

2023 Senior Administrative Leaders Compensation & Staffing Report

www.pwc.com/us/lfsurveys

Issued: June 2023



;



PwC Law Firm Surveys

Thank you for participating in the Billing Rate and Associate Salary Survey, Law Firm Statistical Survey, and/or Senior Administrative Leaders Compensation and Staffing survey (collectively, the “Surveys”) conducted by PwC Product Sales LLC (“PwC” or “we”). Enclosed are the associated reports (“Reports”) you ordered, which were prepared by PwC based on the data submitted in connection with the Surveys.

As you know, PwC is committed to complying with all applicable antitrust laws. Federal and state antitrust laws impose significant prohibitions on joint activity by business competitors that restrains trade, as well as severe penalties for violating those prohibitions. As a Survey participant, it is your responsibility to comply with all applicable antitrust laws. You are not permitted to share or discuss the contents of the Surveys or Reports with any third party or any other participant in the Surveys, nor should you use any Report for any purpose or in any manner that is inconsistent with applicable antitrust laws.

The Surveys and Reports are copyrighted property of PwC and are provided to you AS IS and without any warranties. PwC does not grant you any right, title or interest in or to the Surveys or Reports, except the right to use the Reports at your own risk for your own internal purposes.

We thank you again for your participation in the Surveys. If you have any questions please do not hesitate to reach out to Laurie Lieb (623) 261-3839 or Nicholas Fulchini (201) 566-2100 from the PwC LFS Survey Team.



Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (45 members)

Issued: June 2023

Group Report

Confidential

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



TABLE OF CONTENTS

<i>Topic</i>	<i>Page</i>
Guide to Interpreting the Statistics Presented in this Report	
Comparison Group Information	1
Leverage and Staffing Ratios	2
* Administrative Staffing & Compensation Summary	3 - 6
Firmwide Sr. Administrative Leaders Compensation	7 - 9
Office & Departmental Supervisors Compensation	10
Administrative Support Staff Discretionary Benefits	11 - 12
* Additional Content in 2023	



Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2023 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:

Firm Value: \$	Firm Rank:
100,000	1
90,000	2
85,000	3
80,000	4
75,000	5
70,000	6
65,000	7
60,000	8
55,000	9
50,000	10
45,000	11

\$82,500 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25%

\$70,000 - Represents the value at the median; 6.0 represents the entry point to the top 50%

\$57,500 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25%

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.

Comparison Group Information

AmLaw 100 xNYC - Firms

Number of Overall Members in the Group

Law Firm Statistical Survey (LFSS) Submissions

Senior Administrative Leaders Compensation Survey Submissions

Your Firm Displayed in this Report is a Member of the Group

Defined Size Range of Group Members (# of Attorneys)

Maximum

Minimum

Your Firm Size (# of Attorneys)

Average Size of Group Members (# of Attorneys)

Group Information	
	45
	13
	32
	No Maximum
	No Minimum
	1,081

2023 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (45 members)

Leverage Ratios

	2022				
	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Attorney Leverage					
Ratio of Other Lawyers ¹ to Equity Partners		/ 45	4.02	2.74	2.14
Ratio of Non-Partner Lawyers ² to Partners		/ 45	1.69	1.33	0.93
Ratio of Non-Partner Timekeepers ³ to Partners		/ 45	2.15	1.70	1.35
Support Staff Ratios					
Secretarial & Word Proc. per Partner		/ 44	0.58	0.49	0.38
Secretarial & Word Proc. per Lawyer		/ 41	0.24	0.19	0.15
Secretarial & Word Proc. per Timekeeper		/ 44	0.22	0.17	0.14
Total Admin. Staff (xSec/WP) per Lawyer		/ 41	0.57	0.50	0.44
Total Admin. Staff (xSec/WP) per Timekeeper		/ 44	0.52	0.43	0.39
Total Admin. Staff per Lawyer		/ 41	0.78	0.76	0.62
Total Admin. Staff per Timekeeper		/ 44	0.69	0.63	0.53

