



2011 SALARY
GUIDE

Your Resource for Compensation
in the Legal Field



Robert Half® Legal

Table Of Contents

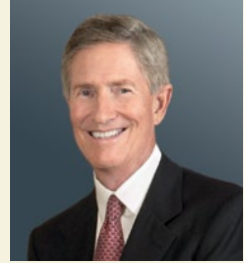
- From the Chairman 1
- Using the *Salary Guide* 2
- Hiring and Management Trends. 3
- Salaries for Legal Professionals in the United States 8
- Adjusting Salaries for Cities in the United States 12
- Local Variances – United States 13
- Hiring Environment – Canada. 15
- Salaries for Legal Professionals in Canada 18
- A Flexible Approach to Meeting Business Demands 21
- Working With Robert Half Legal 23
- Office Directory 25

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From the Chairman

Dear Colleague:

Having access to up-to-date salary information is essential for hiring managers. Employers must offer competitive compensation to recruit the most in-demand talent. Even businesses with no immediate hiring plans are wise to monitor salary trends in the event of unplanned turnover or sudden opportunities for growth.



To assist you, we are pleased to offer the *Robert Half Legal 2011 Salary Guide*, which details starting salary ranges for professionals throughout the legal field. Our online Salary Center (www.roberthalflegal.com/salarycenter) features additional analysis of hiring and compensation trends, our latest research findings, and the Robert Half Legal Salary Calculator.

To learn more about our services and the many resources available to you, please visit www.roberthalflegal.com.

Sincerely,

A handwritten signature in black ink that reads "Max Messmer". The signature is fluid and cursive.

Max Messmer
Chairman and CEO



Using the *Salary Guide*

To help businesses better understand the current hiring environment and benchmark compensation levels, the *2011 Salary Guide* from Robert Half Legal lists average starting salaries for legal professionals in the coming year. Also included are tips and other information to assist business owners and company managers in the hiring process.

For years, educational institutions, local and national media outlets, and research entities such as the U.S. Department of Labor's Bureau of Labor Statistics have consulted our annual *Salary Guide* for the most comprehensive information on compensation and hiring in the fields we serve. We hope this resource will be useful in your recruitment efforts.

Information in the guide is derived from a wide range of sources, including:

- Thousands of full-time and interim placements made by our professionals across North America
- Local insight from our staffing and recruiting professionals throughout our branch network
- Exclusive workplace research we conduct regularly among senior lawyers with the largest law firms and corporate legal departments in the United States and Canada
- An analysis of the hiring environment and an extrapolation of current trends into 2011

Adjusting for Local Markets

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

The figures in the *Salary Guide* are national averages. To adjust them to your local market, please see Page 12 for the United States or Page 17 for Canada. A Robert Half Legal representative can offer additional assistance in creating compensation packages that are customized to your business.

To ensure our salary data and other information are up-to-date, we publish a new guide every year. In addition, we update hiring trends and provide other current insights at our Salary Center (www.roberthalflegal.com/salarycenter), where you also will find our Salary Calculator.

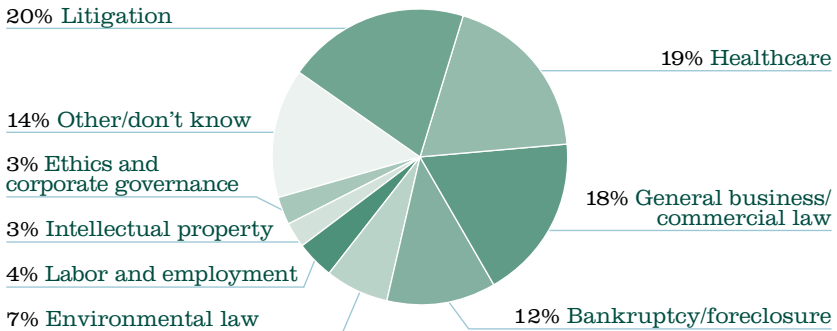
Hiring and Management Trends

Legal organizations are undergoing transformations that have been in the making for years but were brought to the forefront by the severity of the global recession. An emphasis on containing costs, while also providing value-added legal services, has become paramount, and this new focus is affecting hiring and compensation in the legal field.

Law firms and corporate legal departments that cut deeply during the downturn are discovering that rising workloads now require them to rebuild their teams. Across the nation, hiring activity is strongest at small and midsize law firms, as they continue to add staff to lucrative practice areas such as litigation, healthcare, business and commercial, and bankruptcy and foreclosure law. Corporate legal departments are seeking lawyers and paralegals with specialized skill sets to help them handle more work in-house and keep outside counsel costs in check. While salaries will likely be slow to return to pre-recession levels, employers may be willing to increase compensation to attract candidates with experience in high-demand specialties.

Lawyers were asked, *“In your opinion, which one of the following areas of law will experience the most growth in the next 12 months?”***

Their responses:



***Survey was conducted in July 2010.*

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

Hiring and Management Trends

Spending on human resources typically represents the lion's share of an organization's overall budget. Therefore, staffing models must be continually re-examined to strike a balance between achieving greater efficiencies while also managing rising workloads. To augment the efforts of full-time staff, some law firms and corporate legal departments are bringing in experienced project attorneys and support personnel to bridge current staffing gaps or for special initiatives. Interim professionals are often engaged when an employer is unsure whether business exists to warrant full-time hiring. If business conditions do support hiring, project professionals are frequently the first ones considered for these roles.

Close to half (48 percent) of lawyers polled by Robert Half Legal said it is challenging for their law firms or companies to find skilled legal professionals today.

