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# *2016 Senior Administrative Leaders Compensation & Staffing Report*

Issued: May 2016



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# Senior Administrative Leaders Compensation & Staffing Report

*AmLaw 100 xNYC - Firms (46 members)*

**Issued: May 2016**

## **Group Report**

**Confidential**

*This report is intended solely for the use of Partners and authorized employees of the participating firm.*

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## Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2016 Senior Administrative Leaders Compensation & Staffing Report include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

### Median Value

The middle value of a set of numbers arranged in descending order. The median, unlike the mean, is not affected by extreme data values. The median divides the data so that half of all the data items are greater than or equal to the median.

#### **Remarks:**

- If a range of numbers contains empty cells, those values are ignored; however, cells with the value zero are included.
- If there is an even number of values in the set, then the median returns the average of the two values in the middle.

### Quartile Values

Any of three points that divide an ordered distribution into four parts each containing one-quarter of the values. One-fourth of the data lies above the first quartile (hence three-quarters below it). Similarly, one-quarter of the data lies below the third quartile (hence three-quarters above it). The first and third quartiles are the medians of the lower half and upper half of the data.

#### **Remarks:**

- A quartile is a number or cutoff, and not a range of values. Your Firm may be above or below the first quartile, but not in the first quartile.
- The second quartile is by definition the median.

### Example

The Phoenix comparison group includes 11 members. The office manager base salaries are sorted in descending order and the median and quartile values are determined as follows:

<b>Firm Value:</b> \$ 100,000	<b>Firm Rank:</b> 1	
90,000	2	
85,000	3	
80,000 ←	4	<i>\$82,500 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25%</i>
75,000	5	
70,000 ←	6	<i>\$70,000 - Represents the value at the median; 6.0 represents the entry point to the top 50%</i>
65,000	7	
60,000	8	
55,000 ←	9	<i>\$57,500 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25%</i>
50,000	10	
45,000	11	

*Note: If your firm is ranked 12th in the above example, then your firm is NOT a member of the comparison group and falls below all 11 firms included in the group.*

## AmLaw 100 xNYC - Firms

Group Information	
46	
17	
29	
No Maximum	
No Minimum	
835	

## 2016 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (46 members)

## Leverage Ratios

	2015				
	Your Firm		Group		
	Value	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Attorney Leverage					
Ratio of Other Lawyers <sup>1</sup> to Equity Partners		/ 44	3.37	2.56	1.83
Ratio of Non-Partner Lawyers <sup>2</sup> to Partners		/ 45	1.55	1.20	0.98
Ratio of Non-Partner Timekeepers <sup>3</sup> to Partners		/ 45	2.09	1.67	1.31
Support Staff Ratios					
Secretarial & Word Proc. per Partner		/ 44	0.77	0.71	0.64
Secretarial & Word Proc. per Lawyer		/ 44	0.36	0.31	0.27
Secretarial & Word Proc. per Timekeeper		/ 44	0.29	0.27	0.23
Total Admin. Staff (xSec/WP) per Lawyer		/ 44	0.59	0.51	0.46
Total Admin. Staff (xSec/WP) per Timekeeper		/ 44	0.48	0.43	0.37
Total Admin. Staff per Lawyer		/ 44	0.91	0.84	0.76
Total Admin. Staff per Timekeeper		/ 44	0.76	0.69	0.63

<sup>1</sup> Includes Non-Equity Partners, Associates, Senior & Staff Attorneys, and Of Counsel.

<sup>2</sup> Includes Associates, Senior and Staff Attorneys.

<sup>3</sup> Includes Associates, Senior and Staff Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2016 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (46 members)