	2021				
	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Attorney Leverage					
Ratio of Other Lawyers ¹ to Equity Partners		/ 38	3.82	2.87	1.98
Ratio of Non-Partner Lawyers ² to Partners		/ 38	1.80	1.36	0.99
Ratio of Non-Partner Timekeepers ³ to Partners		/ 38	2.26	1.78	1.38
Support Staff Ratios					
Secretarial & Word Proc. per Partner		/ 38	0.62	0.51	0.44
Secretarial & Word Proc. per Lawyer		/ 38	0.25	0.21	0.18
Secretarial & Word Proc. per Timekeeper		/ 38	0.21	0.18	0.16
Total Admin. Staff (xSec/WP) per Lawyer		/ 38	0.57	0.48	0.44
Total Admin. Staff (xSec/WP) per Timekeeper		/ 38	0.49	0.41	0.38
Total Admin. Staff per Lawyer		/ 38	0.78	0.74	0.64
Total Admin. Staff per Timekeeper		/ 38	0.68	0.63	0.54

¹ Includes Non-Equity Partners, Associates, Sr., Staff & eDiscovery Attorneys, and Of Counsel.

² Includes Associates, Sr., Staff & eDiscovery Attorneys, and Of Counsel.

³ Includes Associates, Sr., Staff & eDiscovery Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks & Law Clerks, and Of Counsel.

** omitted due to insufficient data

‡ less than 75% population response

2023 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (45 members)

Administrative Staffing Summary
Headcount per 100 Lawyers

2022

	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 40	3.12	2.37	1.49
Practice Group Management		/ 30 ‡	2.69	1.25	0.60
Secretarial		/ 41	22.50	18.57	14.15
Word Processing		/ 29 ‡	2.16	1.65	0.97
Professional Staff Recruiting		/ 40	2.04	1.40	1.07
Human Resources/Personnel		/ 41	3.08	2.43	1.71
Professional Development		/ 37	1.67	0.99	0.62
Finance/Accounting		/ 41	10.41	9.21	7.88
Information Systems		/ 41	11.87	9.79	7.96
Knowledge Management/Library Services		/ 40	3.23	2.03	1.31
Marketing		/ 41	6.34	5.00	3.93
Business Intake & Conflicts		/ 41	3.56	2.74	1.97
Other Support Staff		/ 40	14.26	11.82	8.76
Total Administrative Support Staff		/ 41	78.28	75.75	62.26

2021

	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 38	2.78	2.38	1.68
Practice Group Management		/ 29 ‡	1.72	1.38	0.50
Secretarial		/ 38	23.91	20.11	17.72
Word Processing		/ 28 ‡	2.30	1.54	0.94
Professional Staff Recruiting		/ 37	1.81	1.45	0.97
Human Resources/Personnel		/ 38	3.04	2.25	1.73
Professional Development		/ 34	1.43	0.98	0.73
Finance/Accounting		/ 38	9.74	8.53	7.54
Information Systems		/ 38	12.21	9.34	8.10
Knowledge Management/Library Services		/ 38	2.98	1.90	1.32
Marketing		/ 38	6.32	4.97	4.29
Business Intake & Conflicts		/ 38	3.14	2.36	1.78
Other Support Staff		/ 38	13.70	11.50	8.28
Total Administrative Support Staff		/ 38	77.92	73.62	63.54

Admin Leader's Retention Rates

(at December 31, 2022)

	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
C-Suite Leaders		/ 20 ‡	100.0	100.0	82.5
Directors		/ 20 ‡	100.0	96.5	87.4

** omitted due to insufficient data
‡ less than 75% population response

2023 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (45 members)

Administrative Staffing Summary
Headcount per 100 Timekeepers

2022

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 43	2.75	2.12	1.39
Practice Group Management		/ 33 ‡	2.66	1.29	0.56
Secretarial		/ 44	19.85	16.09	12.80
Word Processing		/ 32 ‡	1.92	1.34	0.81
Professional Staff Recruiting		/ 43	1.89	1.25	0.90
Human Resources/Personnel		/ 44	2.80	2.21	1.57
Professional Development		/ 40	1.54	0.92	0.52
Finance/Accounting		/ 44	9.23	8.07	6.78
Information Systems		/ 44	10.73	8.57	7.00
Knowledge Management/Library Services		/ 43	3.22	1.90	1.17
Marketing		/ 44	5.97	4.46	3.58
Business Intake & Conflicts		/ 44	3.25	2.48	1.71
Other Support Staff		/ 43	13.33	10.25	7.82
Total Administrative Support Staff		/ 44	69.12	62.92	53.22