Even with more recruiting options due to the availability of experienced legal professionals in the job market, hiring the right person can still be difficult in many cases. Close to half (48 percent) of lawyers polled by Robert Half Legal said it is challenging for their law firms or companies to find skilled legal professionals today.* In this environment, it can be difficult to replace highly skilled workers, and employers will need to increase their focus on staff retention to avoid losing top performers to other job opportunities.

**Source: Survey of 300 lawyers among the largest law firms and corporations in the United States and Canada. The survey was commissioned by Robert Half Legal and conducted by an independent research firm.*

Skills and Expertise in Demand

Lawyers

Large law firms continue to align resources with business demand and are making strategic hires designed to help them grow revenue. Small and midsize law firms are taking advantage of a diverse candidate pool to bring on new hires with in-demand skill sets. When hiring, law firms seek experienced associates with hot practice area expertise, valuable client contacts and solid business development skills.

The hiring environment for first-year and junior-level associates remains competitive, as firms have scaled back campus recruiting efforts. For tasks that do not require a licensed attorney, experienced paralegals may be given work previously assigned to associates.

Paralegals and Legal Support Professionals

Many large law firms that consolidated support roles during the downturn are hiring for critical positions, particularly those related to litigation and corporate transactional work.

Legal support roles continue to include broader responsibilities. Law firms seek candidates who possess technology skills and practice area expertise yet also can handle a wide range of administrative tasks. Hybrid roles are becoming more common. At smaller firms, for example, paralegals may be asked to perform duties in human resources, office administration or financial operations, in addition to their traditional responsibilities. Paralegals with bachelor's degrees and practical work experience are in demand. Certification and/or accreditation from an American Bar Association-approved program also can improve a job candidate's marketability.

Hiring and Management Trends

Legal secretaries are seeing renewed demand for their services, but they are expected to perform multiple job functions, often supporting several lawyers and practice groups. Lawyer-to-legal-secretary ratios of 3:1 or 4:1, or even higher, are not uncommon. Aside from being proficient in Microsoft Office, the most sought-after secretaries have strong backgrounds in litigation and e-discovery as well as experience in document management, legal research, time tracking, and billing software such as Concordance, CT Summation, iManage and Relativity.

While many corporate legal departments are starting to recruit for in-house counsel positions, contract administrators are needed to support business efforts. In addition, general counsel are hiring paralegals and support professionals who can help with records management, contract reviews, and regulatory and compliance matters. Legal departments also are utilizing project attorneys, paralegals and legal support professionals in an effort to augment the skills of their teams and reduce spending on outside counsel.

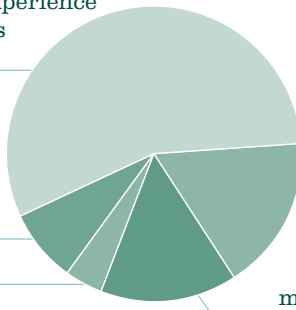
Lawyers were asked, “Which of the following is the best indicator of a job candidate’s potential for success in your organization?”

Their responses:

56% Previous work experience
or prestige of previous
firm or corporation

8% Don’t know/
something else

4% Intelligence



17% Educational
background

15% Referral from a
current employee or
member of your network

Source: Survey of 300 lawyers among the largest law firms and corporations in the United States and Canada. The survey was commissioned by Robert Half Legal and conducted by an independent research firm.

Current in-demand practice areas and positions include:

- **Litigation** – Litigation activity is showing no signs of easing, increasing the need for associates, paralegals and litigation support professionals. A rise in corporate and commercial litigation, class-action lawsuits, and labor- and employment-related litigation also could result in continued demand for litigation experience.
- **Bankruptcy/foreclosure** – Recurring corporate bankruptcies have heightened demand for lawyers and support professionals with experience in a broad range of matters related to insolvency and financial restructuring. Both full-time and temporary professionals are seeing opportunities in these areas.
- **Intellectual property** – A surge in patent filings and patent-related litigation, especially in the technology and biotechnology industries, is fueling the hiring of lawyers and paralegals with three to five years of experience.
- **Contracts and licensing** – Corporate legal departments seek lawyers and contract administrators who have experience negotiating, drafting, and administering contracts and licenses.
- **Corporate transactional law** – Increased business activity is driving renewed hiring of lawyers and support professionals to help ensure the legality of commercial transactions.
- **Healthcare** – The expectation of additional regulation has kept demand steady for lawyers and paralegals with pharmaceutical and biotechnology backgrounds.

For more information about the latest legal hiring outlook and regional trends for the United States, as well as our Salary Calculator, please visit www.roberthalflegal.com/salarycenter.