## Administrative Staffing Summary

		2015		
		Your Firm	Group	
	Value Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Headcount per 100 Lawyers</b>				
Administrative Management	/ 44	4.04	2.44	1.93
Practice Group Management	/ 31 ‡	1.77	0.82	0.50
Professional Staff Recruiting	/ 39	1.40	1.14	0.81
Human Resources/Personnel	/ 44	3.22	2.42	2.09
Professional Development	/ 42	1.17	0.78	0.56
Finance/Accounting	/ 44	9.71	9.01	7.50
Information Systems	/ 44	11.99	9.98	8.72
Knowledge Management/Library Services	/ 44	2.75	2.14	1.37
Marketing	/ 44	5.51	4.75	4.00
Business Intake & Conflicts	/ 42	2.38	2.02	1.64
Other Support Staff	/ 43	19.24	16.51	11.83
<b>Total Administrative Support Staff</b>	/ 44	90.86	84.30	75.74
<b>Headcount per 100 Timekeepers</b>				
Administrative Management	/ 44	3.26	1.97	1.62
Practice Group Management	/ 31 ‡	1.43	0.65	0.37
Professional Staff Recruiting	/ 39	1.18	0.93	0.66
Human Resources/Personnel	/ 44	2.59	1.97	1.68
Professional Development	/ 42	0.96	0.68	0.40
Finance/Accounting	/ 44	8.20	7.22	6.13
Information Systems	/ 44	9.85	7.98	7.10
Knowledge Management/Library Services	/ 44	2.20	1.65	1.15
Marketing	/ 44	4.81	4.01	3.24
Business Intake & Conflicts	/ 42	1.95	1.70	1.34
Other Support Staff	/ 43	15.32	13.67	9.64
<b>Total Administrative Support Staff</b>	/ 44	75.88	69.01	62.96

\*\* omitted due to insufficient data

‡ less than 75% population response

2016 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (46 members)

**Firmwide Senior Administrative Leaders Compensation**

**Annual Base Salary as of Jan. 1, 2016**

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
Chief Operating Officer (COO)		/ 23 ‡	\$877,500	\$700,000	\$500,000
Chief Admin. Officer (CAO) /Exec. Dir. (ED)		/ 22 ‡	590,000	412,500	330,000
Chief Financial Officer (CFO)		/ 38	517,500	427,500	352,500
Chief Technology/Info. Officer (CTO/CIO)		/ 39	481,500	375,000	317,500
Chief Talent/People Officer			**	**	**
Chief Human Resources Officer (CHRO)		/ 20 ‡	406,193	375,000	323,750
Chief Knowledge Officer (CKO)			**	**	**
Chief Bus. Development/Comm. Officer		/ 17 ‡	510,000	335,000	252,800
Chief Marketing Officer (CMO)		/ 35	535,000	410,000	317,500
Director of Finance/Accounting		/ 29 ‡	266,500	216,738	170,000
Director of Information Systems (IS)		/ 28 ‡	215,210	184,167	168,275
Director of Diversity		/ 16 ‡	244,675	218,150	191,075
Director of H.R./Personnel		/ 33 ‡	236,980	210,000	184,500
Director of KM/Library Services		/ 31 ‡	222,126	178,675	147,100
Director of Atty Professional Dev. & Training		/ 31 ‡	271,400	222,000	179,525
Director of Professional Staff Rec. (PSR)		/ 31 ‡	222,500	194,444	159,000
Director of Business Ops/Office Facilities		/ 27 ‡	248,750	195,000	162,500
Director of Taxation		/ 16 ‡	210,750	172,500	140,400
Director of Business Development/Marketing			**	**	**
Controller		/ 24 ‡	226,250	187,845	166,293

\*\* omitted due to insufficient data

‡ less than 75% population response



## 2016 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (46 members)

## Firmwide Senior Administrative Leaders Compensation (Continued)

## Bonus Awarded for the Year Ending 2015

	Your Firm		Group		
	Average	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Chief Operating Officer (COO)		/ 22 ‡	\$395,000	\$190,000	\$113,750
Chief Admin. Officer (CAO) /Exec. Dir. (ED)		/ 21 ‡	125,000	75,000	50,000
Chief Financial Officer (CFO)		/ 35	142,500	100,000	50,000
Chief Technology/Info. Officer (CTO/CIO)		/ 36	117,500	67,500	35,750
Chief Talent/People Officer			**	**	**
Chief Human Resources Officer (CHRO)		/ 17 ‡	105,000	70,000	40,000
Chief Knowledge Officer (CKO)			**	**	**
Chief Bus. Development/Comm. Officer		/ 14 ‡	90,000	60,000	42,125
Chief Marketing Officer (CMO)		/ 28 ‡	108,250	75,000	41,114
Director of Finance/Accounting		/ 29 ‡	41,225	28,800	20,000
Director of Information Systems (IS)		/ 28 ‡	30,511	19,200	14,554
Director of Diversity		/ 14 ‡	29,250	18,750	12,570
Director of H.R./Personnel		/ 31 ‡	39,743	25,000	15,218
Director of KM/Library Services		/ 32 ‡	25,003	15,400	9,875
Director of Atty Professional Dev. & Training		/ 26 ‡	29,375	25,000	13,838
Director of Professional Staff Rec. (PSR)		/ 29 ‡	40,000	22,500	10,000
Director of Business Ops/Office Facilities		/ 26 ‡	53,129	21,743	11,328
Director of Taxation		/ 15 ‡	39,490	20,000	10,800
Director of Business Development/Marketing			**	**	**
Controller		/ 23 ‡	29,509	25,000	24,117

