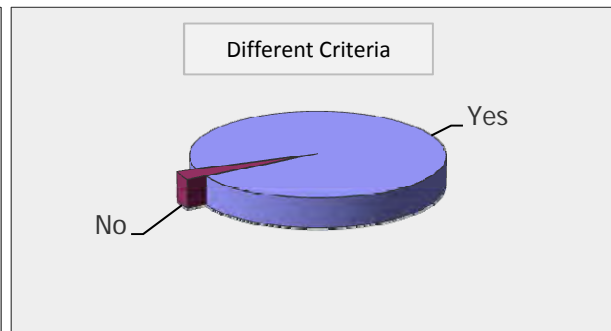
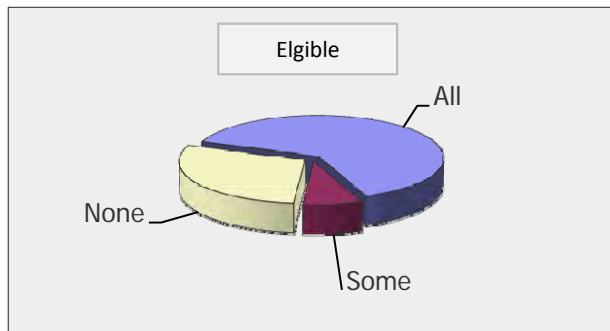
General Office Personnel

Were the General Office Personnel in your firm eligible for a bonus?

	Percent	Count
All	63.4%	26
Some	7.3%	3
None	29.3%	12

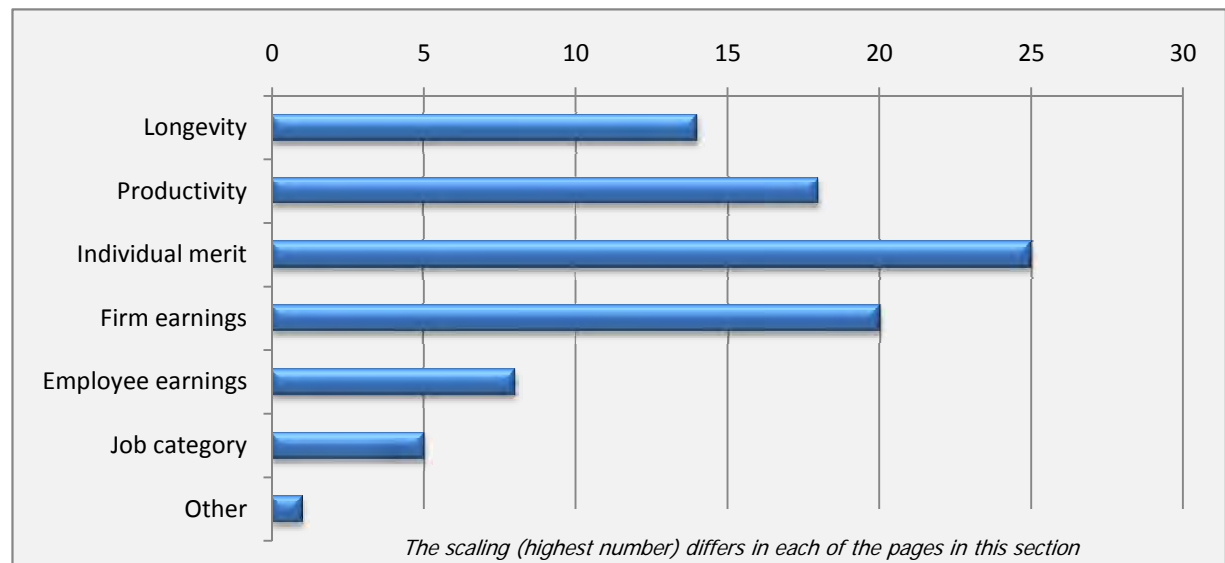
Were there different bonus criteria for 1 year General Office Personnel in your firm compared to more experienced General Office Personnel?

Yes	96.9%	31
No	3.1%	1



What bonus criteria were used for General Office Personnel?

Longevity	14
Productivity	18
Individual merit	25
Firm earnings	20
Employee earnings	8
Job category	5
Other	1



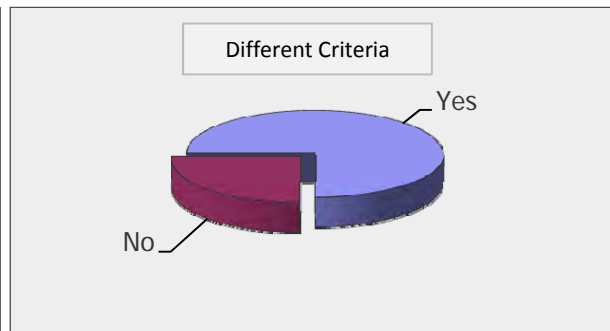
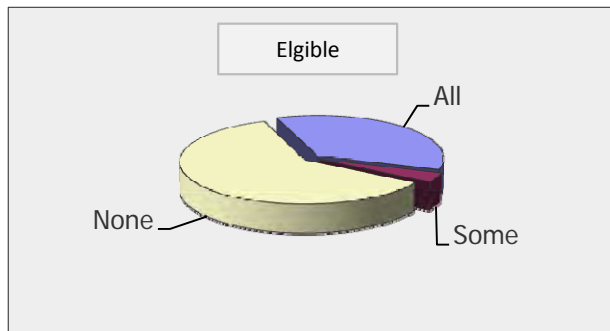
Non-exempt Word Processing Personnel

Were the Non-exempt Word Processing Personnel in your firm eligible for a bonus?

	Percent	Count
All	35.7%	10
Some	3.6%	1
None	60.7%	17

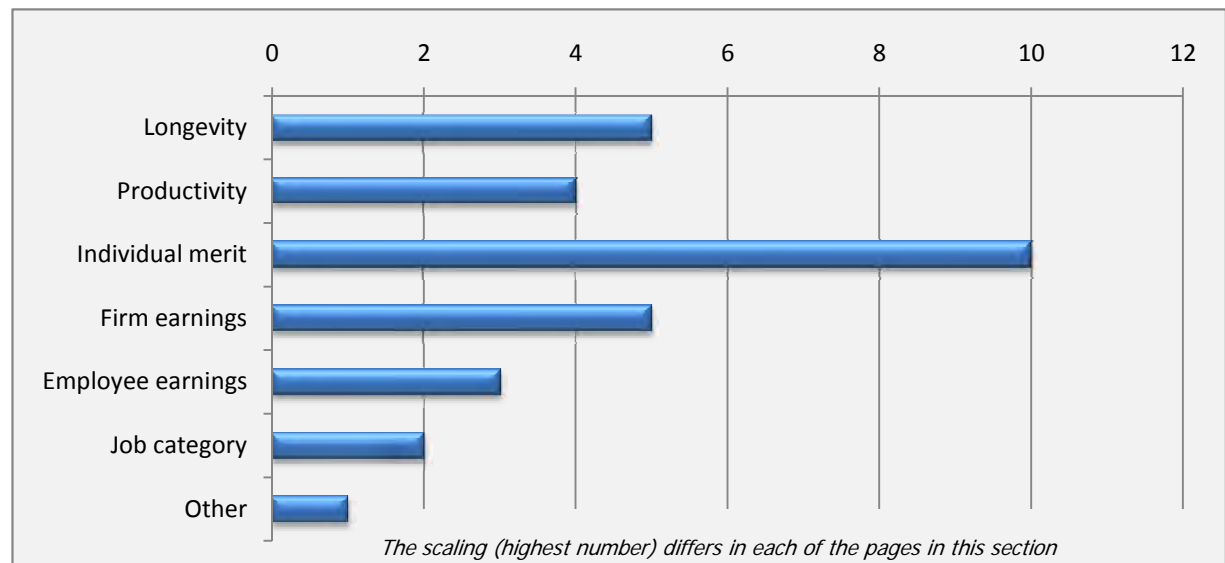
Were there different bonus criteria for 1 year Non-exempt Word Processing Personnel in your firm compared to more experienced Non-exempt Word Processing Personnel?

Yes	75.0%	12
No	25.0%	4



What bonus criteria were used for Non-exempt Word Processing Personnel?

Longevity	5
Productivity	4
Individual merit	10
Firm earnings	5
Employee earnings	3
Job category	2
Other	1



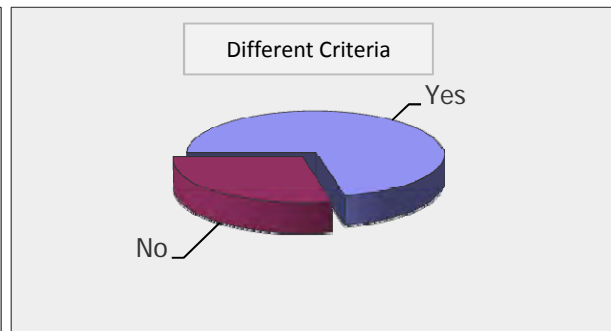
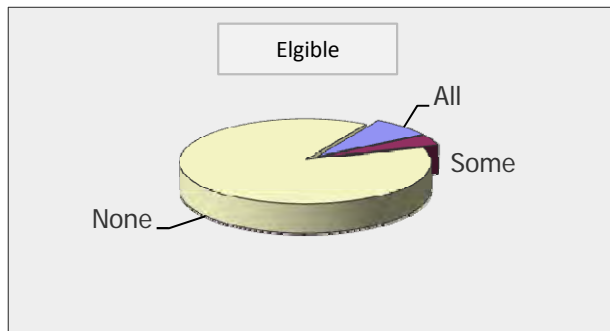
Non-exempt/hourly Law Clerks

Were the Non-exempt/hourly Law Clerks in your firm eligible for a bonus?

