

The logo consists of the lowercase letters 'rh' in white, set against a dark red square background. The background of the entire page is a light green color with a network of thin, dark green lines forming a geometric pattern. Various line-art icons are scattered throughout, including a scale of justice, a clipboard, a computer monitor, a briefcase, a clock, a pen, a folder, and a classical building facade.

rh

SALARY GUIDE 2020

LEGAL

rh Robert Half®
Legal



Find out more about key responsibilities for legal positions in the **Glossary of Legal Job Descriptions**.

CONTENTS

2

Your Guide to Starting Salaries for 2020

3

Legal Hiring Trends in the United States

8

In-Demand Practice Areas

10

How to Use Our Salary Tables

11

Legal Salaries: United States

15

Adjusting Salaries for U.S. Cities

17

Legal Hiring Trends in Canada

19

Legal Salaries: Canada

22

Adjusting Salaries for Canadian Cities

23

Trends in Benefits, Perks and Incentives

25

Tools for Hiring Top Talent

26

A Labor Model for the Digital Age

27

How to Prepare for the Future of Work

29

About Robert Half Legal

31

Locations

An illustration in the top right corner shows a stack of money with dollar signs, several individual dollar coins, and a briefcase, all connected by thin lines.

YOUR GUIDE TO STARTING SALARIES FOR 2020

In a job market where skilled candidates can virtually write their own ticket, law firm and corporate legal department leaders need to be familiar with emerging hiring trends and what other organizations are paying for top talent. The 2020 Robert Half Legal Salary Guide gives you insight into both.

Salary forecasts are based on the job placements we make every day as a professional staffing firm. Our ground-level knowledge of labor market conditions across North America means we often know first where salaries in the legal field are headed. That gives you a leg up as you plan hiring budgets in the coming year.

Robert Half has been reporting on compensation trends since 1950, and during that time millions of employers have relied on our annual guides.

For personalized assistance, contact our staffing and recruiting experts [online](#) or at [1.855.407.3096](tel:1.855.407.3096).

LEGAL HIRING TRENDS IN THE UNITED STATES

The nation's low unemployment rate, while good news for job seekers, presents a challenge for law firms and corporate legal departments that need to hire. Reflecting the competition for talent, many candidates are getting multiple offers. Being aware of key employment trends can help hiring managers navigate this environment.

Salaries rising for top talent

Excellent compensation remains the biggest priority for most legal professionals, our research shows. To boost recruitment and retention success, employers need to benchmark and adjust salaries regularly. Highly skilled lawyers and legal support staff know their worth and are asking for — and often receiving — salaries above industry averages.

Perks and benefits no longer just extras

Employers in the legal field are also offering more generous benefits, bonuses and perks, but not in one-size-fits-all packages. What might appeal to entry-level candidates may be different from what mid- to senior-level employees desire.

Recognizing that legal professionals devote long hours to their jobs, some firms are offering extra vacation days and generous parental leave to help improve work-life balance. But these aren't just nice-to-have perks: Many candidates tell us they now expect flexible schedules, telecommuting options or other accommodations.



Most people who have been seeking a new legal job have already found one by now, making the pool of talent even tighter in 2020.

— Robert Half Legal recruiter in Boston



Speedy hiring process a must

How can law firms and corporate legal departments gain an edge over the competition in a candidate-driven market? One way is by acting quickly — extending formal offers to top talent before other employers can recruit them. This is especially important today, when few job seekers have patience for slow hiring processes.

Time to hire

Lawyers were asked, “On average, how many weeks does it take to hire for an open legal position?”

5 WEEKS for a staff-level position

6 WEEKS for a management-level position

Source: Robert Half Legal survey of more than 200 lawyers at law firms and companies in the United States

Corporate culture key in hiring

A reputation for a toxic work environment can quickly turn off job candidates once they hear of it. It can also seriously affect an organization’s recruiting efforts.