2021

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 38	2.47	2.00	1.48
Practice Group Management		/ 29 ‡	1.49	1.17	0.43
Secretarial		/ 38	19.27	16.69	15.80
Word Processing		/ 28 ‡	2.05	1.36	0.77
Professional Staff Recruiting		/ 37	1.55	1.31	0.78
Human Resources/Personnel		/ 38	2.59	1.94	1.46
Professional Development		/ 34	1.24	0.85	0.61
Finance/Accounting		/ 38	8.45	7.25	6.71
Information Systems		/ 38	10.34	7.98	7.14
Knowledge Management/Library Services		/ 38	2.50	1.63	1.19
Marketing		/ 38	5.53	4.40	3.65
Business Intake & Conflicts		/ 38	2.73	2.07	1.58
Other Support Staff		/ 38	12.39	9.80	6.71
Total Administrative Support Staff		/ 38	68.21	63.29	53.65

** omitted due to insufficient data
‡ less than 75% population response

2023 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (45 members)

Administrative Compensation by Function
Compensation per Lawyer

2022

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 38	8,130	4,576	3,492
Practice Group Management		/ 28 ‡	3,993	3,169	1,290
Secretarial		/ 39	19,194	16,571	13,206
Word Processing		/ 27 ‡	2,053	1,407	662
Professional Staff Recruiting		/ 38	2,683	1,791	1,168
Human Resources/Personnel		/ 39	4,043	2,881	2,035
Professional Development		/ 35	2,104	1,364	768
Finance/Accounting		/ 39	11,548	9,788	7,879
Information Systems		/ 39	15,164	11,982	8,954
Knowledge Management/Library Services		/ 38	3,551	2,250	1,369
Marketing		/ 39	8,753	6,043	4,665
Business Intake & Conflicts		/ 39	3,960	2,768	1,804
Other Support Staff		/ 38	13,911	10,121	6,565
Total Administrative Support Staff		/ 39	92,392	82,248	66,906

2021

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 36	7,343	4,897	3,461
Practice Group Management		/ 27 ‡	3,110	2,374	1,613
Secretarial		/ 36	20,016	17,391	14,832
Word Processing		/ 26 ‡	2,005	1,243	635
Professional Staff Recruiting		/ 35	2,285	1,585	1,193
Human Resources/Personnel		/ 36	3,898	2,858	2,264
Professional Development		/ 32 ‡	2,011	1,355	948
Finance/Accounting		/ 36	10,462	9,044	7,623
Information Systems		/ 36	15,143	11,762	9,773
Knowledge Management/Library Services		/ 36	2,985	2,136	1,401
Marketing		/ 36	8,544	6,097	5,219
Business Intake & Conflicts		/ 36	3,333	2,380	1,654
Other Support Staff		/ 36	12,041	8,830	5,532
Total Administrative Support Staff		/ 36	88,060	74,850	66,687

** omitted due to insufficient data
‡ less than 75% population response

2023 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (45 members)

Administrative Compensation by Function
Average Compensation per Function

2022

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 41	291,348	209,934	160,000
Practice Group Management		/ 31 ‡	206,079	176,354	133,938
Secretarial		/ 42	99,480	91,368	80,326
Word Processing		/ 29 ‡	97,000	86,000	76,720
Professional Staff Recruiting		/ 41	140,588	119,583	100,304
Human Resources/Personnel		/ 42	146,265	126,796	108,337
Professional Development		/ 38	159,684	121,390	108,722
Finance/Accounting		/ 42	123,656	103,955	90,948
Information Systems		/ 42	136,311	126,304	109,362
Knowledge Management/Library Services		/ 41	125,000	110,159	98,500
Marketing		/ 42	143,679	124,651	109,242
Business Intake & Conflicts		/ 42	115,772	99,685	83,179
Other Support Staff		/ 41	106,000	85,813	77,845
Total Administrative Support Staff		/ 42	126,556	112,082	95,551