	Percent	Count
All	8.0%	2
Some	4.0%	1
None	88.0%	22

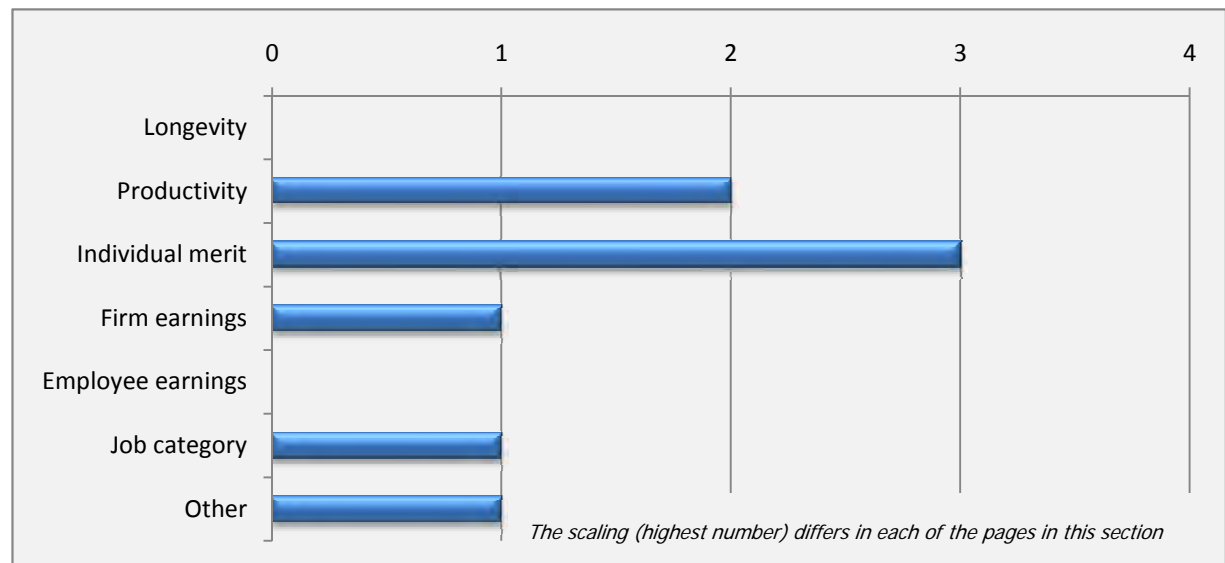
Were there different bonus criteria for 1 year Non-exempt/hourly Law Clerks in your firm compared to more experienced Non-exempt/hourly Law Clerks?

Yes	71.4%	5
No	28.6%	2



What bonus criteria were used for Non-exempt/hourly Law Clerks?

Longevity	0
Productivity	2
Individual merit	3
Firm earnings	1
Employee earnings	0
Job category	1
Other	1



Footnotes

Responses to some questions were inappropriate, incomplete, or not answered, therefore, not all responses could be tabulated. Where practical, "No Response" or NR is used to indicate such. Some questions were answered with more than one response, some of which were appropriate and some of which were completely contrary to the instructions. "More than one response" is used to indicate when the question contained such results. If such response was totally inappropriate, it was included in the NR category. Some of the questions were answered with NA. In either case, the responses were noted with NR/NA.

End of this Section

Compensation

This section tabulates the compensation for the different job categories. The primary method of entering the data was with a customized and secure online tool.

- Participation in the survey is down substantially from the prior year resulting in fewer employees being reported in each job category. As such, some sections contain a small number of responses. Care must be taken in interpreting the results in these sections as percentile calculations can be distorted when with only a few data points in a category. A full explanation of percentile calculations is included in Appendix A.
- Exempt employee salaries and bonuses are reported on an annual basis. Non-exempt employee salaries are reported as an hourly amount with the bonus, if any, reported on an annual basis.
- If there is only one firm or one individual in a firm size category the salary or bonus amount is not shown as it could be determined who the firm is or result in a misleading percentile calculation.
- Data was collected for all graduate class years for all associates. From years 1991 and older few, if any, salaries were reported. If there was only one firm or associate reported, the related year was not include in the report.
- The Accounting Personnel and General Office Personnel sections contain a summary of all accounting personnel, followed the detail by job category.
- Bonus amounts are reported as the highest, average and lowest. These are straight forward calculations with the exception of zero bonuses (or no bonuses). Showing only the lowest bonus can greatly distort the results, especially if there are one or two high bonuses and everyone else did not receive a bonus. Therefore, the lowest bonus *actually paid* is presented (the lowest non-zero bonus) as well as the *zero* bonuses (no bonuses). If the lowest non-zero bonus and the lowest bonus are the same, it can be said that this is indeed the lowest bonus and there were no zero bonuses.
- Some firms elected not to respond to certain sections relating to salaries. There were fewer submitted salary amounts than reported in the firm size question.
- Some salary submissions were done without indicating firm size and no reference to the firm submitting the data. These submissions were not included in the report.

Compensation

Associates

2008 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	10	3	2	3	2
<i>Number of Attorneys</i>	<i>20</i>	<i>3</i>	<i>3</i>	<i>10</i>	<i>4</i>
Salary - Annual					
Upper Decile	160,000	99,600	92,000	160,000	135,000
Third Quartile - 75th percentile	160,000	96,000	87,500	160,000	135,000
Median Value - 50th percentile	118,500	90,000	80,000	160,000	135,000
First Quartile - 25th percentile	85,000	84,000	72,500	100,000	122,500
Lower Decile	79,800	80,400	68,000	85,000	100,000
Bonus - Annual					
Highest	4,750	2,500	4,750	-	-
Average	363	833	1,583	-	-
Lowest Non Zero	2,500	2,500	4,750	-	-
Lowest	-	-	-	-	-
Salary including Bonus					
Upper Decile	160,000	99,600	95,800	160,000	135,000
Third Quartile - 75th percentile	160,000	96,000	89,875	160,000	135,000
Median Value - 50th percentile	118,500	90,000	80,000	160,000	135,000
First Quartile - 25th percentile	85,000	85,250	72,500	100,000	122,500
Lower Decile	80,450	82,400	68,000	85,000	100,000

Continued

Compensation

Associates

2007 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	23	5	12	4	2
<i>Number of Attorneys</i>	<i>41</i>	<i>6</i>	<i>18</i>	<i>11</i>	<i>6</i>
Salary - Annual					
Upper Decile	160,000	98,000	96,000	170,000	140,000
Third Quartile - 75th percentile	137,500	93,500	83,750	165,000	140,000
Median Value - 50th percentile	85,600	77,905	72,750	160,000	138,750
First Quartile - 25th percentile	73,500	75,203	64,250	97,000	101,875
Lower Decile	64,000	75,000	60,000	95,000	87,500
Bonus - Annual					
Highest	20,000	11,000	11,150	20,000	16,266
Average	3,467	5,083	4,414	5,823	4,189
Lowest Non Zero	500	3,500	500	4,478	3,869
Lowest	-	-	-	-	-
Salary including Bonus					
Upper Decile	160,000	101,500	101,425	186,900	150,068
Third Quartile - 75th percentile	145,000	98,000	89,200	165,000	142,902
Median Value - 50th percentile	95,000	87,155	76,750	160,000	138,750
First Quartile - 25th percentile	80,000	81,703	71,150	103,453	105,625
Lower Decile	71,220	77,500	64,850	100,270	90,000

2006 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	14	1	6	5	2
<i>Number of Attorneys</i>	<i>30</i>	<i>2</i>	<i>15</i>	<i>9</i>	<i>4</i>
Salary - Annual					
Upper Decile	185,000		111,000	185,000	147,100
Third Quartile - 75th percentile	147,250		97,500	185,000	145,750
Median Value - 50th percentile	97,500		90,000	160,000	119,500
First Quartile - 25th percentile	85,070		80,000	100,000	91,500
Lower Decile	75,000		76,800	72,000	87,000
Bonus - Annual					
Highest	34,000		13,750	34,000	12,000
Average	6,595		5,025	12,114	5,641
Lowest Non Zero	1,526		4,880	1,526	10,562
Lowest	-		-	-	-
Salary including Bonus					
Upper Decile	191,000		115,000	209,800	154,493
Third Quartile - 75th percentile	153,450		104,375	205,000	148,391
Median Value - 50th percentile	107,375		95,000	160,000	125,500
First Quartile - 25th percentile	90,500		88,750	101,526	100,500
Lower Decile	76,850		82,800	76,900	90,600

Compensation

Associates

2005 Graduate Class					
	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	15	2	8	3	2
<i>Number of Attorneys</i>	<i>28</i>	<i>2</i>	<i>13</i>	<i>8</i>	<i>5</i>
Salary - Annual					
Upper Decile	185,000	174,081	90,000	192,500	149,200
Third Quartile - 75th percentile	185,000	157,703	88,500	185,000	145,000
Median Value - 50th percentile	90,000	130,405	83,000	185,000	145,000
First Quartile - 25th percentile	81,500	103,108	78,000	167,500	84,000
Lower Decile	74,967	86,729	71,400	115,000	80,400
Bonus - Annual					
Highest	40,000	20,000	12,000	40,000	6,120
Average	6,350	10,000	4,673	13,875	3,660
Lowest Non Zero	500	20,000	3,500	1,500	6,060
Lowest	-	-	-	-	-
Salary including Bonus					
Upper Decile	206,000	176,081	100,350	227,250	155,320
Third Quartile - 75th percentile	154,620	162,703	96,000	215,250	151,120
Median Value - 50th percentile	100,500	140,405	89,000	195,000	151,060
First Quartile - 25th percentile	84,500	118,108	80,000	167,875	84,000
Lower Decile	78,600	104,729	71,400	116,050	80,400