\*\* omitted due to insufficient data

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## 2016 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (46 members)

## Firmwide Senior Administrative Leaders Compensation (Continued)

## Aggregate Compensation as of Jan. 1, 2016

	Your Firm		Group		
	Average	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Chief Operating Officer (COO)		/ 23 ‡	\$1,240,000	\$1,025,000	\$651,125
Chief Admin. Officer (CAO) /Exec. Dir. (ED)		/ 22 ‡	743,750	490,000	388,350
Chief Financial Officer (CFO)		/ 38	620,431	550,000	435,063
Chief Technology/Info. Officer (CTO/CIO)		/ 39	596,500	461,250	362,665
Chief Talent/People Officer			**	**	**
Chief Human Resources Officer (CHRO)		/ 20 ‡	531,250	425,000	375,000
Chief Knowledge Officer (CKO)			**	**	**
Chief Bus. Development/Comm. Officer		/ 17 ‡	550,000	399,000	286,900
Chief Marketing Officer (CMO)		/ 35	602,500	490,000	373,350
Director of Finance/Accounting		/ 29 ‡	310,000	239,000	193,500
Director of Information Systems (IS)		/ 28 ‡	241,221	206,100	184,574
Director of Diversity		/ 16 ‡	276,025	232,500	195,440
Director of H.R./Personnel		/ 33 ‡	290,490	226,875	209,500
Director of KM/Library Services		/ 31 ‡	258,500	193,675	158,100
Director of Atty Professional Dev. & Training		/ 31 ‡	305,272	227,000	193,351
Director of Professional Staff Rec. (PSR)		/ 31 ‡	257,500	212,500	169,300
Director of Business Ops/Office Facilities		/ 27 ‡	288,750	213,843	183,000
Director of Taxation		/ 16 ‡	260,332	187,550	152,125
Director of Business Development/Marketing			**	**	**
Controller		/ 24 ‡	255,250	221,800	201,033

\*\* omitted due to insufficient data

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## 2016 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (46 members)

## Office &amp; Departmental Supervisors Compensation

			Your Firm			Group		
			Average	Rank / Of		1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<i>Annual Base Salary as of Jan. 1, 2016</i>								
Office Managers	High			/ 36		\$222,185	\$172,613	\$149,750
	Low			/ 36		109,978	89,613	76,587
Paralegal Supervisor	High			/ 25 ‡		162,195	138,500	113,700
	Low			/ 25 ‡		120,980	111,000	90,500
Secretarial	High			/ 30 ‡		137,188	117,063	106,003
	Low			/ 30 ‡		111,838	98,500	80,449
Professional Staff Recruiting	High			/ 29 ‡		153,671	125,000	106,000
	Low			/ 29 ‡		105,000	90,000	80,500
Human Resources/Personnel	High			/ 37		175,000	150,810	124,000
	Low			/ 37		105,000	91,795	75,000
Finance/Accounting	High			/ 37		200,000	150,082	135,740
	Low			/ 37		100,000	75,000	61,524
Information Systems	High			/ 36		190,563	157,248	140,816
	Low			/ 36		99,513	85,001	72,075
Knowledge Mgmt/Library Services	High			/ 33 ‡		160,680	129,400	106,227
	Low			/ 33 ‡		106,227	87,000	74,000
Marketing	High			/ 38		199,163	175,500	155,000
	Low			/ 38		100,000	85,000	66,265
<i>Bonus Awarded for the Year Ending 2015</i>								
Office Managers	High			/ 35		\$22,289	\$15,038	\$9,500
	Low			/ 35		9,795	6,000	2,500
Paralegal Supervisor	High			/ 24 ‡		14,675	10,856	7,375
	Low			/ 24 ‡		9,625	6,850	3,499
Secretarial	High			/ 29 ‡		10,100	7,000	5,300
	Low			/ 29 ‡		7,500	5,000	2,550
Professional Staff Recruiting	High			/ 26 ‡		12,750	7,746	5,093
	Low			/ 26 ‡		7,450	5,000	2,298
Human Resources/Personnel	High			/ 35		17,750	12,095	8,242
	Low			/ 35		7,500	5,000	3,000
Finance/Accounting	High			/ 36		21,057	11,156	9,229
	Low			/ 36		7,425	4,250	2,750
Information Systems	High			/ 34 ‡		19,681	11,850	7,625
	Low			/ 34 ‡		7,404	3,500	1,850
Knowledge Mgmt/Library Services	High			/ 31 ‡		16,550	10,000	4,550
	Low			/ 31 ‡		7,750	4,000	2,069
Marketing	High			/ 36		21,250	14,673	10,000
	Low			/ 36		8,186	3,850	1,459