2021

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 36	270,196	194,597	141,603
Practice Group Management		/ 27 ‡	216,971	159,519	134,867
Secretarial		/ 36	95,503	89,138	80,290
Word Processing		/ 25 ‡	92,938	82,012	75,000
Professional Staff Recruiting		/ 35	132,312	115,714	90,983
Human Resources/Personnel		/ 36	148,833	127,043	107,369
Professional Development		/ 32 ‡	168,529	132,750	111,296
Finance/Accounting		/ 36	125,736	101,403	87,549
Information Systems		/ 36	133,509	125,940	107,163
Knowledge Management/Library Services		/ 36	122,991	109,788	94,967
Marketing		/ 36	138,102	123,116	110,950
Business Intake & Conflicts		/ 36	113,439	101,713	83,967
Other Support Staff		/ 36	100,510	79,711	71,797
Total Administrative Support Staff		/ 36	117,149	110,670	93,580

** omitted due to insufficient data
‡ less than 75% population response

2023 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (45 members)

Firmwide Senior Administrative Leaders Compensation

Annual Base Salary as of Jan. 1, 2023

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Chief Operating Officer (COO)		/ 29 ‡	\$1,400,000	\$930,000	\$700,000
Chief Administrative Officer (CAO)			**	**	**
Chief Strategy Officer			**	**	**
Chief Financial Officer (CFO)		/ 38	676,250	571,030	495,500
Chief Technology/Info Officer (CTO/CIO)		/ 39	620,625	485,000	432,500
Chief Talent/People Officer		/ 14 ‡	731,175	467,000	378,289
Chief Human Resources Officer (CHRO)		/ 22 ‡	516,500	447,531	362,500
Chief Diversity Officer		/ 13 ‡	485,000	375,000	350,000
Chief Knowledge Officer (CKO)		/ 9 ‡	500,000	430,000	375,000
Chief Innovation Officer		/ 10 ‡	562,500	512,500	432,500
Chief Business Development Officer		/ 12 ‡	581,250	492,500	418,739
Chief Communications Officer (CCO)			**	**	**
Chief Marketing Officer (CMO)		/ 27 ‡	610,000	480,000	430,000
Chief Real Estate Officer			**	**	**
Chief Legal Recruiting and Dev. Officer		/ 12 ‡	575,625	412,500	348,750
Chief Risk Management Officer			**	**	**
Chief Legal Officer (CLO)/General Counsel			**	**	**
Chief Security Officer (CSO)			**	**	**
Chief Practice Management Officer			**	**	**
Executive Director (ED)		/ 14 ‡	338,985	272,854	214,075
Director of Strategy		/ 9 ‡	385,000	288,000	250,000
Director of Finance		/ 27 ‡	324,670	270,000	253,841
Director of Pricing		/ 20 ‡	322,000	272,500	245,000
Director of Financial Reporting & Analysis		/ 25 ‡	290,079	260,000	218,000
Director of Technology/Info Systems (IS)		/ 28 ‡	281,776	244,970	206,702
Director of Information Security		/ 28 ‡	311,045	246,850	220,863
Director of Conflicts & Docketing		/ 17 ‡	236,000	220,150	190,000
Director of Billings & Collections		/ 22 ‡	250,855	219,522	175,368
Director of Client Service/Accounting		/ 10 ‡	267,165	234,782	182,172
Director of Client Value/Relationships		/ 9 ‡	263,063	231,985	218,630
Director of Diversity		/ 23 ‡	290,019	240,000	207,500
Director of Human Resources		/ 35	300,001	255,000	222,500
Director of Communications		/ 31 ‡	279,809	245,000	214,600
Director of Marketing		/ 23 ‡	277,925	258,000	227,813
Director of Business Development		/ 32 ‡	309,950	272,588	219,154
Director of Practice Development		/ 18 ‡	280,656	247,500	217,125
Director of Practice Applications/Technologies		/ 12 ‡	278,125	265,485	239,143
Director of Knowledge Mgmt/Library Services		/ 32 ‡	253,500	209,250	169,975
Director of Attorney Prof Dev. & Training		/ 31 ‡	290,405	252,000	207,020
Director of Prof Staff Recruiting (PSR)		/ 27 ‡	300,000	250,000	220,203
Director of Business Ops/Office Facilities		/ 26 ‡	298,750	252,125	208,072
Director of Litigation Support		/ 21 ‡	332,000	262,128	245,000
Director of Paralegals		/ 16 ‡	268,450	232,602	200,000
Director of Secretarial Services			**	**	**
Director of Pro Bono Services		/ 10 ‡	368,750	291,000	211,750
Director of Taxation		/ 14 ‡	322,058	289,435	222,743
Director of Risk Management		/ 15 ‡	256,900	217,872	206,088
Director of Benefits		/ 22 ‡	273,750	248,750	187,938
Director of Records Management		/ 13 ‡	248,200	200,000	161,500
Controller		/ 21 ‡	308,000	275,000	225,000