2004 Graduate Class					
	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	16	2	7	5	2
<i>Number of Attorneys</i>	<i>29</i>	<i>2</i>	<i>10</i>	<i>11</i>	<i>6</i>
Salary - Annual					
Upper Decile	214,000	199,200	113,000	250,000	132,500
Third Quartile - 75th percentile	200,000	183,000	96,250	220,000	99,000
Median Value - 50th percentile	102,000	156,000	83,000	200,000	90,000
First Quartile - 25th percentile	85,000	129,000	78,500	162,500	85,500
Lower Decile	77,900	112,800	75,363	125,000	81,500
Bonus - Annual					
Highest	47,500	-	26,491	47,500	4,900
Average	7,505	-	3,524	11,406	1,400
Lowest Non Zero	2,500	-	500	500	3,500
Lowest	-	-	-	-	-
Salary including Bonus					
Upper Decile	254,180	199,200	132,542	275,000	134,950
Third Quartile - 75th percentile	212,500	183,000	102,375	232,300	103,550
Median Value - 50th percentile	125,000	156,000	84,000	200,000	91,750
First Quartile - 25th percentile	103,300	129,000	79,438	170,912	85,500
Lower Decile	87,600	112,800	75,363	133,546	81,500

Compensation

Associates

2003 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	12	1	6	3	2
<i>Number of Attorneys</i>	<i>21</i>	<i>3</i>	<i>9</i>	<i>4</i>	<i>5</i>
Salary - Annual					
Upper Decile	230,000		110,000	230,000	174,600
Third Quartile - 75th percentile	174,000		107,100	230,000	174,000
Median Value - 50th percentile	112,000		100,800	230,000	174,000
First Quartile - 25th percentile	101,850		95,000	205,625	160,000
Lower Decile	94,700		92,750	161,750	132,400
Bonus - Annual					
Highest	55,000		25,000	32,500	22,030
Average	9,905		6,596	9,375	6,960
Lowest Non Zero	1,000		2,500	5,000	5,268
Lowest	-		-	-	-
Salary including Bonus					
Upper Decile	281,500		119,800	254,250	187,818
Third Quartile - 75th percentile	236,758		114,750	241,875	174,000
Median Value - 50th percentile	131,439		111,717	232,500	174,000
First Quartile - 25th percentile	103,250		97,500	205,625	165,268
Lower Decile	96,175		95,550	161,750	139,007

2002 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	16	2	8	4	2
<i>Number of Attorneys</i>	<i>29</i>	<i>3</i>	<i>11</i>	<i>9</i>	<i>6</i>
Salary - Annual					
Upper Decile	253,000	250,000	111,000	268,000	173,500
Third Quartile - 75th percentile	250,000	250,000	104,500	265,000	161,875
Median Value - 50th percentile	117,180	250,000	95,000	250,000	134,000
First Quartile - 25th percentile	101,000	182,500	91,000	187,313	102,375
Lower Decile	91,000	142,000	91,000	145,500	98,000
Bonus - Annual					
Highest	93,000	8,000	18,197	55,000	20,000
Average	10,368	2,667	5,927	19,549	4,855
Lowest Non Zero	1,500	8,000	1,750	11,000	1,000
Lowest	-	-	-	-	-
Salary including Bonus					
Upper Decile	270,850	250,000	124,000	312,000	175,065
Third Quartile - 75th percentile	231,250	250,000	113,000	295,000	161,875
Median Value - 50th percentile	150,850	250,000	98,500	261,000	144,000
First Quartile - 25th percentile	109,500	186,500	93,875	187,313	108,125
Lower Decile	102,850	148,400	91,000	161,450	101,000

Compensation

Associates

2001 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	18	5	6	5	2
<i>Number of Attorneys</i>	<i>26</i>	<i>5</i>	<i>9</i>	<i>10</i>	<i>2</i>
Salary - Annual					
Upper Decile	265,000	225,000	138,000	280,000	169,150
Third Quartile - 75th percentile	233,750	165,000	106,000	265,000	158,875
Median Value - 50th percentile	121,100	127,200	100,000	235,000	141,750
First Quartile - 25th percentile	100,750	105,000	95,000	152,500	124,625
Lower Decile	94,500	104,700	93,900	96,500	114,350
Bonus - Annual					
Highest	100,000	12,500	13,750	93,000	17,042
Average	6,486	2,500	7,583	18,187	12,271
Lowest Non Zero	500	12,500	3,000	1,500	7,500
Lowest	-	-	-	-	7,500
Salary including Bonus					
Upper Decile	252,000	225,000	143,600	320,800	185,238
Third Quartile - 75th percentile	225,000	165,000	116,000	279,625	173,532
Median Value - 50th percentile	133,260	139,700	109,750	235,000	154,021
First Quartile - 25th percentile	110,750	105,000	108,750	166,778	134,511
Lower Decile	91,000	104,700	98,500	103,850	122,804

2000 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	12	1	6	4	1
<i>Number of Attorneys</i>	<i>18</i>	<i>2</i>	<i>8</i>	<i>7</i>	<i>1</i>
Salary - Annual					
Upper Decile	252,000		135,072	280,000	
Third Quartile - 75th percentile	195,000		129,945	260,000	
Median Value - 50th percentile	130,380		121,275	240,000	
First Quartile - 25th percentile	110,000		91,500	180,000	
Lower Decile	91,400		84,600	143,000	
Bonus - Annual					
Highest	75,000		9,730	100,000	
Average	11,037		3,503	16,364	
Lowest Non Zero	400		500	2,500	
Lowest	-		-	-	
Salary including Bonus					
Upper Decile	272,000		137,357	323,000	
Third Quartile - 75th percentile	180,000		134,520	262,500	
Median Value - 50th percentile	123,180		128,130	240,000	
First Quartile - 25th percentile	100,000		91,875	181,250	
Lower Decile	84,850		84,750	147,320	

Compensation

Associates

1999 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	19	2	4	4	9
<i>Number of Attorneys</i>	<i>25</i>	<i>2</i>	<i>6</i>	<i>7</i>	<i>10</i>
Salary - Annual					
Upper Decile	274,000	91,750	195,000	280,000	201,000
Third Quartile - 75th percentile	251,000	86,875	125,000	266,000	128,625
Median Value - 50th percentile	125,000	78,750	123,000	250,000	118,520
First Quartile - 25th percentile	107,900	70,625	112,750	189,000	98,000
Lower Decile	90,500	65,750	107,900	114,800	94,500
Bonus - Annual					
Highest	30,333	4,000	15,000	75,000	30,333
Average	6,251	2,000	6,667	12,357	6,858
Lowest Non Zero	500	4,000	1,500	3,500	500
Lowest	-	-	-	-	-
Salary including Bonus					
Upper Decile	197,100	95,350	206,250	310,000	206,283
Third Quartile - 75th percentile	131,959	89,875	131,750	266,000	133,875
Median Value - 50th percentile	114,500	80,750	128,000	250,000	119,270
First Quartile - 25th percentile	103,375	71,625	116,600	193,000	103,375
Lower Decile	95,925	66,150	111,650	121,000	100,875

1998 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	8	1	6	1	0
<i>Number of Attorneys</i>	<i>10</i>	<i>1</i>	<i>7</i>	<i>2</i>	<i>0</i>
Salary - Annual					
Upper Decile	179,200		132,400		
Third Quartile - 75th percentile	153,975		123,067		
Median Value - 50th percentile	123,067		104,700		
First Quartile - 25th percentile	100,050		91,750		
Lower Decile	84,000		81,000		
Bonus - Annual					
Highest	10,000		17,500		
Average	5,000		7,879		
Lowest Non Zero	10,000		3,000		
Lowest	-		-		
Salary including Bonus					
Upper Decile	174,400		146,600		
Third Quartile - 75th percentile	173,500		129,067		
Median Value - 50th percentile	172,000		112,200		
First Quartile - 25th percentile	170,500		99,325		
Lower Decile	169,600		88,890		

Compensation

Associates

1997 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	5	0	5	0	0
<i>Number of Attorneys</i>	<i>5</i>	<i>0</i>	<i>5</i>	<i>0</i>	<i>0</i>
Salary - Annual					
Upper Decile	142,840		142,840		
Third Quartile - 75th percentile	124,000		124,000		
Median Value - 50th percentile	115,000		115,000		
First Quartile - 25th percentile	90,000		90,000		
Lower Decile	78,000		78,000		
Bonus - Annual					
Highest	13,000		13,000		
Average	7,410		7,410		
Lowest Non Zero	400		400		
Lowest	-		-		
Salary including Bonus					
Upper Decile	155,640		155,640		
Third Quartile - 75th percentile	136,500		136,500		
Median Value - 50th percentile	115,000		115,000		
First Quartile - 25th percentile	90,400		90,400		
Lower Decile	84,850		84,850		

1996 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	5	2	1	1	1
<i>Number of Attorneys</i>	<i>5</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>1</i>
Salary - Annual					
Upper Decile	230,000	96,500			
Third Quartile - 75th percentile	185,000	91,250			
Median Value - 50th percentile	180,000	82,500			
First Quartile - 25th percentile	100,000	73,750			
Lower Decile	79,000	68,500			
Bonus - Annual					
Highest	2,500	2,500			
Average	500	1,250			
Lowest Non Zero	2,500	2,500			
Lowest	-	-			
Salary including Bonus					
Upper Decile	230,000	96,750			
Third Quartile - 75th percentile	185,000	91,875			
Median Value - 50th percentile	180,000	83,750			
First Quartile - 25th percentile	100,000	75,625			
Lower Decile	80,500	70,750			

Compensation

Associates

1995 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	3	1	2	0	0
<i>Number of Attorneys</i>	<i>4</i>	<i>2</i>	<i>2</i>	<i>0</i>	<i>0</i>
Salary - Annual					
Upper Decile	124,900		127,000		
Third Quartile - 75th percentile	117,250		122,500		
Median Value - 50th percentile	106,500		115,000		
First Quartile - 25th percentile	99,625		107,500		
Lower Decile	98,950		103,000		
Bonus - Annual					
Highest	10,180		-		
Average	3,934		-		
Lowest Non Zero	5,554		-		
Lowest	-		-		
Salary including Bonus					
Upper Decile	127,954		127,000		
Third Quartile - 75th percentile	124,885		122,500		
Median Value - 50th percentile	113,617		115,000		
First Quartile - 25th percentile	103,041		107,500		
Lower Decile	101,216		103,000		

1994 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	1	0	0
<i>Number of Attorneys</i>	<i>1</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>0</i>
Salary - Annual					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus - Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					
Salary including Bonus					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					