Legal professionals are drawn to a workplace culture that is in sync with their values and work style. Organizations that highlight what makes their corporate culture appealing are likely to attract skilled legal professionals.

Hiring hot across the board

Law firms of all sizes and specialty areas are hiring. In particular, small and midsize law firms have increased their efforts to recruit new associates. Full-time positions being added include lawyers, legal secretaries and paralegals.

Corporate legal departments are expanding to support new business activity and address complex data privacy laws such as the European Union’s General Data Protection Regulation and the California Consumer Privacy Act. Hiring managers are seeking professionals with compliance, contract management and commercial law expertise.



Several law firms have started to build practice groups around the growing volume of class-action litigation in the federal courts.

— Robert Half Legal recruiter in St. Louis



Specialized lawyers in demand

Competition remains tough when recruiting attorneys with specialized litigation experience. Other hot practice areas include general business and commercial law, real estate, trusts and estates, compliance, data privacy and information law. Among industry sectors, our recruiters report particularly strong demand for associates with technology, financial services and energy experience.

As more businesses enlarge their footprint around the country, their in-house legal departments are seeing an uptick in hiring as well. One reason for this expansion of traditionally lean legal teams has been a rise in activity related to mergers and acquisitions, our recruiters tell us.

Although employers seek talent at all levels, midlevel attorneys with three to six-plus years' experience are especially valued. Law school graduates are also seeing more job opportunities and higher compensation as a broader range of employers look to hire newly minted attorneys.



87%

of lawyers said it is **challenging** for their firm or company **to find skilled legal professionals today.**

Source: Robert Half Legal survey of more than 200 lawyers at law firms and companies in the United States

TOP LEGAL PROJECTS

50% of lawyers surveyed said their law firm or company plans to increase its outsourcing of legal matters to attorneys on a project or contract basis.

The top legal matters to be outsourced are:*

Litigation support



Legal research



Document review



Contracts



* Multiple responses were permitted.

Source: Robert Half Legal survey of more than 200 lawyers at law firms and companies in the United States

Tech-savvy support staff have job market edge

Law firms and corporate employers prefer legal support staff to have a bachelor's degree as well as specific certifications. Paralegals and legal assistants must manage complex tasks such as analyzing electronically stored information that has been collected and coded for eDiscovery requests. Recent regulations are also driving the hiring of legal support staff experienced in U.S. Securities and Exchange Commission filings and data privacy compliance.

Legal secretaries with three to seven-plus years' experience are sought by both law firms and legal departments. Organizations also want staff who can manage a variety of duties, such as assisting with case research, drafting legal documents and maintaining schedules for multiple attorneys.

The rise of workflow automation, artificial intelligence and other technologies is creating greater demand for legal professionals who can exploit the benefits of these new tools and shift their focus to more strategic endeavors. At the same time, job responsibilities are changing for existing staff, so learning new skills is a necessity for many paralegals, legal assistants and other support professionals. Already, legal support staff are frequently the first people tapped to handle tech issues. They're often proficient in Microsoft Office, e-filing, billing systems, litigation software such as Relativity, and legal management systems such

as CompuLaw and ProLaw. Their tech experience will become even more critical as organizations further pursue digital transformation.

Flexible staffing a good solution for shifting priorities

Law firms and legal departments are turning to legal staffing firms for temporary, project and full-time professionals to augment existing staff. This approach not only helps them meet seasonal workload demands and changing priorities but also gives them access to hard-to-find skills for projects that don't require a full-time employee.

Many organizations are bringing in experienced legal consultants to meet caseload demands or address special matters such as litigation support and compliance. In addition, engaging specialists on an interim basis is an effective strategy for managers who want to evaluate these professionals for potential full-time positions.



IN-DEMAND PRACTICE AREAS

Legal professionals with experience in the following high-growth practice areas are seeing competitive salaries and multiple job offers.

Litigation

Rising caseloads continue to drive job growth in litigation. Legal professionals with experience in insurance defense, commercial litigation, employment, securities, corporate governance and intellectual property have an edge in the job market.