** omitted due to insufficient data
‡ less than 75% population response

2023 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (45 members)

Firmwide Senior Administrative Leaders Compensation (Continued)

Bonus Awarded for the Year Ending 2022

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Chief Operating Officer (COO)		/ 26 ‡	\$534,388	\$320,000	\$201,250
Chief Administrative Officer (CAO)			**	**	**
Chief Strategy Officer			**	**	**
Chief Financial Officer (CFO)		/ 37	235,000	150,000	80,000
Chief Technology/Info Officer (CTO/CIO)		/ 37	200,000	100,000	59,257
Chief Talent/People Officer		/ 12 ‡	126,250	97,575	77,500
Chief Human Resources Officer (CHRO)		/ 20 ‡	156,250	116,000	93,750
Chief Diversity Officer		/ 12 ‡	102,500	67,538	36,000
Chief Knowledge Officer (CKO)		/ 9 ‡	125,000	95,307	55,000
Chief Innovation Officer		/ 10 ‡	150,000	102,500	79,688
Chief Business Development Officer		/ 11 ‡	187,500	150,000	108,125
Chief Communications Officer (CCO)			**	**	**
Chief Marketing Officer (CMO)		/ 26 ‡	138,750	115,000	75,000
Chief Real Estate Officer			**	**	**
Chief Legal Recruiting and Dev. Officer		/ 12 ‡	218,750	112,500	71,250
Chief Risk Management Officer			**	**	**
Chief Legal Officer (CLO)/General Counsel			**	**	**
Chief Security Officer (CSO)			**	**	**
Chief Practice Management Officer			**	**	**
Executive Director (ED)		/ 14 ‡	56,610	37,500	23,275
Director of Strategy			**	**	**
Director of Finance		/ 27 ‡	61,500	35,000	25,000
Director of Pricing		/ 20 ‡	65,157	45,000	21,375
Director of Financial Reporting & Analysis		/ 25 ‡	50,000	35,000	21,376
Director of Technology/Info Systems (IS)		/ 28 ‡	43,126	34,116	22,649
Director of Information Security		/ 26 ‡	38,043	30,413	22,000
Director of Conflicts & Docketing		/ 17 ‡	35,000	28,500	25,000
Director of Billings & Collections		/ 20 ‡	45,500	31,975	24,250
Director of Client Service/Accounting		/ 10 ‡	39,265	23,627	12,905
Director of Client Value/Relationships			**	**	**
Director of Diversity		/ 22 ‡	50,000	33,925	20,270
Director of Human Resources		/ 34	50,000	35,333	25,000
Director of Communications		/ 29 ‡	38,515	25,000	19,550
Director of Marketing		/ 22 ‡	43,434	32,750	25,000
Director of Business Development		/ 32 ‡	40,056	25,532	15,853
Director of Practice Development		/ 18 ‡	62,530	32,442	24,099
Director of Practice Applications/Technologies		/ 12 ‡	38,546	29,040	15,750
Director of Knowledge Mgmt/Library Services		/ 31 ‡	31,282	20,000	12,250
Director of Attorney Prof Dev. & Training		/ 30 ‡	40,000	28,500	19,304
Director of Prof Staff Recruiting (PSR)		/ 27 ‡	50,000	28,000	20,167
Director of Business Ops/Office Facilities		/ 26 ‡	62,638	47,126	25,313
Director of Litigation Support		/ 21 ‡	60,000	27,000	15,000
Director of Paralegals		/ 16 ‡	37,245	30,000	26,500
Director of Secretarial Services			**	**	**
Director of Pro Bono Services		/ 10 ‡	72,220	37,500	24,913
Director of Taxation		/ 14 ‡	62,813	38,125	30,000
Director of Risk Management		/ 14 ‡	35,000	29,428	16,250
Director of Benefits		/ 22 ‡	52,036	30,000	20,750
Director of Records Management		/ 13 ‡	25,100	23,700	11,000
Controller		/ 20 ‡	60,000	33,848	28,083