Compensation

Associates

1993 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	2	1	1	0	0
<i>Number of Attorneys</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>0</i>
Salary - Annual					
Upper Decile	104,800				
Third Quartile - 75th percentile	101,500				
Median Value - 50th percentile	96,000				
First Quartile - 25th percentile	90,500				
Lower Decile	87,200				
Bonus - Annual					
Highest	5,000				
Average	3,250				
Lowest Non Zero	1,500				
Lowest	1,500				
Salary including Bonus					
Upper Decile	109,450				
Third Quartile - 75th percentile	105,625				
Median Value - 50th percentile	99,250				
First Quartile - 25th percentile	92,875				
Lower Decile	89,050				

1992 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	2	0	2	0	0
<i>Number of Attorneys</i>	<i>2</i>	<i>0</i>	<i>2</i>	<i>0</i>	<i>0</i>
Salary - Annual					
Upper Decile	108,000		108,000		
Third Quartile - 75th percentile	105,000		105,000		
Median Value - 50th percentile	100,000		100,000		
First Quartile - 25th percentile	95,000		95,000		
Lower Decile	92,000		92,000		
Bonus - Annual					
Highest	20,450		20,450		
Average	10,225		10,225		
Lowest Non Zero	20,450		20,450		
Lowest	-		-		
Salary including Bonus					
Upper Decile	110,405		110,405		
Third Quartile - 75th percentile	110,338		110,338		
Median Value - 50th percentile	110,225		110,225		
First Quartile - 25th percentile	110,113		110,113		
Lower Decile	110,045		110,045		

Compensation

Associates

1991 Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	2	1	0	0	1
<i>Number of Attorneys</i>	<i>2</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>1</i>
Salary - Annual					
Upper Decile	191,700				
Third quartile - 75th percentile	179,250				
Median value - 50th percentile	158,500				
First Quartile - 25th percentile	137,750				
Lower Decile	125,300				
Bonus - Annual					
Highest	10,000				
Average	5,000				
Lowest non zero	10,000				
Lowest	-				
Salary including Bonus					
Upper Decile	200,700				
Third quartile - 75th percentile	186,750				
Median value - 50th percentile	163,500				
First Quartile - 25th percentile	140,250				
Lower Decile	126,300				

1990 Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	1	0	0
<i>Number of Attorneys</i>	<i>1</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>0</i>
Salary - Annual					
Upper Decile					
Third quartile - 75th percentile					
Median value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus - Annual					
Highest					
Average					
Lowest non zero					
Lowest					
Salary including Bonus					
Upper Decile					
Third quartile - 75th percentile					
Median value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					

Compensation

Associates

1985 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	3	1	2	0	0
<i>Number of Attorneys</i>	<i>3</i>	<i>1</i>	<i>2</i>	<i>0</i>	<i>0</i>
Salary - Annual					
Upper Decile	108,509		95,900		
Third Quartile - 75th percentile	103,818		95,750		
Median Value - 50th percentile	96,000		95,500		
First Quartile - 25th percentile	95,500		95,250		
Lower Decile	95,200		95,100		
Bonus - Annual					
Highest	8,000		8,000		
Average	4,333		6,500		
Lowest Non Zero	5,000		5,000		
Lowest	-		5,000		
Salary including Bonus					
Upper Decile	109,909		102,800		
Third Quartile - 75th percentile	107,318		102,500		
Median Value - 50th percentile	103,000		102,000		
First Quartile - 25th percentile	102,000		101,500		
Lower Decile	101,400		101,200		

1984 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	2	1	1	0	0
<i>Number of Attorneys</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>0</i>
Salary - Annual					
Upper Decile	192,150				
Third Quartile - 75th percentile	180,375				
Median Value - 50th percentile	160,750				
First Quartile - 25th percentile	141,125				
Lower Decile	129,350				
Bonus - Annual					
Highest	2,500				
Average	1,250				
Lowest Non Zero	2,500				
Lowest	-				
Salary including Bonus					
Upper Decile	194,400				
Third Quartile - 75th percentile	182,250				
Median Value - 50th percentile	162,000				
First Quartile - 25th percentile	141,750				
Lower Decile	129,600				

Compensation

Associates

1981 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	2	1	0	1	0
<i>Number of Attorneys</i>	<i>3</i>	<i>1</i>	<i>0</i>	<i>2</i>	<i>0</i>
Salary - Annual					
Upper Decile	194,200				
Third quartile - 75th percentile	170,500				
Median value - 50th percentile	131,000				
First Quartile - 25th percentile	125,500				
Lower Decile	122,200				
Bonus - Annual					
Highest	30,333				
Average	14,278				
Lowest non zero	5,000				
Lowest	5,000				
Salary including Bonus					
Upper Decile	219,466				
Third quartile - 75th percentile	188,167				
Median value - 50th percentile	136,000				
First Quartile - 25th percentile	131,750				
Lower Decile	129,200				

1980 Graduate Class	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	0	0	0	0	0
<i>Number of Attorneys</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Salary - Annual					
Upper Decile					
Third quartile - 75th percentile					
Median value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus - Annual					
Highest					
Average					
Lowest non zero					
Lowest					
Salary including Bonus					
Upper Decile					
Third quartile - 75th percentile					
Median value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					

Compensation

Administrative Management

Exempt

Principal Administrator	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	24	7	12	2	3
<i>Number of Staff</i>	<i>24</i>	<i>7</i>	<i>12</i>	<i>2</i>	<i>3</i>
Salary - Annual					
Upper Decile	201,000	184,800	112,801	91,350	218,000
Third Quartile - 75th percentile	112,418	100,229	104,568	89,625	215,000
Median Value - 50th percentile	92,479	82,000	93,500	86,750	210,000
First Quartile - 25th percentile	79,000	69,850	79,000	83,875	187,500
Lower Decile	69,401	65,400	71,500	82,150	174,000
Bonus - Annual					
Highest	47,000	25,000	47,000	10,000	30,000
Average	10,420	9,571	8,381	7,250	22,667
Lowest Non Zero	1,570	4,000	1,570	4,500	10,000
Lowest	-	-	-	4,500	10,000
Salary including Bonus					
Upper Decile	200,000	203,800	146,077	100,800	244,000
Third Quartile - 75th percentile	121,385	114,229	114,588	98,250	235,000
Median Value - 50th percentile	95,000	82,000	98,250	94,000	220,000
First Quartile - 25th percentile	81,000	74,850	79,393	89,750	206,500
Lower Decile	73,000	70,000	73,457	87,200	198,400
Average years of experience					
	13	16	16	22	21

Branch Office Manager	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	7	0	3	2	2
<i>Number of Staff</i>	<i>8</i>	<i>0</i>	<i>3</i>	<i>3</i>	<i>2</i>
Salary - Annual					
Upper Decile	124,100		89,600	110,400	142,000
Third Quartile - 75th percentile	103,250		88,250	106,500	130,000
Median Value - 50th percentile	90,250		86,000	100,000	110,000
First Quartile - 25th percentile	85,500		85,000	95,000	90,000
Lower Decile	79,800		84,400	92,000	78,000
Bonus - Annual					
Highest	150,000		7,500	15,000	5,000
Average	97,938		3,333	8,333	2,500
Lowest Non Zero	-		2,500	5,000	5,000
Lowest	70,000		-	5,000	-
Salary including Bonus					
Upper Decile	133,805		92,900	123,400	142,500
Third Quartile - 75th percentile	113,673		92,000	116,500	131,250
Median Value - 50th percentile	94,580		90,500	105,000	112,500
First Quartile - 25th percentile	72,825		88,500	100,000	93,750
Lower Decile	65,250		87,300	97,000	82,500
Average years of experience					
	10		8	11	11

Compensation

Administrative Management

Exempt

Administrative/Office Manager	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	8	6	1	1	0
<i>Number of Staff</i>	<i>8</i>	<i>6</i>	<i>1</i>	<i>1</i>	<i>0</i>
Salary - Annual					
Upper Decile	115,000	92,845			
Third Quartile - 75th percentile	98,125	82,893			
Median Value - 50th percentile	80,095	72,250			
First Quartile - 25th percentile	68,769	66,308			
Lower Decile	58,034	53,339			
Bonus - Annual					
Highest	1,000	10,000			
Average	500	1,883			
Lowest Non Zero	1,000	300			
Lowest	-	-			
Salary including Bonus					
Upper Decile	118,000	92,845			
Third Quartile - 75th percentile	98,125	83,143			
Median Value - 50th percentile	80,595	75,289			
First Quartile - 25th percentile	73,808	71,269			
Lower Decile	61,570	55,950			
Average years of experience					
	13	10	18	22	11

Human Resource Manager	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	4	1	1	0	2
<i>Number of Staff</i>	<i>4</i>	<i>1</i>	<i>1</i>	<i>0</i>	<i>2</i>
Salary - Annual					
Upper Decile	113,360				116,320
Third Quartile - 75th percentile	106,700				114,100
Median Value - 50th percentile	83,000				110,400
First Quartile - 25th percentile	59,750				106,700
Lower Decile	53,900				104,480
Bonus - Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					
Salary including Bonus					
Upper Decile	99,200				117,970
Third Quartile - 75th percentile	75,500				116,725
Median Value - 50th percentile	75,077				114,650
First Quartile - 25th percentile	70,000				112,575
Lower Decile	53,140				111,330
Average years of experience					
	13	17	2		16

Compensation

Administrative Management

Exempt

Finance Director/Controller	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	3	1	2	0	0
<i>Number of Staff</i>	<i>3</i>	<i>1</i>	<i>2</i>	<i>0</i>	<i>0</i>
Salary - Annual					
Upper Decile	103,360		94,574		
Third Quartile - 75th percentile	101,485		88,895		
Median Value - 50th percentile	98,360		79,430		
First Quartile - 25th percentile	79,430		69,965		
Lower Decile	68,072		64,286		
Bonus - Annual					
Highest	13,000		3,500		
Average	6,167		2,750		
Lowest Non Zero	-		2,000		
Lowest	2,000		2,000		
Salary including Bonus					
Upper Decile	122,686		97,924		
Third Quartile - 75th percentile	114,650		92,020		
Median Value - 50th percentile	95,000		82,180		
First Quartile - 25th percentile	64,550		72,340		
Lower Decile	42,216		66,436		
Average years of experience					
	12	6	16		