Salaries for Legal Professionals in the United States

Lawyer	2010	2011	% Change
Senior Lawyer (10-12 years' exp.)			
Large law firm	\$ 156,250 - \$ 237,000	\$ 157,500 - \$ 240,750	1.3%
Midsized law firm	\$ 127,750 - \$ 210,000	\$ 132,500 - \$ 218,750	4.0%
Small/midsized law firm	\$ 103,250 - \$ 159,000	\$ 108,000 - \$ 163,000	3.3%
Small law firm	\$ 88,250 - \$ 145,000	\$ 89,750 - \$ 147,500	1.7%
Licensed Lawyer (4-9 years' exp.)			
Large law firm	\$ 137,500 - \$ 188,500	\$ 137,500 - \$ 189,000	0.2%
Midsized law firm	\$ 102,000 - \$ 157,000	\$ 106,250 - \$ 163,250	4.1%
Small/midsized law firm	\$ 76,750 - \$ 139,000	\$ 77,250 - \$ 145,000	3.0%
Small law firm	\$ 62,000 - \$ 116,000	\$ 63,250 - \$ 118,000	1.8%
Licensed Lawyer (1-3 years' exp.)			
Large law firm	\$ 106,000 - \$ 147,750	\$ 107,500 - \$ 148,000	0.7%
Midsized law firm	\$ 76,750 - \$ 113,000	\$ 78,750 - \$ 116,250	2.8%
Small/midsized law firm	\$ 62,250 - \$ 94,250	\$ 62,750 - \$ 97,500	2.4%
Small law firm	\$ 52,000 - \$ 84,250	\$ 53,250 - \$ 85,750	2.0%
First-Year Associate			
Large law firm	\$ 106,500 - \$ 131,250	\$ 107,250 - \$ 132,000	0.6%
Midsized law firm	\$ 71,500 - \$ 100,750	\$ 73,500 - \$ 102,000	1.9%
Small/midsized law firm	\$ 55,250 - \$ 82,250	\$ 56,500 - \$ 83,000	1.5%
Small law firm	\$ 49,750 - \$ 73,000	\$ 50,250 - \$ 73,500	0.8%
Legal Management			
Administrator/Office Manager			
Large law firm	\$ 81,250 - \$ 133,000	\$ 82,500 - \$ 134,250	1.2%
Midsized law firm	\$ 65,750 - \$ 96,250	\$ 66,750 - \$ 97,750	1.5%
Small/midsized law firm	\$ 55,500 - \$ 79,750	\$ 56,750 - \$ 80,250	1.3%
Small law firm	\$ 46,750 - \$ 63,250	\$ 47,000 - \$ 64,000	0.9%

Law Firm Definitions

Large law firm – 75+ lawyers

Midsized law firm – 35-75 lawyers

Small/midsized law firm – 10-35 lawyers

Small law firm – up to 10 lawyers

Paralegal	2010	2011	% Change
Senior/Supervising Paralegal (7+ years' exp.)			
Large law firm	\$ 59,750 - \$ 80,500	\$ 61,000 - \$ 81,250	1.4%
Midsized law firm	\$ 53,500 - \$ 68,500	\$ 55,000 - \$ 70,750	3.1%
Small/midsized law firm	\$ 47,250 - \$ 62,500	\$ 48,500 - \$ 63,750	2.3%
Small law firm	\$ 43,750 - \$ 55,500	\$ 44,250 - \$ 56,750	1.8%
Midlevel Paralegal (4-6 years' exp.)			
Large law firm	\$ 50,250 - \$ 63,500	\$ 51,000 - \$ 64,250	1.3%
Midsized law firm	\$ 46,750 - \$ 60,000	\$ 48,250 - \$ 62,500	3.7%
Small/midsized law firm	\$ 43,750 - \$ 54,500	\$ 44,000 - \$ 57,250	3.1%
Small law firm	\$ 37,750 - \$ 49,500	\$ 37,750 - \$ 51,750	2.6%
Junior Paralegal (2-3 years' exp.)			
Large law firm	\$ 39,750 - \$ 50,500	\$ 40,000 - \$ 51,750	1.7%
Midsized law firm	\$ 37,500 - \$ 49,250	\$ 38,250 - \$ 50,750	2.6%
Small/midsized law firm	\$ 34,250 - \$ 44,250	\$ 35,000 - \$ 45,250	2.2%
Small law firm	\$ 31,000 - \$ 39,750	\$ 32,000 - \$ 40,500	2.5%
Case Clerk (0-2 years' exp.)			
Large law firm	\$ 31,500 - \$ 38,500	\$ 31,750 - \$ 39,250	1.4%
Midsized law firm	\$ 30,500 - \$ 38,250	\$ 30,750 - \$ 39,750	2.5%
Small/midsized law firm	\$ 28,500 - \$ 34,000	\$ 29,000 - \$ 34,750	2.0%
Small law firm	\$ 26,000 - \$ 31,750	\$ 26,750 - \$ 32,000	1.7%

Salaries for Legal Professionals in the United States

Legal Secretary	2010	2011	% Change
Senior/Executive Legal Secretary (12+ years' exp.)			
Large law firm	\$ 53,250 - \$ 67,000	\$ 53,750 - \$ 67,750	1.0%
Midsize law firm	\$ 52,000 - \$ 62,750	\$ 52,500 - \$ 63,750	1.3%
Small/midsize law firm	\$ 45,500 - \$ 56,500	\$ 46,000 - \$ 57,750	1.7%
Small law firm	\$ 42,250 - \$ 53,000	\$ 42,750 - \$ 53,750	1.3%
Midlevel Legal Secretary (7-11 years' exp.)			
Large law firm	\$ 49,250 - \$ 61,250	\$ 50,500 - \$ 62,000	1.8%
Midsize law firm	\$ 46,000 - \$ 57,250	\$ 47,250 - \$ 58,250	2.2%
Small/midsize law firm	\$ 42,000 - \$ 53,500	\$ 42,500 - \$ 54,750	1.8%
Small law firm	\$ 39,500 - \$ 49,750	\$ 40,250 - \$ 51,500	2.8%
Legal Secretary (3-6 years' exp.)			
Large law firm	\$ 42,500 - \$ 56,750	\$ 43,000 - \$ 57,250	1.0%
Midsize law firm	\$ 41,000 - \$ 52,500	\$ 42,500 - \$ 53,000	2.1%
Small/midsize law firm	\$ 39,500 - \$ 48,750	\$ 40,000 - \$ 49,250	1.1%
Small law firm	\$ 34,000 - \$ 45,250	\$ 34,750 - \$ 46,000	1.9%
Junior Legal Secretary (1-2 years' exp.)			
Large law firm	\$ 35,000 - \$ 43,750	\$ 35,250 - \$ 44,000	0.6%
Midsize law firm	\$ 34,000 - \$ 42,250	\$ 34,500 - \$ 43,250	2.0%
Small/midsize law firm	\$ 30,750 - \$ 38,500	\$ 31,250 - \$ 39,000	1.4%
Small law firm	\$ 28,750 - \$ 36,500	\$ 29,000 - \$ 37,250	1.5%
Legal Specialist			
Legal Specialist			
Automated Litigation Support Manager	\$ 51,000 - \$ 90,000	\$ 52,500 - \$ 92,250	2.7%
Docket/Calendar Clerk	\$ 31,000 - \$ 46,500	\$ 31,250 - \$ 47,250	1.3%
Librarian	\$ 42,000 - \$ 67,000	\$ 43,000 - \$ 67,750	1.6%
Law Library Clerk	\$ 29,500 - \$ 40,500	\$ 29,750 - \$ 41,250	1.4%
Records Clerk	\$ 26,750 - \$ 36,500	\$ 27,000 - \$ 37,000	1.2%
Contract Administrator			
Contract Administrator (4+ years' exp.)	\$ 55,250 - \$ 92,250	\$ 56,000 - \$ 96,750	3.6%
Contract Administrator (1-3 years' exp.)	\$ 44,500 - \$ 59,750	\$ 45,250 - \$ 61,750	2.6%