** omitted due to insufficient data
‡ less than 75% population response

2023 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (45 members)

Firmwide Senior Administrative Leaders Compensation (Continued)

Aggregate Compensation* as of Jan. 1, 2023

	Your Firm		Group		
	Average	Rank / Of ‡	1 st Quartile	Median	3 rd Quartile
Chief Operating Officer (COO)		/ 29 ‡	\$2,195,435	\$1,275,000	\$990,101
Chief Administrative Officer (CAO)			**	**	**
Chief Strategy Officer			**	**	**
Chief Financial Officer (CFO)		/ 38	1,012,500	702,313	558,000
Chief Technology/Info Officer (CTO/CIO)		/ 39	772,000	585,000	525,000
Chief Talent/People Officer		/ 14 ‡	753,275	594,500	477,076
Chief Human Resources Officer (CHRO)		/ 22 ‡	673,750	567,625	434,775
Chief Diversity Officer		/ 13 ‡	516,500	460,000	422,500
Chief Knowledge Officer (CKO)		/ 9 ‡	646,000	555,000	445,000
Chief Innovation Officer		/ 10 ‡	668,750	637,500	504,250
Chief Business Development Officer		/ 12 ‡	766,250	655,000	520,000
Chief Communications Officer (CCO)			**	**	**
Chief Marketing Officer (CMO)		/ 27 ‡	715,000	599,000	508,750
Chief Real Estate Officer			**	**	**
Chief Legal Recruiting and Dev. Officer		/ 12 ‡	743,750	562,500	430,000
Chief Risk Management Officer			**	**	**
Chief Legal Officer (CLO)/General Counsel			**	**	**
Chief Security Officer (CSO)			**	**	**
Chief Practice Management Officer			**	**	**
Executive Director (ED)		/ 14 ‡	389,113	296,704	230,013
Director of Strategy		/ 9 ‡	442,212	350,016	263,000
Director of Finance		/ 27 ‡	387,395	308,410	277,995
Director of Pricing		/ 20 ‡	361,875	329,000	268,034
Director of Financial Reporting & Analysis		/ 25 ‡	330,104	304,600	236,700
Director of Technology/Info Systems (IS)		/ 28 ‡	329,023	280,611	229,538
Director of Information Security		/ 28 ‡	336,720	281,600	241,156
Director of Conflicts & Docketing		/ 17 ‡	285,000	245,000	215,000
Director of Billings & Collections		/ 22 ‡	269,950	250,661	202,856
Director of Client Service/Accounting		/ 10 ‡	314,744	260,803	190,707
Director of Client Value/Relationships		/ 9 ‡	290,000	249,166	231,985
Director of Diversity		/ 23 ‡	327,519	270,000	230,540
Director of Human Resources		/ 35	345,000	319,979	254,392
Director of Communications		/ 31 ‡	315,790	278,135	237,829
Director of Marketing		/ 23 ‡	312,942	290,000	254,000
Director of Business Development		/ 32 ‡	353,119	301,146	246,833
Director of Practice Development		/ 18 ‡	320,066	289,937	239,625
Director of Practice Applications/Technologies		/ 12 ‡	321,977	300,000	251,903
Director of Knowledge Mgmt/Library Services		/ 32 ‡	269,789	220,894	191,167
Director of Attorney Prof Dev. & Training		/ 31 ‡	332,789	281,000	227,020
Director of Prof Staff Recruiting (PSR)		/ 27 ‡	336,635	299,250	242,995
Director of Business Ops/Office Facilities		/ 26 ‡	352,250	305,275	245,196
Director of Litigation Support		/ 21 ‡	395,000	285,300	255,000
Director of Paralegals		/ 16 ‡	305,273	265,102	214,925
Director of Secretarial Services			**	**	**
Director of Pro Bono Services		/ 10 ‡	401,375	364,813	222,788
Director of Taxation		/ 14 ‡	381,638	322,935	255,000
Director of Risk Management		/ 15 ‡	291,900	254,184	222,500
Director of Benefits		/ 22 ‡	319,267	278,926	206,072
Director of Records Management		/ 13 ‡	271,900	237,500	174,050
Controller		/ 21 ‡	363,000	320,000	251,861