Marketing Director	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	0	1	0
<i>Number of Staff</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>0</i>
Salary - Annual					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus - Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					
Salary including Bonus					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Average years of experience					
	5			5	

Compensation

Administrative Management

Exempt

Librarian	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	0	0	1
<i>Number of Staff</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1</i>
Salary - Annual					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus - Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					
Salary including Bonus					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Average years of experience	3				3

Other Exempt Administrative	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	2	0	1	0	1
<i>Number of Staff</i>	<i>2</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>1</i>
Salary - Annual					
Upper Decile	82,649				
Third Quartile - 75th percentile	78,874				
Median Value - 50th percentile	72,583				
First Quartile - 25th percentile	66,291				
Lower Decile	62,517				
Bonus - Annual					
Highest	1,000				
Average	500				
Lowest Non Zero	1,000				
Lowest	-				
Salary including Bonus					
Upper Decile	83,549				
Third Quartile - 75th percentile	79,624				
Median Value - 50th percentile	73,083				
First Quartile - 25th percentile	66,541				
Lower Decile	62,617				
Average years of experience	23		25		20

Compensation

Administrative Management

Exempt

IT Director/Manager	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	2	0	2	0	0
<i>Number of Staff</i>	<i>2</i>	<i>0</i>	<i>2</i>	<i>0</i>	<i>0</i>
Salary - Annual					
Upper Decile	125,164		125,164		
Third Quartile - 75th percentile	120,137		120,137		
Median Value - 50th percentile	111,758		111,758		
First Quartile - 25th percentile	103,379		103,379		
Lower Decile	98,352		98,352		
Bonus - Annual					
Highest	-		-		
Average	-		-		
Lowest Non Zero	-		-		
Lowest	-		-		
Salary including Bonus					
Upper Decile	125,164		125,164		
Third Quartile - 75th percentile	120,137		120,137		
Median Value - 50th percentile	111,758		111,758		
First Quartile - 25th percentile	103,379		103,379		
Lower Decile	98,352		98,352		
Average years of experience					
	16		16		

Systems/LAN Manager	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	1	0	0
<i>Number of Staff</i>	<i>1</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>0</i>
Salary - Annual					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus - Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					
Salary including Bonus					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Average years of experience					
	10		10		

Compensation

Information Technology/MIS

Non-Exempt

Systems Mgr/LAN Administrator	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	9	1	4	1	3
<i>Number of Staff</i>	<i>9</i>	<i>1</i>	<i>4</i>	<i>1</i>	<i>3</i>
Salary - Hourly					
Upper Decile	46.52		47.61		37.76
Third Quartile - 75th percentile	43.27		41.98		35.55
Median Value - 50th percentile	38.85		30.97		31.88
First Quartile - 25th percentile	30.60		22.52		31.24
Lower Decile	22.63		21.51		30.86
Bonus - Annual					
Highest	7,500		4,000		1,000
Average	2,708		2,000		875
Lowest non zero	750		4,000		750
Lowest	-		-		750

PC Maintenance Technician	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	4	0	2	1	1
<i>Number of Staff</i>	<i>4</i>	<i>0</i>	<i>2</i>	<i>1</i>	<i>1</i>
Salary - Hourly					
Upper Decile	38.73		34.81		
Third Quartile - 75th percentile	35.52		32.36		
Median Value - 50th percentile	33.23		28.28		
First Quartile - 25th percentile	30.69		24.19		
Lower Decile	27.04		21.74		
Bonus - Annual					
Highest	1,000		1,000		
Average	333		500		
Lowest Non Zero	1,000		1,000		
Lowest	-		-		

Systems Analyst	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	3	0	0	2	1
<i>Number of Staff</i>	<i>3</i>	<i>0</i>	<i>0</i>	<i>2</i>	<i>1</i>
Salary - Hourly					
Upper Decile	39.44			40.15	
Third Quartile - 75th percentile	37.30			39.08	
Median Value - 50th percentile	33.74			37.30	
First Quartile - 25th percentile	28.89			35.52	
Lower Decile	25.98			34.45	
Bonus - Annual					
Highest	7,000			7,000	
Average	3,333			5,000	
Lowest Non Zero	3,000			3,000	
Lowest	-			3,000	

Compensation

Summer Law Clerks

Non-Exempt

All Summer Law Clerks	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	5	2	2	1	0
<i>Number of Law Clerks</i>	<i>5</i>	<i>2</i>	<i>2</i>	<i>1</i>	<i>0</i>
Salary-Hourly					
Upper Decile	35.00	47.00	19.80		
Third Quartile - 75th percentile	30.00	42.50	19.50		
Median Value - 50th percentile	25.00	35.00	19.00		
First Quartile - 25th percentile	20.00	27.50	18.50		
Lower Decile	20.00	23.00	18.20		
Bonus-Annual					
Highest	-	-	-		
Average	-	-	-		
Lowest Non Zero	-	-	-		
Lowest	-	-	-		

Hourly Law Clerks

All Hourly Law Clerks	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	4	0	2	1	1
<i>Number of Law Clerks</i>	<i>5</i>	<i>0</i>	<i>3</i>	<i>1</i>	<i>1</i>
Salary-Hourly					
Upper Decile	47.38		196.00		
Third Quartile - 75th percentile	43.44		196.00		
Median Value - 50th percentile	30.63		196.00		
First Quartile - 25th percentile	19.50		190.50		
Lower Decile	18.60		187.20		
Bonus-Annual					
Highest	250		250		
Average	117		175		
Lowest Non Zero	100		100		
Lowest	-		100		

Compensation		Litigation				
Paralegals		Non-Exempt				
Senior Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40	
Number of Firms	27	7	13	4	3	
Number of Paralegals	70	8	33	5	24	
Salary-Hourly						
Upper Decile	41.23	39.63	39.25	49.11	40.95	
Third Quartile - 75th percentile	36.85	38.25	34.77	48.46	37.21	
Median Value - 50th percentile	33.42	35.92	33.15	41.55	32.50	
First Quartile - 25th percentile	31.34	32.07	31.65	38.25	30.71	
Lower Decile	27.83	27.95	30.61	34.80	26.18	
Bonus-Annual						
Highest	15,000	15,000	7,500	5,000	2,000	
Average	2,882	5,083	2,877	3,033	1,154	
Lowest Non Zero	630	1,750	800	2,000	630	
Lowest	-	-	-	-	-	

Mid Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	17	1	14	1	1
Number of Paralegals	32	5	21	1	5
Salary-Hourly					
Upper Decile	33.80	29.44	35.90		
Third Quartile - 75th percentile	31.47	29.00	32.50		
Median Value - 50th percentile	29.40	21.63	29.23		
First Quartile - 25th percentile	22.93	18.27	23.07		
Lower Decile	20.55	18.16	21.00		
Bonus-Annual					
Highest	6,000	5,000	6,000		
Average	1,499	1,800	1,388		
Lowest non zero	400	500	400		
Lowest	-	-	-		

Junior Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	9	3	5	1	
Number of Paralegals	12	4	6	2	
Salary-Hourly					
Upper Decile	22.01	20.35	22.56		
Third Quartile - 75th percentile	20.21	18.44	21.47		
Median Value - 50th percentile	19.33	16.85	19.65		
First Quartile - 25th percentile	17.11	15.50	18.97		
Lower Decile	16.03	14.00	17.39		
Bonus-Annual					
Highest	3,000	-	3,000		
Average	1,493	-	1,938		
Lowest Non Zero	1,200	-	2,250		
Lowest	-	-	-		

Compensation

Transactional

Paralegals

Non-Exempt

Senior Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	4	1	1	1	1
Number of Paralegals	7	1	3	1	2
Salary-Hourly					
Upper Decile	43.67				
Third Quartile - 75th percentile	42.14				
Median Value - 50th percentile	40.69				
First Quartile - 25th percentile	40.41				
Lower Decile	39.90				
Bonus-Annual					
Highest	15,000				
Average	2,882				
Lowest non zero	630				
Lowest	-				

Mid Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	1	0	0	0
Number of Paralegals	1	1	0	0	0
Salary-Hourly					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus-Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					

Junior Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	1	0	0
Number of Paralegals	2	0	2	0	0
Salary-Hourly					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus-Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					

Compensation		IP/Patent				
Paralegals		Non-Exempt				
Senior Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40	
Number of Firms	2	0	1	1	0	
Number of Paralegals	2	0	1	1	0	
Salary-Hourly						
Upper Decile						
Third Quartile - 75th percentile						
Median Value - 50th percentile						
First Quartile - 25th percentile						
Lower Decile						
Bonus-Annual						
Highest						
Average						
Lowest Non Zero						
Lowest						

Mid Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	0	1	0
Number of Paralegals	1	0	0	1	0
Salary-Hourly					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus-Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					

Junior Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	0	1	0
Number of Paralegals	2	0	0	2	0
Salary-Hourly					
Upper Decile					
Third quartile - 75th percentile					
Median value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus-Annual					
Highest					
Average					
Lowest non zero					
Lowest					

Compensation

Litigation

Legal Secretaries

Non-Exempt

Senior Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	27	5	16	4	2
<i>Number of Secretaries</i>	<i>119</i>	<i>9</i>	<i>59</i>	<i>16</i>	<i>35</i>
Salary-Hourly					
Upper Decile	34.90	33.17	34.35	37.02	34.22
Third Quartile - 75th percentile	33.06	31.62	32.92	35.87	32.36
Median Value - 50th percentile	30.85	30.38	30.60	33.25	29.93
First Quartile - 25th percentile	28.83	29.23	28.33	32.21	29.18
Lower Decile	26.44	28.63	25.19	27.93	27.22
Bonus-Annual					
Highest	4,400	3,000	3,500	4,400	4,000
Average	1,516	1,860	1,004	2,578	1,632
Lowest Non Zero	150	800	150	900	750
Lowest	-	-	-	900	750