Law Firm Definitions

Large law firm – 75+ lawyers

Small/midsize law firm – 10-35 lawyers

Midsize law firm – 35-75 lawyers

Small law firm – up to 10 lawyers

Corporate Positions (In-House)	2010	2011	% Change
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In-House Lawyer

Licensed Lawyer (10-12 years' exp.)	\$ 124,000 - \$ 215,500	\$ 126,250 - \$ 218,250	1.5%
Licensed Lawyer (4-9 years' exp.)	\$ 93,500 - \$ 173,000	\$ 94,000 - \$ 178,250	2.2%
Licensed Lawyer (1-3 years' exp.)	\$ 72,250 - \$ 115,000	\$ 74,500 - \$ 116,000	1.7%
First-Year Associate	\$ 63,250 - \$ 94,000	\$ 63,750 - \$ 95,500	1.3%

In-House Paralegal

Senior/Supervising Paralegal (7+ years' exp.)	\$ 52,750 - \$ 79,000	\$ 53,000 - \$ 82,500	2.8%
Midlevel Paralegal (4-6 years' exp.)	\$ 45,750 - \$ 62,750	\$ 46,000 - \$ 64,500	1.8%
Junior Paralegal (2-3 years' exp.)	\$ 39,250 - \$ 50,000	\$ 39,750 - \$ 51,000	1.7%
Case Clerk (0-2 years' exp.)	\$ 31,500 - \$ 40,250	\$ 31,750 - \$ 40,750	1.0%

In-House Legal Secretary

Senior/Executive Legal Secretary (7+ years' exp.)	\$ 49,250 - \$ 64,000	\$ 50,250 - \$ 64,750	1.5%
Legal Secretary (3-6 years' exp.)	\$ 41,250 - \$ 53,000	\$ 42,000 - \$ 53,500	1.3%
Junior Legal Secretary (1-2 years' exp.)	\$ 36,500 - \$ 41,250	\$ 36,750 - \$ 41,750	1.0%

General Administrative	2010	2011	% Change
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General Administrative

Legal Word Processor	\$ 40,000 - \$ 52,750	\$ 40,250 - \$ 53,500	1.1%
Document Coder	\$ 29,750 - \$ 40,000	\$ 30,250 - \$ 40,500	1.4%
Office Clerk	\$ 26,750 - \$ 36,000	\$ 27,000 - \$ 36,500	1.2%
Legal Receptionist	\$ 27,000 - \$ 36,500	\$ 27,250 - \$ 37,000	1.2%

Adjusting Salaries for Cities in the United States

The salary ranges provided on the previous pages reflect the national averages for each position. Approximate salary ranges for your market can be calculated using the formula below and regional variance index numbers for specific cities (see Pages 13-14).^{*} Our list of local variances features data for more than 130 U.S. cities. The average salary index for all U.S. cities is 100.

To determine the estimated salary range for a position in your area, follow the process outlined below:

Calculating the Local Salary Range

Example – First-year associate at a small law firm in Chicago

1. Locate the position “first-year associate, small law firm” on the chart, Page 8, and your city’s index number. (The index number for Chicago is 123.0.)
2. Move the decimal point of the index number two places to the left to create a percentage (1.230).
3. Multiply the low end of the national salary range (\$50,250) by the percentage calculated in step two (1.230) to get \$61,808.
4. Repeat step three using the high end of the salary range (\$73,500) to get \$90,405.
5. The approximate starting salary range for a first-year associate at a small law firm in Chicago is \$61,808 to \$90,405.

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

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

Local Variances – United States

Alabama

Birmingham	92.5
Mobile	83.0

Arizona

Phoenix	105.0
Tucson	100.0

Arkansas

Fayetteville	92.0
Little Rock	90.0

California

Fresno	85.0
Irvine	124.0
Los Angeles	124.0
Oakland	127.0
Ontario	109.0
Sacramento	103.0
San Diego.....	114.0
San Francisco	135.0
San Jose.....	132.0
Santa Barbara	120.0
Santa Rosa.....	96.0
Stockton.....	85.0

Colorado

Boulder	113.2
Colorado Springs.....	90.0
Denver	102.7
Fort Collins.....	93.0
Greeley.....	84.0
Loveland	90.0
Pueblo.....	75.0

Connecticut

Hartford	118.0
New Haven	111.0
Stamford	131.0

Delaware

Wilmington	102.0
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District of Columbia

Washington	130.0
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Florida

Fort Myers.....	87.6
Jacksonville	94.5
Melbourne	94.0
Miami/Fort Lauderdale..	110.0
Orlando	101.0
St. Petersburg	94.0
Tampa.....	94.0