Business/commercial law

Corporate legal departments that are insourcing matters once assigned to outside law firms are hiring more employees to handle the heavier workload. This work includes contract administration, compliance, business transactions, mergers and acquisitions, property issues, shareholder rights and product development.

Where the legal jobs are

Lawyers were asked, "Which one of the following practice areas will offer the greatest number of job opportunities at your law firm or company in the next two years?"*

Litigation

27%

General business/commercial law

20%

Privacy, data security and information law

12%

* Top three responses are shown.
Source: Robert Half Legal survey of more than 200 lawyers at law firms and companies in the United States

Privacy, data security and information law

As cybersecurity issues proliferate, law firms and companies are seeking legal professionals with data privacy experience. Subject matter experts are also being hired to help safeguard confidential data; support cross-border data transfer; and establish policies, procedures and training programs to minimize risk to the organization. Many of these new hires are data privacy specialists with a legal background.

Real estate

Lease administrators and title closers are needed to support commercial and residential real estate transactions. Companies require commercial real estate expertise as they expand geographically through new leases and construction.

Compliance

Federal, state and local regulations related to data security, lease accounting, human resources and anti-money laundering are growing in complexity. To minimize risk and remain compliant in an ever-shifting regulatory landscape, companies are seeking experienced compliance managers and analysts.



HOW TO USE OUR SALARY TABLES

To help you determine salary levels for new hires, we report starting pay ranges in percentiles, as defined on this page. The salary figures are national ranges; you can adjust the figures on the following pages to your market using the local variances on [Pages 15-16](#) for the United States and [Page 22](#) for Canada. Bonuses, benefits and

other forms of compensation are not built into the starting salary ranges. Compensation is affected by many factors, including labor market demand for the position and individual negotiation during the hiring process. For more guidance on starting salaries, contact your local Robert Half Legal staffing professional.

To help set starting pay, determine where your candidate best fits in the four percentiles below.

25TH

The candidate may be new to the role and still developing relevant skills.

The role may be at a smaller organization or one with few business units.

50TH

The candidate may have an average level of experience plus the majority of relevant skills.

The role may be at a midsize organization or one with many business units or moderately complex operations.

75TH

The candidate may have more experience than is typical and most or all relevant skills.

The role may be at a larger organization or one with multiple business units or complex operations.

95TH

The candidate may have a high level of relevant experience and expertise.

The role may be uniquely complex or the candidate may bring a specialized set of hard-to-find skills.

The role may be at a larger organization or one with multiple business units or complex operations.

TITLE/EXPERIENCE	PERCENTILES			
	25 TH	50 TH	75 TH	95 TH
Law Firm				
Lawyer (10+ years' exp.)	110,750	134,500	156,000	233,000
Lawyer (4-9 years' exp.)	88,500	112,750	136,250	205,500

LEGAL SALARIES:

UNITED STATES

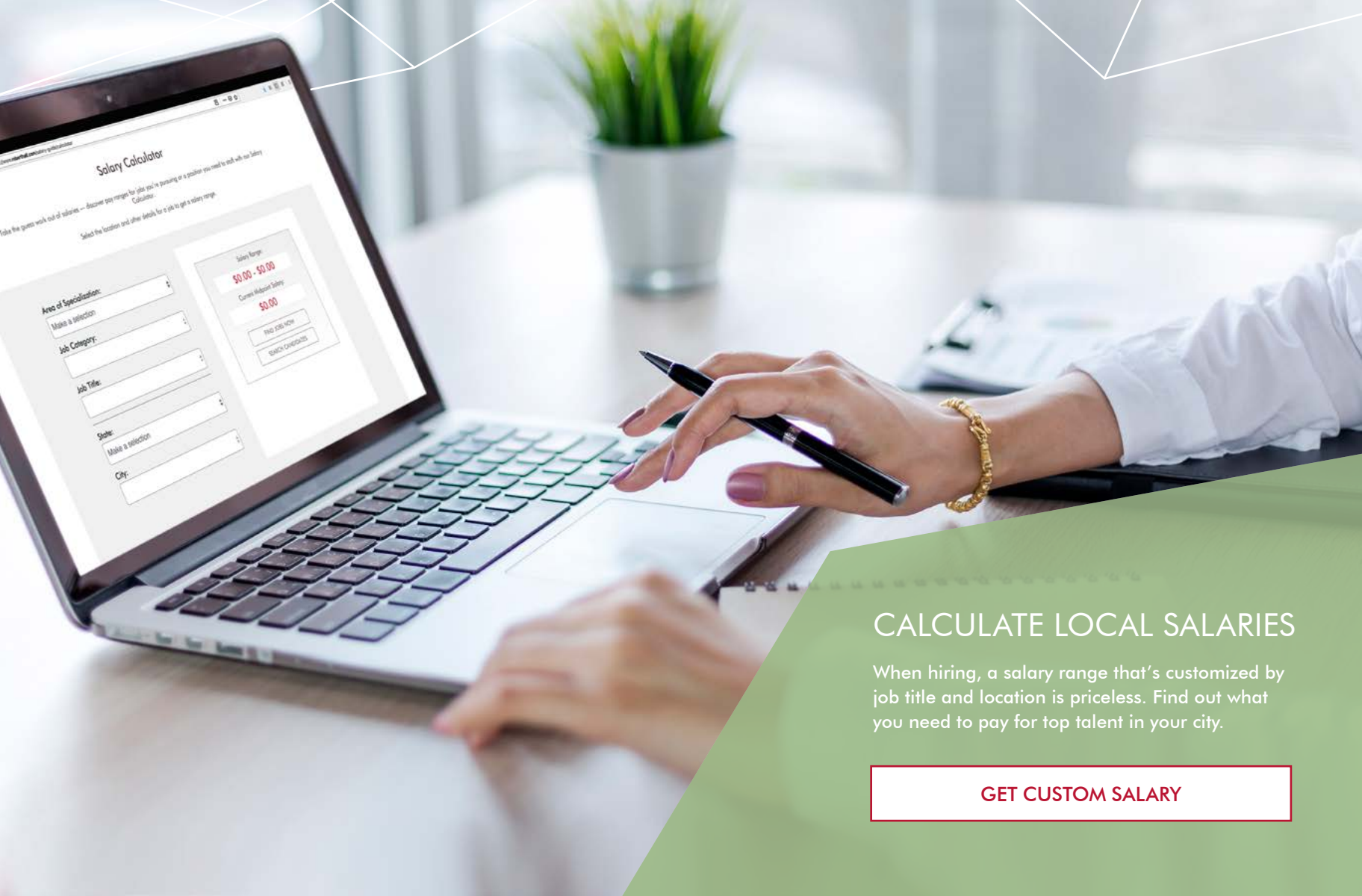
	TITLE/EXPERIENCE	PERCENTILES			
		25 TH	50 TH	75 TH	95 TH
Law Firm	Lawyer (10+ years' exp.)	110,750	134,500	156,000	233,000
	Lawyer (4-9 years' exp.)	88,500	112,750	136,250	205,500
	Lawyer (2-3 years' exp.)	77,000	94,500	116,250	168,250
	First-Year Associate	61,500	73,250	93,500	134,000
Corporate (In-House)	General Counsel	137,250	175,000	220,000	315,750
	Associate General Counsel/ In-House Counsel (10+ years' exp.)	119,750	145,000	176,250	264,000
	In-House Counsel (4-9 years' exp.)	80,750	114,250	139,500	199,000
	In-House Counsel (0-3 years' exp.)	67,750	94,000	115,750	176,500
Law Firm Administration	Legal Administrator	65,500	80,000	99,250	147,500
	Office Manager	54,750	58,500	66,250	90,000
Legal Support	Paralegal Manager	80,750	88,250	96,500	108,750
	Senior/Supervising Paralegal (7+ years' exp.)	62,000	70,000	88,750	106,250
	Midlevel Paralegal (4-6 years' exp.)	54,500	61,750	71,250	78,750
	Paralegal (2-3 years' exp.)	41,500	46,750	56,000	67,500
	Case Clerk (0-2 years' exp.)	40,250	44,000	48,750	58,000