Mid Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	19	4	11	2	2
<i>Number of Secretaries</i>	<i>43</i>	<i>5</i>	<i>23</i>	<i>10</i>	<i>5</i>
Salary-Hourly					
Upper Decile	31.08	25.77	30.77	32.11	27.13
Third Quartile - 75th percentile	29.15	25.48	29.97	29.38	24.52
Median Value - 50th percentile	25.48	25.00	27.00	23.56	24.07
First Quartile - 25th percentile	23.79	25.00	24.33	23.08	23.54
Lower Decile	22.07	25.00	22.23	21.97	22.65
Bonus-Annual					
Highest	3,750	3,750	3,500	2,500	1,000
Average	908	1,160	785	1,070	647
Lowest Non Zero	250	250	400	300	250
Lowest	-	-	-	300	250

Junior Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	5	0	4	1	0
<i>Number of Secretaries</i>	<i>5</i>	<i>0</i>	<i>4</i>	<i>1</i>	<i>0</i>
Salary-Hourly					
Upper Decile	26.23		26.79		
Third Quartile - 75th percentile	22.88		24.28		
Median Value - 50th percentile	22.60		22.74		
First Quartile - 25th percentile	19.04		21.71		
Lower Decile	17.71		20.11		
Bonus-Annual					
Highest	1,500		1,500		
Average	450		500		
Lowest Non Zero	300		1,500		
Lowest	-		-		

Compensation

Transactional

Legal Secretaries

Non-Exempt

Senior Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	12	1	6	4	1
Number of Secretaries	47	2	18	16	11
Salary-Hourly					
Upper Decile	37.88		37.39	36.83	
Third Quartile - 75th percentile	36.22		34.68	36.20	
Median Value - 50th percentile	32.88		31.36	33.05	
First Quartile - 25th percentile	30.65		28.14	31.82	
Lower Decile	26.60		26.01	28.05	
Bonus-Annual					
Highest	5,300		2,500	5,300	
Average	2,415		2,000	2,466	
Lowest Non Zero	-		1,500	600	
Lowest	600		1,500	600	

Mid Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	6	1	2	2	1
Number of Secretaries	12	1	3	3	5
Salary-Hourly					
Upper Decile	33.99		29.23	33.83	
Third Quartile - 75th percentile	31.22		26.93	33.36	
Median Value - 50th percentile	29.56		23.08	32.56	
First Quartile - 25th percentile	26.24		22.84	28.30	
Lower Decile	23.18		22.70	25.74	
Bonus-Annual					
Highest	2,000		-	2,000	
Average	1,250		-	1,667	
Lowest Non Zero	1,000		-	1,000	
Lowest	-		-	1,000	

Junior Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	4	0	2	1	1
Number of Secretaries	6	0	4	1	1
Salary-Hourly					
Upper Decile	24.49		21.70		
Third Quartile - 75th percentile	23.85		21.25		
Median Value - 50th percentile	21.50		19.50		
First Quartile - 25th percentile	18.75		17.20		
Lower Decile	16.41		15.77		
Bonus-Annual					
Highest	975		-		
Average	488		-		
Lowest Non Zero	975		-		
Lowest	-		-		

Compensation

IP/Patent

Legal Secretaries

Non-Exempt

Senior Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	4	0	1	2	1
Number of Secretaries	19	0	1	3	15
Salary-Hourly					
Upper Decile	38.49			41.18	
Third Quartile - 75th percentile	36.88			40.17	
Median Value - 50th percentile	35.18			38.48	
First Quartile - 25th percentile	34.53			37.83	
Lower Decile	33.55			37.43	
Bonus-Annual					
Highest	3,500			3,500	
Average	2,050			3,067	
Lowest Non Zero	1,050			2,700	
Lowest	-			2,700	

Mid Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	5	1	2	1	1
Number of Secretaries	19	1	2	1	15
Salary-Hourly					
Upper Decile	32.17		32.14		
Third Quartile - 75th percentile	31.72		32.09		
Median Value - 50th percentile	27.00		32.01		
First Quartile - 25th percentile	25.77		31.93		
Lower Decile	22.72		31.88		
Bonus-Annual					
Highest	1,500		1,500		
Average	833		1,500		
Lowest Non Zero	1,000		1,500		
Lowest	-		1,500		

Junior Level	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	0	0	1
Number of Secretaries	1	0	0	0	1
Salary-Hourly					
Upper Decile					
Third quartile - 75th percentile					
Median value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus-Annual					
Highest					
Average					
Lowest non zero					
Lowest					

Compensation

Other Billable Professionals

Exempt

Patent Agent	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	2	0	1	1	0
<i>Number of Billable Professionals</i>	<i>3</i>	<i>0</i>	<i>1</i>	<i>2</i>	<i>0</i>
Salary - Annual					
Upper Decile	115,940				
Third Quartile - 75th percentile	112,700				
Median Value - 50th percentile	107,300				
First Quartile - 25th percentile	104,600				
Lower Decile	102,980				
Bonus - Annual					
Highest	-				
Average	-				
Lowest Non Zero	-				
Lowest	-				
Salary including Bonus					
Upper Decile	115,940				
Third Quartile - 75th percentile	112,700				
Median Value - 50th percentile	107,300				
First Quartile - 25th percentile	104,600				
Lower Decile	102,980				

Other Billable Professionals	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	6	2	2	1	1
<i>Number of Billable Professionals</i>	<i>11</i>	<i>3</i>	<i>5</i>	<i>1</i>	<i>2</i>
Salary - Annual					
Upper Decile	114,500	139,460	57,300		
Third Quartile - 75th percentile	82,200	130,100	56,700		
Median Value - 50th percentile	55,100	114,500	55,100		
First Quartile - 25th percentile	44,000	82,450	44,000		
Lower Decile	34,100	63,220	44,000		
Bonus - Annual					
Highest	8,500	1,000	8,500		
Average	4,106	500	7,625		
Lowest Non Zero	350	1,000	7,000		
Lowest	-	-	7,000		
Salary including Bonus					
Upper Decile	114,500	139,460	65,500		
Third Quartile - 75th percentile	86,200	130,100	65,200		
Median Value - 50th percentile	55,100	114,500	55,100		
First Quartile - 25th percentile	51,000	82,950	51,000		
Lower Decile	34,800	64,020	51,000		

Staff CPA	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	0	0	0	0	0
<i>Number of Billable Professionals</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>No Staff CPA Salaries were reported</i>					

Compensation

Accounting Personnel

Non-Exempt

Accounting Personnel Overview	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	25	4	16	3	2
<i>Number of Staff</i>	<i>49</i>	<i>5</i>	<i>32</i>	<i>5</i>	<i>7</i>
Salary - Hourly					
Upper Decile	36.04	38.00	32.54	30.15	32.75
Third Quartile - 75th percentile	28.53	38.00	26.32	29.41	29.90
Median Value - 50th percentile	24.10	26.00	21.31	25.00	26.77
First Quartile - 25th percentile	19.70	21.20	19.61	19.49	23.28
Lower Decile	17.40	18.69	17.05	19.09	21.74
Bonus - Annual					
Highest	5,000	5,000	4,000	1,500	-
Average	1,050	1,250	1,113	851	-
Lowest Non Zero	400	5,000	400	500	-
Lowest	-	-	-	-	-

This section reports the total of all Accounting Personnel without regard to the job category.

Compensation

Accounting Personnel

Non-Exempt

Accounts Payable	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	12	0	9	1	2
<i>Number of Staff</i>	<i>12</i>	<i>0</i>	<i>9</i>	<i>1</i>	<i>2</i>
Salary - Hourly					
Upper Decile	25.30		25.94		21.82
Third Quartile - 75th percentile	21.95		22.25		21.78
Median Value - 50th percentile	19.85		19.70		21.71
First Quartile - 25th percentile	19.00		17.52		21.64
Lower Decile	17.50		16.81		21.60
Bonus - Annual					
Highest	4,000		4,000		-
Average	1,500		1,800		-
Lowest Non Zero	600		600		-
Lowest	-		-		-

Accounts Receivable	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	5	2	3	0	0
<i>Number of Staff</i>	<i>5</i>	<i>2</i>	<i>3</i>	<i>0</i>	<i>0</i>
Salary - Hourly					
Upper Decile	27.52	25.52	26.91		
Third Quartile - 75th percentile	26.00	24.80	24.49		
Median Value - 50th percentile	21.20	23.60	20.44		
First Quartile - 25th percentile	20.44	22.40	18.72		
Lower Decile	18.38	21.68	17.69		
Bonus - Annual					
Highest	-	-	-		
Average	-	-	-		
Lowest Non Zero	-	-	-		
Lowest	-	-	-		

Billing Clerk	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	10	1	6	1	2
<i>Number of Staff</i>	<i>12</i>	<i>1</i>	<i>7</i>	<i>1</i>	<i>3</i>
Salary - Hourly					
Upper Decile	28.70		26.93		28.48
Third Quartile - 75th percentile	25.59		23.11		27.84
Median Value - 50th percentile	22.87		21.00		26.77
First Quartile - 25th percentile	19.86		19.73		25.74
Lower Decile	17.26		18.24		25.12
Bonus - Annual					
Highest	2,500		2,500		-
Average	850		1,363		-
Lowest Non Zero	500		600		-
Lowest	-		600		-

Compensation

Accounting Personnel

Non-Exempt

Bookkeeper	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	9	2	6	1	0
<i>Number of Staff</i>	<i>10</i>	<i>2</i>	<i>7</i>	<i>1</i>	<i>0</i>
Salary - Hourly					
Upper Decile	38.00	38.00	30.25		
Third Quartile - 75th percentile	32.32	38.00	26.56		
Median Value - 50th percentile	26.56	38.00	24.10		
First Quartile - 25th percentile	22.02	38.00	21.31		
Lower Decile	21.07	38.00	20.37		
Bonus - Annual					
Highest	5,000	5,000	1,500		
Average	1,471	5,000	760		
Lowest Non Zero	400	5,000	400		
Lowest	-	5,000	-		