Georgia

Atlanta	110.0
Macon.....	72.0
Savannah.....	78.0

Hawaii

Honolulu	92.0
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Idaho

Boise	86.1
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Illinois

Chicago.....	123.0
Naperville.....	112.0
Rockford	86.2
Springfield.....	90.0

Indiana

Fort Wayne.....	82.2
Indianapolis	94.5

Iowa

Cedar Falls/Waterloo	80.7
Cedar Rapids.....	90.0
Davenport.....	89.0
Des Moines	96.0
Sioux City.....	78.2

Kansas

Kansas City	97.0
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Kentucky

Lexington	88.0
Louisville.....	91.0

Louisiana

New Orleans	98.2
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Maine

Portland	95.0
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Maryland

Baltimore	103.0
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Massachusetts

Boston.....	132.0
Springfield.....	96.0

Michigan

Ann Arbor.....	98.9
Detroit	96.6
Grand Rapids	82.8
Lansing	81.1

Local Variances – United States

Minnesota

Bloomington	105.0
Duluth	79.2
Minneapolis	105.0
Rochester	100.0
St. Cloud.....	77.0
St. Paul.....	99.0

Missouri

Kansas City	97.0
St. Joseph	91.0
St. Louis.....	100.0

Nebraska

Lincoln.....	78.2
Omaha	94.0

Nevada

Las Vegas.....	96.0
Reno	94.0

New Hampshire

Manchester/Nashua.....	110.0
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New Jersey

Mount Laurel.....	115.0
Paramus	130.0
Princeton.....	126.0
Woodbridge	126.0

New Mexico

Albuquerque	86.7
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New York

Albany.....	97.2
Buffalo	94.4
Long Island	135.0
New York	141.0
Rochester	91.7
Syracuse	90.3

North Carolina

Charlotte.....	104.0
Greensboro.....	97.0
Raleigh.....	104.0

Ohio

Akron.....	89.0
Canton.....	76.7
Cincinnati.....	96.4
Cleveland	94.5
Columbus	95.0
Dayton.....	87.0
Toledo.....	85.7
Youngstown.....	77.0

Oklahoma

Oklahoma City	89.0
Tulsa	92.0

Oregon

Portland	100.0
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Pennsylvania

Harrisburg.....	95.0
Philadelphia	115.0
Pittsburgh	95.8

Rhode Island

Providence.....	97.0
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South Carolina

Charleston.....	95.0
Columbia	95.0
Greenville.....	90.0

Tennessee

Chattanooga.....	88.0
Knoxville.....	88.0
Memphis.....	95.0
Morristown	73.8
Nashville	95.0

Texas

Austin	102.0
Dallas	105.0
El Paso	70.0
Fort Worth.....	100.0
Houston.....	103.7
Midland/Odessa.....	95.0
San Antonio	93.1

Utah

Salt Lake City.....	100.0
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Virginia

Richmond	97.0
Tysons Corner	130.0

Washington

Seattle	118.0
Spokane	82.0

Wisconsin

Appleton.....	82.0
Green Bay	86.0
Madison	94.5
Milwaukee.....	97.0
Waukesha.....	96.5

Hiring Environment – Canada

Canadian law firms are taking a measured approach to hiring in an effort to identify candidates with the precise skills and backgrounds needed to grow revenue in niche areas. General business and commercial law, litigation, and restructuring and insolvency remain the most in-demand specialties for lawyers, paralegals and law clerks across Canada.

Corporate legal departments are fortifying their in-house teams to meet rising workloads and reduce spending on outside counsel. They seek contract administrators with at least three years of experience to support increased business activity. Paralegals, especially those with litigation backgrounds, also are sought by corporations. In addition, there is increased demand for law clerks with corporate and intellectual property experience.

As employment opportunities expand, retention will become an important focus, requiring managers to take steps to engage top performers before their loyalty is tested by other offers.

Regional Differences

Large law firms in Toronto that experienced deep cutbacks are resuming their recruiting efforts, especially for lawyers and support professionals with litigation experience. A growing number of firms are using contract lawyers to manage rising workloads and contain costs. The pharmaceutical, life sciences, technology and financial services industries in Toronto are driving much of the hiring activity. In addition, new requirements related to e-discovery are increasing demand for lawyers, paralegals and law clerks with relevant litigation management experience and proficiency in related software applications.

Hiring in Ottawa is being driven by an increase in government-related work. The global economy continues to have a strong influence on legal hiring in Ottawa, as many large law firms are heavily dependent on work from international corporations. When hiring, firms seek individuals with specific practice area expertise, such as insurance defense paralegals to support litigation needs or patent professionals with life sciences backgrounds.

In the western provinces, legal professionals with experience in the natural resources sector are needed. Lawyers and legal support professionals with proficiency in both English and French have a hiring advantage at law firms in Ottawa and Montréal and also with government agencies.

Hiring Environment – Canada

Skills and Expertise in Demand

Lawyers

Licensed lawyers with three to seven years of experience are in demand at small to midsize law firms. Law firms focusing on expanding profitable practices are seeking senior associates with a book of business and expertise in litigation, intellectual property and corporate law. The job market for junior associates remains competitive. Hiring for many of these positions is being put on hold until the economy has made a full recovery. Some law firms also are turning to articling students to perform many of the tasks previously handled by entry-level lawyers.