**LEGAL
SALARIES**
United States

	TITLE/EXPERIENCE	PERCENTILES			
		25 TH	50 TH	75 TH	95 TH
Legal Support (continued)	Senior Paralegal/Legal Assistant (Hybrid)	64,500	71,000	77,250	93,500
	Paralegal/Legal Assistant (Hybrid)	43,000	52,000	60,750	76,250
	Senior/Executive Legal Secretary (12+ years' exp.)	61,250	69,500	76,250	87,250
	Legal Secretary (7-11 years' exp.)	51,000	62,250	71,000	76,500
	Legal Secretary (3-6 years' exp.)	47,000	53,000	61,250	69,750
	Legal Secretary (1-2 years' exp.)	36,500	41,500	47,250	57,500
	Administrative Assistant	41,250	49,000	56,000	60,250
Legal Specialist	Law Librarian	54,000	65,750	80,500	116,750
	Patent Agent	68,500	82,750	95,250	141,500
	Records Manager	67,000	76,250	87,750	118,000
	Records Clerk	35,250	41,500	46,000	50,000
	Docket/Calendar Clerk	41,250	47,000	60,000	68,750
	File Clerk	38,500	43,500	50,750	55,000
	Time & Billing Clerk	38,250	43,000	52,750	55,500
Compliance Administration	Compliance Director (10+ years' exp.)	90,750	126,250	145,250	192,500
	Compliance Manager (7-9 years' exp.)	81,750	97,250	119,250	160,750
	Compliance Analyst (4-6 years' exp.)	66,500	78,000	97,750	119,250
	Compliance Analyst (1-3 years' exp.)	60,000	74,250	79,500	91,000

**LEGAL
SALARIES**
United States

	TITLE/EXPERIENCE	PERCENTILES			
		25 TH	50 TH	75 TH	95 TH
Contract Administration	Contract Manager (7+ years' exp.)	65,500	79,000	96,750	134,500
	Contract Administrator (4-6 years' exp.)	56,750	70,500	85,000	119,750
	Contract Administrator (1-3 years' exp.)	51,500	62,000	75,750	92,500
Lease Administration	Lease Manager	65,250	79,750	95,000	119,250
	Lease Administrator	54,000	64,750	80,500	96,750
	Lease Assistant	43,250	52,000	56,750	65,250
	Title Closer	33,750	42,750	47,500	51,750
Litigation Support/ eDiscovery	Litigation Support/eDiscovery Director (10+ years' exp.)	108,000	132,500	161,000	219,750
	Litigation Support/eDiscovery Manager (7-9 years' exp.)	95,000	115,750	131,500	151,000
	Litigation Support/eDiscovery Manager (3-6 years' exp.)	68,750	93,250	113,750	139,750
	Litigation Support/eDiscovery Specialist/Analyst (1-2 years' exp.)	53,000	65,250	81,000	93,250
	Document Coder	35,500	40,000	50,250	69,500
General Administrative	Legal Word Processor	39,750	51,250	63,250	69,500
	Office Clerk	33,750	35,500	41,000	46,000
	Legal Receptionist	35,250	39,250	45,750	50,500



Salary Calculator

Take the guess work out of salaries — discover pay ranges for jobs you're pursuing or a position you need to post with our Salary Calculator.

Select the location and other details for a job to get a salary range.

Area of Specialization:
Make a selection

Job Category:
Make a selection

Job Title:
Make a selection

State:
Make a selection

City:
Make a selection

Salary Range:
\$0.00 - \$0.00

Current Market Salary:
\$0.00

Find Entry Point

Search Companies

CALCULATE LOCAL SALARIES

When hiring, a salary range that's customized by job title and location is priceless. Find out what you need to pay for top talent in your city.