* Aggregate Compensation combines Base Salary and Bonus.

** omitted due to insufficient data

‡ less than 75% population response

2023 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (45 members)

Office & Departmental Supervisors Compensation

		Your Firm		Group		
		Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Annual Base Salary as of Jan. 1, 2023						
Office Managers	High		/ 35	\$209,325	\$185,000	\$162,563
	Low		/ 35	136,078	105,000	91,055
Paralegal Supervisor	High		/ 19 ‡	189,671	180,250	149,850
	Low		/ 19 ‡	162,125	147,000	131,523
Secretarial	High		/ 19 ‡	165,450	140,000	123,700
	Low		/ 19 ‡	137,838	110,000	100,600
Professional Staff Recruiting	High		/ 35	181,438	156,000	124,500
	Low		/ 35	125,000	114,650	92,571
Human Resources/Personnel	High		/ 37	198,350	169,125	140,000
	Low		/ 37	130,000	119,600	92,000
Finance/Accounting	High		/ 37	220,255	194,000	160,000
	Low		/ 37	101,642	84,950	79,500
Information Systems	High		/ 37	225,000	195,225	166,000
	Low		/ 37	121,000	105,000	92,785
Knowledge Mgmt/Library Services	High		/ 33 ‡	188,840	161,201	132,500
	Low		/ 33 ‡	136,700	124,400	104,040
Marketing	High		/ 35	223,903	200,000	175,000
	Low		/ 35	115,175	95,000	80,000
Bonus Awarded for the Year Ending 2022						
Office Managers	High		/ 34	\$24,500	\$17,250	\$10,125
	Low		/ 34	10,000	7,000	3,350
Paralegal Supervisor	High		/ 19 ‡	20,400	15,000	8,250
	Low		/ 19 ‡	16,100	10,000	8,000
Secretarial	High		/ 18 ‡	17,758	10,615	6,150
	Low		/ 18 ‡	8,972	4,921	2,500
Professional Staff Recruiting	High		/ 33 ‡	17,916	9,570	7,500
	Low		/ 33 ‡	7,500	5,150	2,500
Human Resources/Personnel	High		/ 35	23,525	12,500	8,719
	Low		/ 35	8,180	5,000	2,960
Finance/Accounting	High		/ 37	25,000	17,832	11,270
	Low		/ 36	6,625	5,000	2,190
Information Systems	High		/ 36	25,500	16,750	10,750
	Low		/ 36	8,000	6,000	4,000
Knowledge Mgmt/Library Services	High		/ 31 ‡	17,038	8,500	6,603
	Low		/ 31 ‡	10,107	7,400	3,936
Marketing	High		/ 35	27,000	15,000	9,500
	Low		/ 35	5,500	3,000	2,500

** omitted due to insufficient data
 ‡ less than 75% population response

2023 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (45 members)