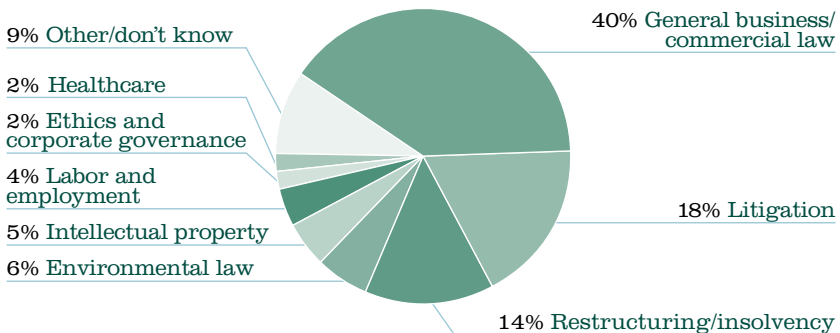
Law Clerks, Paralegals and Legal Support Professionals

Demand is returning for law clerks, paralegals and support staff, especially for litigation and intellectual property specialists. Law firms want professionals who can multitask and manage a range of responsibilities. They also seek employees who are proficient with various litigation management and e-discovery software packages, including CT Summation and PCLaw.

For more information about the latest legal hiring outlook and regional trends for Canada, as well as our Salary Calculator, please visit www.roberthalflegal.com/salarycenter.

Lawyers were asked, “In your opinion, which one of the following areas of law will experience the most growth in the next 12 months?”

Their responses:



*Survey was conducted in July 2010.

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

Calculating the Local Salary Range

The salary ranges provided on the following pages reflect the national averages for each position. Approximate salary ranges for your market can be calculated using the formula below and variance index numbers for specific cities (see below).* The average salary index for all Canadian cities is 100. To determine the estimated salary range for a position in your area, follow the process outlined below:

Example – First-year associate at a small law firm in Toronto

1. Locate the position “first-year associate, small law firm” on the chart, Page 18, and your city’s index number. (The index number for Toronto is 106.4.)
2. Move the decimal point of the index number two places to the left to create a percentage (1.064).
3. Multiply the low end of the national salary range (\$48,000) by the percentage calculated in step two (1.064) to get \$51,072.
4. Repeat step three using the high end of the salary range (\$65,250) to get \$69,426.
5. The approximate starting salary range for a first-year associate at a small law firm in Toronto is \$51,072 to \$69,426.

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

Local Variances

Alberta

Calgary.....	103.8
Edmonton.....	102.3

British Columbia

Fraser Valley	98.5
Vancouver	103.4
Victoria	95.2

Manitoba

Winnipeg.....	94.1
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Ontario

Kitchener-Waterloo.....	96.5
Ottawa	101.0
Toronto.....	106.4

Québec

Montréal	102.9
Québec City.....	89.2

Saskatchewan

Regina.....	93.2
Saskatoon	94.9

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

Salaries for Legal Professionals in Canada

Lawyer	2010	2011	% Change
Licensed Lawyer (10-12 years' exp.)			
Large law firm	\$ 174,500 - \$ 257,000	\$ 178,000 - \$ 259,250	1.3%
Midsized law firm	\$ 130,750 - \$ 187,500	\$ 134,500 - \$ 196,250	3.9%
Small/midsized law firm	\$ 111,250 - \$ 159,250	\$ 116,750 - \$ 165,000	4.2%
Small law firm	\$ 92,000 - \$ 145,250	\$ 94,500 - \$ 148,750	2.5%
Licensed Lawyer (4-9 years' exp.)			
Large law firm	\$ 119,750 - \$ 224,000	\$ 120,000 - \$ 225,500	0.5%
Midsized law firm	\$ 92,750 - \$ 176,250	\$ 96,500 - \$ 183,250	4.0%
Small/midsized law firm	\$ 74,250 - \$ 143,000	\$ 77,000 - \$ 148,750	3.9%
Small law firm	\$ 63,000 - \$ 117,250	\$ 65,500 - \$ 120,250	3.1%
Licensed Lawyer (1-3 years' exp.)			
Large law firm	\$ 84,000 - \$ 116,750	\$ 85,750 - \$ 118,000	1.5%
Midsized law firm	\$ 65,250 - \$ 103,000	\$ 67,750 - \$ 104,750	2.5%
Small/midsized law firm	\$ 65,500 - \$ 90,750	\$ 67,500 - \$ 94,750	3.8%
Small law firm	\$ 51,750 - \$ 75,250	\$ 53,000 - \$ 77,500	2.8%
First-Year Associate			
Large law firm	\$ 81,000 - \$ 88,500	\$ 81,750 - \$ 89,000	0.7%
Midsized law firm	\$ 63,250 - \$ 76,750	\$ 64,000 - \$ 77,500	1.1%
Small/midsized law firm	\$ 63,000 - \$ 67,750	\$ 63,250 - \$ 68,500	0.8%
Small law firm	\$ 47,750 - \$ 64,500	\$ 48,000 - \$ 65,250	0.9%
Legal Management			
Administrator/Office Manager			
Large law firm	\$ 65,500 - \$ 96,250	\$ 65,750 - \$ 97,500	0.9%
Midsized law firm	\$ 61,500 - \$ 71,000	\$ 62,250 - \$ 73,250	2.3%
Small/midsized law firm	\$ 52,250 - \$ 66,750	\$ 54,000 - \$ 68,250	2.7%
Small law firm	\$ 42,250 - \$ 59,750	\$ 43,500 - \$ 60,000	1.5%

Note: All salary ranges listed above are in Canadian dollars.