[GET CUSTOM SALARY](#)

ADJUSTING SALARIES FOR U.S. CITIES

Calculate starting salaries for specific roles with the **Salary Calculator**.

The salary ranges in our guide are backed by Robert Half Legal data, the expertise of our local staffing managers, independent research and Robert Half surveys of senior executives across North America. To customize compensation for your area, increase or decrease the national salary reported on previous pages by the percentage for your city. Market variances are reflective of all industries and professions.

Alabama

Birmingham	-5%
Huntsville	-5%
Mobile	-14%

Arizona

Phoenix	+17%
Tucson	+7%

Arkansas

Fayetteville	-5%
Little Rock	-5%

California

Fresno	-8%
Irvine	+30%
Los Angeles	+32%
Monterey	+15%
Oakland	+34%
Ontario	+20%
Sacramento	+8%
San Diego	+29%
San Francisco	+41%

San Jose	+40%
San Rafael	+32%
Santa Barbara	+27%
Santa Rosa	+22%
Stockton	-13%

Colorado

Boulder	+19%
Colorado Springs	-2%
Denver	+11%
Fort Collins	+0%
Greeley	-11%
Loveland	-5%
Pueblo	-17%

Connecticut

Hartford	+17%
New Haven	+12%
Stamford	+31%

Delaware

Wilmington	+5%
------------	-----

District of Columbia

Washington	+33%
------------	------

Florida

Fort Myers	-8%
Jacksonville	-3.5%
Melbourne	-9%
Miami/ Fort Lauderdale	+6%
Orlando	+1%
St. Petersburg	-1.5%
Tampa	+0.5%
West Palm Beach	+4%