Administrative Support Staff Discretionary Benefits Information - 2022

	<i>Your Firm (designated with an X)</i>	<i># of Responses</i>	<i>% of Group Resp. - Yes</i>
1. Types of Benefits offered to Administrative Staff		44	
a. 401(k) pre-tax employee deferrals			97.7
b. 401(k) Roth employee deferrals			95.5
c. 401(k) pre-tax employer matching contributions			43.2
d. 401(k) post-tax employee deferrals			34.1
e. Additional non-elective employer contributions ("Profit Sharing")			88.6
f. Qualified defined benefit plan			34.1
g. Non-qualified or unfunded retirement plan			9.1
h. Active healthcare or other discretionary benefits			95.5
i. Post-retirement healthcare benefits			34.1
2. For Firms offering a 401(k) deferrals, matching contributions and/or non-elective contributions, the definition of compensation used is: (Firms responding to 1a, b, c, d, or e)		43	
a. Base pay only			14.0
b. Total compensation (W-2, Box 1)			60.5
c. Medicare wages and tips (W-2, Box 5)			9.3
3. For Firms matching a 401(k) pre-tax contribution, the level of the matching contribution is: (Firms responding to 1c)	‡	17	
a. Between 1% and 1.9% of compensation			23.5
b. Between 2% and 2.9% of compensation			23.5
c. Between 3% and 3.9% of compensation			29.4
d. Between 4% and 4.9% of compensation			5.9
e. 5% of compensation or above			17.6
4. For Firms offering an additional non-elective employer contribution, the most recent contribution was: (Firms responding to 1e)		37	
a. Between 1% and 2.9% of compensation			2.7
b. Between 3% and 4.9% of compensation			13.5
c. Between 5% and 6.9% of compensation			10.8
d. Between 7% and 8.9% of compensation			45.9
e. 9% of compensation or above			2.7
f. Sliding scale based on compensation level			10.8
5. For Firms offering a qualified defined benefit plan, the type of plan offered is: (Firms responding to 1f)	‡	16	
a. Cash Balance Plan			81.3
b. Final Average Pay Plan			6.3
c. Career Average Pay Plan			
d. Pension Equity Plan			6.3

‡ less than 75% population response

2023 Senior Administrative Leaders Compensation & Staffing Report

AmLaw 100 xNYC - Firms (45 members)

**Administrative Support Staff Discretionary Benefits Information - 2022
(Continued)**

	<i>Your Firm (designated with an X)</i>	<i># of Responses</i>	<i>% of Group Resp. - Yes</i>			
6. For Firms with a Cash Balance Plan, the interest credit basis utilized is:		12				
(Firms responding to 5a)						
a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate)					8.3	
b. Equity Based (e.g., return on plan assets or S&P 500 index)				91.7		
7. For Firms offering active healthcare or other discretionary benefits, the type of benefits offered is:		42				
(Firms responding to 1h)						
a. Medical benefits						104.8
b. Healthcare Spending Account (HSA)						104.8
c. Prescription drug benefits						104.8
d. Dental benefits						104.8
e. Vision benefits						104.8
f. Mental health benefits						102.4
g. Parental leave						102.4
h. Wellness benefits and incentives						92.9
i. Health Advocacy Programs						83.3
j. Long term / short term disability						104.8
k. Long term care						78.6
l. Life Insurance						104.8
m. Flexible spending accounts						102.4
n. Employee Assistance Programs (EAPs)						104.8
o. Emergency childcare / eldercare						90.5
p. Parking / transit						95.2
q. Adoption/Surrogacy benefits						71.4
r. Student loan refinancing/paydown						57.1
s. Tuition assistance						54.8
t. Pet insurance						50.0
u. Dependent care				90.5		
v. Career coaching				45.2		
8. At what ages are you offering post-retirement healthcare benefits?		15				
(Firms responding to 1i)						
a. Before age 65 - not eligible for Medicare						53.3
b. Age 65 or higher - eligible for Medicare				26.7		
9. At what ages are you offering post-retirement healthcare benefits?		15				
(Firms responding to 1i)						
a. Before age 65 - not eligible for Medicare						53.3
b. Age 65 or higher - eligible for Medicare						26.7
c. Both eligible and non-eligible for Medicare				20.0		
			Group			
	Your Firm	1st Quartile	Median	3rd Quartile		
10. Paid weeks of parental leave offered						
(Firms responding to 7g)						
a. Maternal leave		16.0	12.0	11.0		
b. Paternal leave	12.0	11.0	6.0			

‡ less than 75% population response