Law Firm Definitions

Large law firm – 75+ lawyers

Small/midsized law firm – 10-35 lawyers

Midsized law firm – 35-75 lawyers

Small law firm – up to 10 lawyers

Law Clerk/Paralegal	2010	2011	% Change
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Senior/Supervising Law Clerk (7+ years' exp.)			
Large law firm	\$ 57,750 - \$ 86,000	\$ 58,000 - \$ 87,500	1.2%
Midsized law firm	\$ 52,250 - \$ 73,000	\$ 54,000 - \$ 75,500	3.4%
Small/midsized law firm	\$ 48,500 - \$ 61,250	\$ 49,250 - \$ 64,000	3.2%
Small law firm	\$ 44,500 - \$ 56,250	\$ 45,250 - \$ 58,500	3.0%

Midlevel Law Clerk (4-6 years' exp.)			
Large law firm	\$ 48,000 - \$ 61,500	\$ 49,750 - \$ 62,000	2.1%
Midsized law firm	\$ 45,750 - \$ 56,750	\$ 47,000 - \$ 58,750	3.2%
Small/midsized law firm	\$ 43,250 - \$ 52,500	\$ 44,500 - \$ 54,750	3.7%
Small law firm	\$ 42,000 - \$ 48,500	\$ 43,250 - \$ 49,500	2.5%

Junior Law Clerk (2-3 years' exp.)			
Large law firm	\$ 39,000 - \$ 46,500	\$ 39,750 - \$ 46,750	1.2%
Midsized law firm	\$ 39,250 - \$ 44,000	\$ 40,000 - \$ 45,500	2.7%
Small/midsized law firm	\$ 35,250 - \$ 41,750	\$ 36,000 - \$ 42,500	1.9%
Small law firm	\$ 32,500 - \$ 39,250	\$ 32,750 - \$ 40,000	1.4%

Legal Secretary	2010	2011	% Change
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Senior/Executive Legal Secretary (12+ years' exp.)			
Large law firm	\$ 52,500 - \$ 69,750	\$ 52,750 - \$ 70,500	0.8%
Midsized law firm	\$ 48,500 - \$ 57,250	\$ 50,000 - \$ 58,250	2.4%
Small/midsized law firm	\$ 46,000 - \$ 57,250	\$ 47,000 - \$ 57,750	1.5%
Small law firm	\$ 43,500 - \$ 50,750	\$ 44,250 - \$ 51,500	1.6%

Midlevel Legal Secretary (7-11 years' exp.)			
Large law firm	\$ 48,000 - \$ 58,250	\$ 48,750 - \$ 59,250	1.6%
Midsized law firm	\$ 44,500 - \$ 54,000	\$ 45,750 - \$ 55,750	3.0%
Small/midsized law firm	\$ 44,000 - \$ 51,500	\$ 45,250 - \$ 52,750	2.6%
Small law firm	\$ 37,750 - \$ 47,000	\$ 38,500 - \$ 48,000	2.1%

Legal Secretary (3-6 years' exp.)			
Large law firm	\$ 43,250 - \$ 49,750	\$ 43,500 - \$ 50,000	0.5%
Midsized law firm	\$ 39,000 - \$ 47,500	\$ 39,500 - \$ 48,000	1.2%
Small/midsized law firm	\$ 37,000 - \$ 45,250	\$ 37,500 - \$ 46,750	2.4%
Small law firm	\$ 35,500 - \$ 43,250	\$ 36,750 - \$ 43,750	2.2%

Junior Legal Secretary (1-2 years' exp.)			
Large law firm	\$ 33,750 - \$ 39,000	\$ 34,250 - \$ 39,000	0.7%
Midsized law firm	\$ 33,000 - \$ 37,750	\$ 33,000 - \$ 38,000	0.4%
Small/midsized law firm	\$ 31,000 - \$ 36,750	\$ 31,250 - \$ 37,000	0.7%
Small law firm	\$ 28,500 - \$ 34,250	\$ 29,250 - \$ 34,750	2.0%

Salaries for Legal Professionals in Canada

Corporate Positions (In-House)	2010	2011	% Change
In-House Counsel			
Licensed Lawyer (10-12 years' exp.)	\$ 134,000 - \$ 216,750	\$ 135,500 - \$ 219,000	1.1%
Licensed Lawyer (4-9 years' exp.)	\$ 105,750 - \$ 179,000	\$ 108,500 - \$ 180,000	1.3%
Licensed Lawyer (1-3 years' exp.)	\$ 68,250 - \$ 110,750	\$ 67,500 - \$ 113,000	0.8%
First-Year Associate	\$ 56,250 - \$ 75,750	\$ 57,500 - \$ 76,000	1.1%
In-House Law Clerk/Paralegal			
Senior/Supervising Law Clerk (7+ years' exp.)	\$ 51,500 - \$ 71,750	\$ 53,750 - \$ 74,000	3.7%
Midlevel Law Clerk (4-6 years' exp.)	\$ 47,750 - \$ 59,500	\$ 48,500 - \$ 60,500	1.6%
Junior Law Clerk (2-3 years' exp.)	\$ 39,500 - \$ 43,750	\$ 40,000 - \$ 44,750	1.8%
In-House Legal Secretary			
Senior/Executive Legal Secretary (7+ years' exp.)	\$ 48,750 - \$ 62,250	\$ 49,250 - \$ 62,750	0.9%
Legal Secretary (3-6 years' exp.)	\$ 39,500 - \$ 51,250	\$ 41,250 - \$ 52,750	3.6%
Junior Legal Secretary (1-2 years' exp.)	\$ 34,250 - \$ 39,750	\$ 35,500 - \$ 40,250	2.4%
Legal Specialist/Administrative			
Legal Specialist/Administrative			
Contract Administrator	\$ 49,500 - \$ 87,000	\$ 47,750 - \$ 89,500	0.5%
Legal Word Processor	\$ 35,000 - \$ 44,500	\$ 35,750 - \$ 45,000	1.6%
Office Clerk	\$ 26,500 - \$ 35,250	\$ 27,000 - \$ 35,750	1.6%
Legal Receptionist	\$ 27,250 - \$ 40,000	\$ 27,250 - \$ 40,250	0.4%

Note: All salary ranges listed above are in Canadian dollars.