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2016 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (46 members)

## Administrative Support Staff Discretionary Benefits Information

	<i>Your Firm</i> <i>(designated with an X)</i>	<i># of</i> <i>Responses</i>	<i>% of Group</i> <i>Resp. - Yes</i>
<b>1. Types of Benefits offered to Administrative Staff</b>		<b>45</b>	
a. 401(k) pre-tax employee deferrals			100.0
b. 401(k) Roth employee deferrals			93.3
c. 401(k) pre-tax employer matching contributions			48.9
d. 401(k) post-tax employee deferrals			33.3
e. Additional non-elective employer contributions ("Profit Sharing")			86.7
f. Qualified defined benefit plan			35.6
g. Non-qualified or unfunded retirement plan			15.6
h. Active healthcare benefits			100.0
i. Post-retirement healthcare benefits			37.8
<b>2. For Firms offering a 401(k) deferrals, matching contributions and/or non-elective contributions, the definition of compensation used is:</b> <b>(Firms responding to 1a, b, c, d, or e)</b>		<b>45</b>	
a. Base pay only			2.2
b. Total compensation (W-2, Box 1)			82.2
<b>3. For Firms matching a 401(k) pre-tax contribution, the level of the matching contribution is:</b> <b>(Firms responding to 1c)</b>	‡	<b>22</b>	
a. Between 1% and 1.9% of compensation			36.4
b. Between 2% and 2.9% of compensation			27.3
c. Between 3% and 3.9% of compensation			22.7
d. Between 4% and 4.9% of compensation			
e. 5% of compensation or above			13.6
<b>4. For Firms offering an additional non-elective employer contribution, the most recent contribution was:</b> <b>(Firms responding to 1e)</b>		<b>39</b>	
a. Between 1% and 2.9% of compensation			5.1
b. Between 3% and 4.9% of compensation			15.4
c. Between 5% and 6.9% of compensation			25.6
d. Between 7% and 8.9% of compensation			33.3
e. 9% of compensation or above			2.6
f. Sliding scale based on compensation level			10.3
<b>5. For Firms offering a qualified defined benefit plan, the type of plan offered is:</b> <b>(Firms responding to 1f)</b>	‡	<b>16</b>	
a. Cash Balance Plan			81.3
b. Final Average Pay Plan			18.8
c. Career Average Pay Plan			
d. Pension Equity Plan			

‡ less than 75% population response

2016 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (46 members)

**Administrative Support Staff Discretionary Benefits Information (Continued)**

	<i>Your Firm</i> <i>(designated with an X)</i>	<i># of</i> <i>Responses</i>	<i>% of Group</i> <i>Resp. - Yes</i>
<b>6. For Firms with a Cash Balance Plan, the interest credit basis utilized is:</b>			
<b>(Firms responding to 5a)</b>		<b>11</b>	
a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate)			18.2
b. Equity Based (e.g., return on plan assets or S&P 500 index)			81.8
<b>7. For Firms offering active healthcare benefits, the type of benefits offered is:</b>		<b>45</b>	
<b>(Firms responding to 1h)</b>			
a. Medical benefits			100.0
b. Healthcare Spending Account (HSA)			91.1
c. Prescription drug benefits			97.8
d. Dental benefits			100.0
e. Vision benefits			97.8
f. Mental health benefits			95.6
g. Wellness benefits and incentives			77.8
h. Long term / short term disability			100.0
i. Long term care			68.9
j. Life Insurance			100.0
k. Flexible spending accounts			100.0
l. Employee Assistance Programs (EAPs)			97.8
m. Emergency childcare / eldercare			84.4
n. Parking / transit			91.1
<b>8. At what ages are you offering post-retirement healthcare benefits?</b>		<b>16</b>	
<b>(Firms responding to 1i)</b>			
a. Before age 65 - not eligible for Medicare			62.5
b. Age 65 or higher - eligible for Medicare			18.8
c. Both eligible and non-eligible for Medicare			18.8