Other - Non Exempt	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	2	0	2	0	0
<i>Number of Staff</i>	<i>3</i>	<i>0</i>	<i>3</i>	<i>0</i>	<i>0</i>
Salary - Hourly					
Upper Decile	52.10		52.10		
Third Quartile - 75th percentile	48.75		48.75		
Median Value - 50th percentile	43.16		43.16		
First Quartile - 25th percentile	40.81		40.81		
Lower Decile	39.40		39.40		
Bonus - Annual					
Highest	-		-		
Average	-		-		
Lowest Non Zero	-		-		
Lowest	-		-		

Payroll	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	0	0	1
<i>Number of Staff</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>2</i>
Salary - Hourly					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus - Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					

Compensation

Accounting Personnel

Non-Exempt

Clerk	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	5	0	3	1	1
<i>Number of Staff</i>	<i>6</i>	<i>0</i>	<i>3</i>	<i>1</i>	<i>2</i>
Salary - Hourly					
Upper Decile	25.86		25.86		
Third Quartile - 75th percentile	25.58		25.58		
Median Value - 50th percentile	25.11		25.11		
First Quartile - 25th percentile	18.34		18.34		
Lower Decile	14.27		14.27		
Bonus - Annual					
Highest	1,500		1,500		
Average	733		733		
Lowest Non Zero	700		700		
Lowest	-		-		

Accounting Manager/Supervisor	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	2	0	0	0	0
<i>Number of Staff</i>	<i>2</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Salary - Hourly					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus - Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					

Collections	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	0	1	0
<i>Number of Staff</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>1</i>	<i>0</i>
Salary - Hourly					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus - Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					

Compensation

Word Processing

Non-Exempt

Supervisor	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	4	0	2	1	1
<i>Number of Staff</i>	<i>5</i>	<i>0</i>	<i>2</i>	<i>1</i>	<i>2</i>
Salary-Hourly					
Upper Decile	36.35		33.85		
Third Quartile - 75th percentile	33.96		33.68		
Median Value - 50th percentile	32.83		33.40		
First Quartile - 25th percentile	32.53		33.11		
Lower Decile	32.52		32.94		
Bonus-Annual					
Highest	4,000		4,000		
Average	1,950		3,000		
Lowest non zero	1,800		2,000		
Lowest	-		2,000		

Operator	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	6	0	2	2	2
<i>Number of Staff</i>	<i>9</i>	<i>0</i>	<i>2</i>	<i>5</i>	<i>2</i>
Salary-Hourly					
Upper Decile	33.18		29.97	31.59	35.22
Third Quartile - 75th percentile	31.38		28.34	30.13	34.58
Median Value - 50th percentile	30.13		25.63	29.92	33.52
First Quartile - 25th percentile	29.78		22.91	29.78	32.45
Lower Decile	27.10		21.29	29.21	31.81
Bonus-Annual					
Highest	3,700		-	3,700	-
Average	1,060		-	1,483	-
Lowest non zero	1,000		-	1,000	-
Lowest	-		-	-	-

Compensation

General Office Personnel

Non-Exempt

General Office Overview	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	37	11	19	4	3
<i>Number of Staff</i>	<i>162</i>	<i>17</i>	<i>62</i>	<i>22</i>	<i>61</i>
Salary-Hourly					
Upper Decile	23.59	22.18	23.30	32.23	24.62
Third Quartile - 75th percentile	18.92	20.12	18.91	21.05	18.37
Median Value - 50th percentile	15.85	17.00	15.46	17.34	15.70
First Quartile - 25th percentile	13.52	14.35	13.50	15.00	13.26
Lower Decile	12.25	12.00	12.04	14.46	12.25
Bonus-Annual					
Highest	7,500	6,750	7,500	4,000	3,750
Average	945	1,805	743	1,007	891
Lowest Non Zero	100	100	150	150	150
Lowest	-	-	-	-	-

This section reports the total of all General Office Personnel without regard to the job category

Compensation

General Office Personnel

Non-Exempt

Administrative Assistant	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	8	4	1	1	2
<i>Number of Staff</i>	<i>8</i>	<i>4</i>	<i>1</i>	<i>1</i>	<i>2</i>
Salary-Hourly					
Upper Decile	27.01	22.75			34.01
Third Quartile - 75th percentile	22.33	22.27			30.74
Median Value - 50th percentile	21.00	21.00			25.27
First Quartile - 25th percentile	15.41	18.94			19.81
Lower Decile	13.94	17.04			16.53
Bonus-Annual					
Highest	2,000	2,000			500
Average	1,000	2,000			250
Lowest Non Zero	300	2,000			500
Lowest	-	2,000			-

HR Assistant	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	1	0	0
<i>Number of Staff</i>	<i>1</i>	<i>0</i>	<i>1</i>	<i>0</i>	<i>0</i>
Salary-Hourly					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus-Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					

Docket Clerk	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	9	1	6	1	1
<i>Number of Staff</i>	<i>14</i>	<i>1</i>	<i>6</i>	<i>1</i>	<i>6</i>
Salary-Hourly					
Upper Decile	29.92		26.67		
Third Quartile - 75th percentile	23.57		23.49		
Median Value - 50th percentile	22.08		22.08		
First Quartile - 25th percentile	20.03		20.22		
Lower Decile	19.98		16.30		
Bonus-Annual					
Highest	4,000		1,200		
Average	1,463		867		
Lowest Non Zero	800		800		
Lowest	-		-		

Compensation

General Office Personnel

Non-Exempt

Office Services Supervisor	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	0	0	0	0	0
Number of Staff	0	0	0	0	0
Salary-Hourly					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus-Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					

Messenger	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	0	0	1
Number of Staff	1	0	0	0	1
Salary-Hourly					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus-Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					

Records File Clerk	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	25	5	13	4	3
Number of Staff	65	5	20	9	31
Salary-Hourly					
Upper Decile	18.16	20.26	19.13	20.98	17.74
Third Quartile - 75th percentile	17.00	17.00	17.11	17.69	15.84
Median Value - 50th percentile	15.00	15.00	14.97	15.00	14.71
First Quartile - 25th percentile	13.00	14.35	12.75	15.00	13.00
Lower Decile	12.05	10.84	11.91	14.60	12.25
Bonus-Annual					
Highest	7,500	1,500	7,500	1,000	2,500
Average	837	570	990	767	846
Lowest Non Zero	100	100	150	150	150
Lowest	-	-	-	150	-

Compensation

General Office Personnel

Non-Exempt

Receptionist	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	31	6	19	3	3
<i>Number of Staff</i>	<i>31</i>	<i>6</i>	<i>19</i>	<i>3</i>	<i>3</i>
Salary-Hourly					
Upper Decile	23.31	19.44	23.99	17.40	22.52
Third Quartile - 75th percentile	18.91	18.63	20.04	17.25	20.97
Median Value - 50th percentile	16.50	17.14	16.50	17.00	18.37
First Quartile - 25th percentile	14.25	13.96	14.25	16.32	15.82
Lower Decile	13.00	12.64	13.00	15.90	14.28
Bonus-Annual					
Highest	6,750	6,750	4,500	1,200	600
Average	1,213	3,500	800	975	600
Lowest Non Zero	150	1,250	150	750	600
Lowest	-	1,250	-	750	600

Mail Clerk	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	1	0	0	0	1
<i>Number of Staff</i>	<i>1</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>1</i>
Salary-Hourly					
Upper Decile					
Third Quartile - 75th percentile					
Median Value - 50th percentile					
First Quartile - 25th percentile					
Lower Decile					
Bonus-Annual					
Highest					
Average					
Lowest Non Zero					
Lowest					

Services Clerk	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	15	1	10	2	2
<i>Number of Staff</i>	<i>25</i>	<i>1</i>	<i>13</i>	<i>4</i>	<i>7</i>
Salary-Hourly					
Upper Decile	16.87		16.64	21.26	15.39
Third Quartile - 75th percentile	15.90		15.92	18.52	14.17
Median Value - 50th percentile	14.56		15.00	15.70	12.26
First Quartile - 25th percentile	12.37		13.50	13.93	12.25
Lower Decile	12.10		12.42	13.07	11.82
Bonus-Annual					
Highest	2,000		1,000	1,200	2,000
Average	585		441	613	880
Lowest Non Zero	150		250	500	150
Lowest	-		-	-	-

Compensation

General Office Personnel

Non-Exempt

Other Non-Exempt Office	All firms	10 or fewer	11 to 25	26 to 40	Over 40
Number of Firms	6	0	2	1	3
Number of Staff	15	0	2	3	10
Salary-Hourly					
Upper Decile	30.15		20.35	27.38	30.99
Third Quartile - 75th percentile	26.37		19.23	23.85	26.67
Median Value - 50th percentile	18.46		17.37	17.95	18.46
First Quartile - 25th percentile	17.09		15.50	17.57	17.06
Lower Decile	15.43		14.39	17.33	16.51
Bonus-Annual					
Highest	3,750		1,500	1,500	3,750
Average	1,236		750	1,050	2,000
Lowest Non Zero	250		1,500	800	250
Lowest	-		-	800	250

Explanation of Percentile and Decile Computations

The Percentile and Decile designations used in this report are defined as follows:

Upper Decile

The actual salary amount for the employee where 10% of the employees received a higher salary and 90% received a lower salary. This may also be considered the 90th percentile.

Upper Quartile

The actual salary amount for the employee where 25% of the employees received a higher salary and 75% received a lower salary. This may also be considered the 75th percentile.

Median

The actual salary of the middle employee in the distribution. Half the employees received a higher salary and the other half a lower salary. This may also be considered the 50th percentile.

Lower Quartile

The actual salary amount for the employee where 75% of the employees received a higher salary and 25% received a lower salary. This may also be considered the 25th percentile.

Upper Decile

The actual salary amount for the employee where 90% of the employees received a higher salary and 10% received a lower salary. This may also be considered the 10th percentile.