Law Firm Definitions

Large law firm – 75+ lawyers

Small/midsize law firm – 10-35 lawyers

Midsize law firm – 35-75 lawyers

Small law firm – up to 10 lawyers

A Flexible Approach to Meeting Business Demands

The downturn brought the need for staffing flexibility clearly into focus. Firms that were already employing a mix of temporary and full-time professionals had a built-in buffer that helped many of them avoid large-scale layoffs since they could easily staff up or down as business needs shifted. Now, more and more legal organizations understand the importance of a flexible approach to managing personnel resources.

Law firms and corporate legal departments recognize that there is risk associated with being understaffed and unable to take advantage of emerging opportunities. At the same time, they don't want to repeat overhiring mistakes made during previous growth periods. Legal organizations are finding that augmenting full-time employees with legal project professionals helps prevent costly staffing mistakes, whether the economy is contracting or expanding.

Finding the Right Mix

At the heart of any flexible workforce arrangement is a core of high-performing, full-time employees. Contract lawyers, paralegals and other legal support staff can then be engaged periodically to address short-term needs or serve as technical experts when the required resources or skills for labor-intensive projects such as document review or trial preparation do not exist in-house. Your firm can bring in these individuals to supplement the core team anytime and for as long as necessary.

An adjustable mix of full-time and project staff allows you to respond quickly to changing demands and requirements. The use of interim employees also can save you money because you are paying for the skills you need only when you need them. In addition, you can minimize overtime expenses and lower the high costs associated with hiring, training and keeping employees on board when business is slow.

Interim employees also make strong candidates for full-time positions. You can evaluate an applicant's skills and work style firsthand and determine whether he or she is likely to match your needs over the long term.

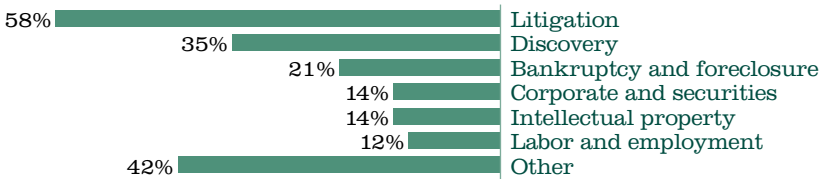
Working With a Specialist

When adding staff on either a full-time or temporary basis, consider using a staffing firm that specializes in the legal field. By doing so, you can access experienced professionals with different skill sets and at varying compensation levels to match your specific needs. A staffing firm also can make the hiring process more efficient, especially as firms continue to receive a significant number of resumes from applicants who do not meet the job requirements. A staffing professional can evaluate potential employees on your behalf, helping to identify the best match and save you time.

A Flexible Approach to Meeting Business Demands

Gone are the days when interim workers were limited to lesser-skilled roles. Today, more and more organizations are tapping the expertise of professionals at all levels. Yours could be among the increasing number of law firms and companies finding that supplementing a core team with temporary and project professionals is the best way to get their business growing.

Lawyers were asked, “*For which of the following matters are you most likely to utilize project attorneys?*” Their responses:*



**Respondents were allowed more than one answer.*

Source: Survey of 300 lawyers among the largest law firms and corporations in the United States and Canada. The survey was commissioned by Robert Half Legal and conducted by an independent research firm.



Working With Robert Half Legal

No matter the business environment, companies need flexible staffing solutions to quickly and cost-effectively respond to workload fluctuations. That's where Robert Half Legal can help. We are the leading provider of highly skilled temporary and full-time professionals in the legal field.

These qualities make Robert Half Legal the right firm to assist with your staffing needs:

Industry-leading reputation – In 2010, our parent company, Robert Half International, was again ranked by FORTUNE® magazine as the World's Most Admired Company in the temporary help industry (March 22, 2010). Our clients and candidates agree we're the best at what we do: Nine out of 10 would recommend Robert Half Legal to a colleague.

Fast and effective service – We have access to 270,000 experienced legal professionals through our extensive network. And we personally interview, evaluate and check selected references for every individual we place. Our specialists can start right away and help you get the job done.

In-demand professionals – Robert Half Legal attracts highly skilled job candidates in the legal field because we support their professional development and career advancement. That means we can find the right person to meet your business's unique requirements. In addition, we offer project teams and dedicated, secure office space for e-discovery and document review matters.

An extensive network – With locations in major North American and international markets, Robert Half Legal's deep network allows access to legal professionals other staffing firms don't. Our long-standing alliances with top professional associations include the Association of Corporate Counsel, Association of Legal Administrators and Minority Corporate Counsel Association.

For more information about Robert Half Legal and the ways in which we can help meet your staffing needs, please call **(800) 870-8367** or visit **www.roberthalflegal.com**.

Working With Robert Half Legal

The Leading Resource

In addition to our annual *Salary Guide*, Robert Half Legal offers the following resources to assist you in your hiring and management efforts:

Robert Half Legal Salary Center. This website provides current commentary on hiring and compensation trends. By visiting www.roberthalflegal.com/salarycenter, you also can access our Salary Calculator.

Future Law Office. Our annual research project offers an in-depth look at trends and developments in the legal field that may impact your law office and career in the years ahead. To download our latest report, visit www.futurelawoffice.com.

Small Business Resource Center. This website offers guidance specific to small business owners on recruitment and retention, as well as access to free advice booklets and a library of articles. For more information, please visit www.roberthalf.us/smallbusinesscenter.

Workplace Redefined: Shifting Generational Attitudes During Economic Change. This guide, available at www.roberthalf.us/workplacereDEFINED, addresses the shifting attitudes of employees and employers and identifies key characteristics among Generation Y, Generation X and baby boomers.

Social Media. Follow us on Twitter, Facebook and LinkedIn for more management, career and workplace advice.



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San Francisco
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Denver
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Washington
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Miami
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Georgia

Atlanta
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