Explanations and examples follow:

The concept of working with percentiles can easily get confusing. This Appendix will describe how the results are calculated and how the results can sometimes not make sense. While great care went into making this an easy-to-understand section, keep in mind that percentiles and the related math is a simple concept and everyone has a different level of aptitude when it comes to working with numbers.

Important concepts:

- Salary survey reports use percentiles to give the best results (as compared to averages)
- The upper and lower deciles (90th and 10th percentiles should be viewed as the extreme. Results within the 25th and 75th percentiles tend to better reflect the trend

Explanation of Percentile and Decile Computations

Assume the following responses:

98,000	
68,000	
57,000	
52,000	← Median
51,000	
48,000	
46,000	

The average salary for this population is \$60,000 while the median salary is \$52,000. Compute the average by summing all the salaries and dividing by the number of salaries in the list (\$420,000 divided by 7). Compute the median by selecting the fourth entry in the list as follows: seven entries divided by 2 = 3, therefore, there are 3 entries on both sides of the median. Therefore, the fourth item in the list is the median.

A careful review of this sample data shows a very high salary (\$98,000) with no offsetting very low salary. Therefore, you can see that the average will be well above the median and could lead to misinterpreted results. Making a statement such as "... the average salary in this group is \$68,000, therefore, the salaries in our firm need adjustment..." would result in raising most salaries well above the median, all due to the existence of only one salary at the extreme high end.

However, by computing the number of employees on both sides of the median and then computing a salary amount to represent, for example, the 75% percentile, gives much better picture. Using this example, the survey would report the above data as follows:

Upper Decile	80,000
Third quartile - 75th percentile	62,500
Median value - 50th percentile	52,000
First Quartile - 25th percentile	49,500
Lower Decile	47,200

25% percent of the seven people is 1.75. Therefore, go down the list 1.75 salary amounts and, by interpolating, you come to \$62,500 for the 75th percentile. The results in this table may be read as follows:

- 10% of the employees earned 80,000 or more
Note that one employee made more than \$80,000
- 25% earned more than \$62,500
Note that two employees made more than \$62,500
- Half earned more than \$52,000 and half earned less
Note that there are three employees on both sides of the median.
- and so on.....

Take the time to study this sample data set and the related results and you will have a better understanding of working with percentiles and related computations.

Security

To protect the confidentiality of the firms, its members and employees, every step in the process of the survey contains security measures. A unique link is assigned to each ALA member and/or their designated assistant or potential participant. This gives only this person access to the online questionnaires (salary and non-salary sections). They can access the questionnaires as often as needed and make updates until the survey is closed. The data is captured by the online database each time the submit button is clicked. This results in not have to “submit” the questionnaire. The unique identifier is the only access and no one else can access an online record other than their own. Some members expressed the desire to use an alternative method of submitting the salary questionnaire. A special Excel file was made available. The member would upload the file to a secure section of the website. It was immediately downloaded, removed from the site, and the data then entered into the database. The Excel file was then encrypted and removed from the computer.

Once the survey responses are downloaded, a unique ID is assigned to the firm. This information is entered into the survey database with its own separate security system, protected, and then removed from the computer. The survey report is prepared using the ID only. At this point in the process, it is not possible to determine the firm’s identity.

All working files are encrypted when not in use or at the end of the workday. The encryption process is quite advanced and well beyond what most users think of in terms of security. No Microsoft security features are used anywhere in the process. Online security carries the following level of encryption: VeriSign certificate Version 3, 128 bit encryption. Individual file security uses the Advanced Encryption Standard with 128-bit keys in Cipher Block Chaining mode with a 'random' IV for the data encryption.

The sole purpose of these procedures is to protect the confidentiality of the firm’s data. This is typical of how we treat data with all clients. We take security and confidentiality seriously and, have found that once these procedures are in place, it’s actually easier to work within this secure environment. Additionally, we find that by doing so, we can stay focused on the issue at hand, not with underlying, time consuming detail issues.

Web Site

A special website was set-up for the survey which provides detail information about all aspects of the survey:

- Completing both questionnaires
- Obtaining the unique access links
- Making payment
- Obtaining the link for the survey report
- Communicating with the members
- And more

The site is active throughout the year.

www.JimColvilleCPA.com/ALAsurvey

San Diego ALA 2009 Job Descriptions for Compensation & Benefits Survey

ADMINISTRATIVE MANAGEMENT PERSONNEL (EXEMPT)

Principal Administrator (Law Firm)

- Principal Administrator/COO
- Reports to managing partner/management/executive/policy committee
- Assists in developing organizational and business goals including participation in meetings of the firm's governing body
- Participates in developing strategic plans and administrative policies
- Generally directs a supervisory staff responsible for carrying out the firm's day-to-day operations
- If a lawyer, not primarily involved in the practice of law

Corporate/Government Administrator

- Responsible for business management of the corporate legal department/government legal department
- Participates in finance, personnel and general administration
- Responsible for day-to-day operations of the department
- Generally reports to the general counsel or attorney manager of the department
- If a lawyer, not primarily involved in the practice of law

Administrative/Office Manager (Law Firm)

- Responsible for the day-to-day administrative operations of all or most support functions as contrasted with the broader role of the Principal Administrator
- Reports to a supervising lawyer, Principal Administrator, or committee of lawyers responsible for the daily operations
- May supervise staff responsible for carrying out the organization's day-to-day operations

Branch Office Manager

- Administrator of the second and/or succeeding locations of a multi-office organization
- Responsible for the business management assigned to that office
- Reports to the partner in charge of the office and/or the Principal Administrator

Human Resources Director/Manager

- Senior-level position with overall responsibility for all personnel matters regarding support staff
- May include hiring, assignments, supervision, orientation, training, evaluation, personnel records and salary and benefits administration

Marketing Director/Manager

- Responsible for the marketing program and related activities such as budgeting, idea generation, supervision of the marketing staff, etc.

Librarian – Exempt (e.g., Director/Manager of Library Services)

- Responsible for managing all aspects of the law library, including acquisitions, budget, legal research and inter-library loans
- May Supervise non-exempt subordinates

Finance Director/Controller

- Responsible for financial projections, reports and treasurer functions of the firm
- Oversees all aspects of the firm's financial, time, billing and collection systems

Accounting Manager/Supervisor

- Responsible for supervising or performing accounting activities which may include accounts receivable, accounts payable, payroll, petty cash, etc.
- In a larger organization, may report to the Finance Director/Controller

GENERAL OFFICE PERSONNEL(NON-EXEMPT)

Administrative Assistant

- Provides clerical/administrative support

Accounting Department Clerks

- Accounting Clerk (performs a combination of the other categories)
- Accounts Payable Clerk
- Accounts Receivable Clerk
- Billing Clerk
- Payroll Clerk
- Collections

Librarian – Non-exempt (hourly) employee

- Directly handles library matters as needed by firm directly

Office Services Clerks

- Office Services Clerk (performs a combination of the other categories)
- Mail Clerk
- File/Records Clerk

Receptionist

- Answers phones and greets clients and visitors
- Provides clerical/administrative support

LEGAL SUPPORT PERSONNEL (NON-EXEMPT)

Legal Assistant/Paralegal

- **Jr. Level:**
 1. Support attorneys in the delivery of legal services
 2. Assist in the organization of materials in preparation for filings, depositions, trials, meetings, closings, etc.
 3. Perform document review and analysis including implementation of data into case specific software
- **Mid Level:** All of those duties described above, plus
 4. Manage case calendars, timelines and progress under the guidance of the attorneys
 5. Conduct case research and reporting to attorneys via memo and drafting of documents
 6. Assist in team projects and projects unique to practice area
 7. Higher level of knowledge and experience with software applications and skills towards a higher quality work product
- **Sr. Level:** All of those duties described above, plus
 8. Act as training resource for junior level paralegals, providing guidance, assistance and instruction
 9. Able to produce at a higher pace than other paralegals in the firm.

Other Billable Professionals (EXEMPT)

Those timekeepers that are exempt, are not attorneys and provide services on behalf of the firm's clients. Examples are

- Patent Agents
- Legal Analyst
- Staff CPA
- Other

Legal Secretary/Assistant (NON-EXEMPT)

- **Jr. Level:**
 1. Support clerical needs of attorneys by transcribing documents in appropriate format and perform needed administrative tasks, such as printing, proofing, editing, merging, copying and mailing documents
 2. Ensure efficient workflow by processing all mail, telecommunication and electronic information flow; organize, maintain and assume responsibility for documents, files, and records
 3. Act to process accurate, timely information by answering phones, taking comprehensive messages, pursuing appropriate parties for necessary information and responding to issues
 4. Assist timekeepers and/or financial departments by processing expense reports, monthly bills, check requests, and where appropriate, by entering billable time and processing bill sets with a high level of accuracy and promptness
 5. Facilitate scheduling by coordinating travel arrangements, planning meetings, appointments, conferences and luncheons, and receiving visitors.
 6. Attend meetings and conferences, taking notes and transcribing minutes or meeting memos as required
- **Mid Level:** All those duties described above, plus
 7. Assist attorneys in more calendar management, demonstrate ability to anticipate needs before they arise, compile basic information for their attorneys in the preparation of documents.
 8. Assist in administrative duties with regard to firm and/or committee projects and/or projects unique to an administrative area of the firm
 9. Improve efficiencies by utilizing software applications, expanding on knowledge and learning new applications and skills towards a higher quality work product
- **Sr. Level:** All those duties described above, plus
 10. Act as training resource for junior level secretaries, providing guidance, assistance and instruction
 11. Able to produce at a higher pace than other secretaries in the firm.

INFORMATION TECHNOLOGY (MIS/COMPUTER) PERSONNEL

Director/Manager of Information Technology (exempt)

- Senior-level position with overall responsibility for planning, managing and directing the technology and communications systems of the organization
- Directs planning and budgeting, reviews new products/systems, implements applications development/support, training, etc. and supervises all staff directly engaged in these activities

IT/IS Personnel – Other (non-exempt)

May include any of the following:

- Systems Manager/LAN Administrator
- Engineer
- LAN Support
- PC Maintenance Technician
- Systems Analyst
- Trainer