Georgia

Atlanta	+6%
Macon	-18%
Savannah	-15%

Hawaii

Honolulu	+7%
----------	-----

Idaho

Boise -11%

Illinois

Chicago +24%

Hoffman Estates +12%

Naperville +12%

Rockford -15%

Indiana

Fort Wayne -16%

Indianapolis -3%

Iowa

Cedar Rapids -5%

Davenport -4%

Des Moines +2%

Sioux City -16%

Waterloo/

Cedar Falls -12%

Kansas

Overland Park +1%

Kentucky

Lexington -8.5%

Louisville -8%

Louisiana

Baton Rouge -1%

New Orleans -1%

Maine

Portland -5%

Maryland

Baltimore +3%

Massachusetts

Boston +34%

Springfield +1%

Michigan

Ann Arbor +1%

Detroit +0%

Grand Rapids -14%

Kalamazoo -20%

Lansing -15%

Minnesota

Bloomington +6.5%

Duluth -20.4%

Minneapolis +7%

Rochester +2%

St. Cloud -14%

St. Paul +4%

Missouri

Kansas City -0.5%

St. Joseph -10%

St. Louis +0.5%

Nebraska

Omaha +0%

Nevada

Las Vegas +2%

Reno +1%

New Hampshire

Manchester +12%

Nashua +14%

New Jersey

Mount Laurel +15%

Paramus +30%

Princeton +25%

Woodbridge +26.5%

New Mexico

Albuquerque -8.5%

New York

Albany -4%

Buffalo -6.5%

Long Island +25%

New York +40.5%

Rochester -6.5%

Syracuse -9.7%

North Carolina

Charlotte +3%

Greensboro +0%

Raleigh +4%

Ohio

Akron -11%

Canton -18%

Cincinnati -2.5%

Cleveland -4%

Columbus -2%

Dayton -13%

Toledo -14%

Youngstown -24%

Oklahoma

Oklahoma City -7%

Tulsa -7%

Oregon

Portland +11%

Pennsylvania

Harrisburg -5%

Lehigh Valley +0%

Philadelphia +15%

Pittsburgh -2%

Reading -5%

Rhode Island

Providence +1.5%

South Carolina

Charleston -5%

Columbia -6.5%

Greenville -6%

South Dakota

Sioux Falls -16%

Tennessee

Chattanooga -11%

Cool Springs +0%

Knoxville -11%

Memphis -5%

Nashville +1.5%

Texas

Austin +9%

Dallas +11%

El Paso -28%

Fort Worth +10%

Houston +8%

Midland/Odessa +10%

San Antonio +1%

Utah

Salt Lake City +8%

Virginia

Norfolk/

Hampton Roads -1.5%

Richmond -1%

Tysons Corner +32%

Washington

Seattle +27%

Spokane -18%

Wisconsin

Appleton -15%

Green Bay -13.5%

Madison +1%

Milwaukee +2%

Waukesha +1%

LEGAL HIRING TRENDS IN CANADA

Competition among law firms and legal departments in Canada for top-performing professionals is intense, and great candidates are not available for long.

Hiring demands vary by province and city, but many employers also face retention concerns as legal specialists pursue opportunities with better pay, potential for professional development and a less stressful work environment.

Legal specialists in strong demand

Law firms that want to expand profitable practice groups are looking for lawyers with two-plus years' experience in real estate, litigation, corporate law and financial services. Within corporations, legal departments also are adding specialized lawyers to their teams; those with litigation, securities, and mergers and acquisitions experience are in high demand.

With governmental bodies needing greater oversight of cryptocurrency businesses, new opportunities are opening for tech-focused law firms and legal specialists who can navigate this complex niche.

Time to hire

Lawyers were asked, "On average, how many weeks does it take to hire for an open legal position?"

5 WEEKS for a staff-level position

5 WEEKS for a management-level position

Source: Robert Half Legal survey of more than 150 lawyers at law firms and companies in Canada

Tech-savvy law clerks and legal assistants sought

Firms are looking for law clerks and legal assistants with proficiency in Microsoft Office, case management, database systems and trial preparation software. In corporate legal departments, the most sought-after job applicants are



well-versed in legislation such as the Canada Business Corporations Act, provincial Partnership Acts and Ontario Corporations Information Act.

Many law firms are seeking legal support professionals with three-plus years' experience and a university degree. Job candidates who are bilingual in English and French have a competitive edge, and demand is growing for legal professionals who are fluent in Cantonese, Mandarin or Punjabi.



The top priority for job seekers is to find an employer that offers more coaching and training to expand their skills.

— Robert Half Legal recruiter in Toronto



93%

of lawyers said it is **challenging** for their law firm or company **to find skilled legal professionals today.**

Source: Robert Half Legal survey of more than 150 lawyers at law firms and companies in Canada

LEGAL SALARIES:

CANADA

	TITLE/EXPERIENCE	PERCENTILES			
		25 TH	50 TH	75 TH	95 TH
Law Firm	Lawyer (10+ years' exp.)	106,500	130,250	160,500	233,000
	Lawyer (4-9 years' exp.)	85,250	101,750	124,500	187,000
	Lawyer (2-3 years' exp.)	74,500	90,250	110,250	160,500
	First-Year Associate	55,750	67,500	81,750	122,000
Corporate (In-House)	General Counsel	137,500	174,750	216,500	306,750
	Associate General Counsel/ In-House Counsel (10+ years' exp.)	116,000	140,000	169,250	257,000
	In-House Counsel (4-9 years' exp.)	96,500	118,250	145,500	213,750
	In-House Counsel (0-3 years' exp.)	83,000	100,250	124,000	183,250
Law Firm Administration	Legal Administrator/Office Manager	63,750	76,500	92,750	119,250
Legal Support	Law Clerk Manager	62,000	75,000	91,000	116,750
	Senior/Supervising Law Clerk (7+ years' exp.)	61,500	72,500	85,750	113,000
	Midlevel Law Clerk (4-6 years' exp.)	55,750	62,750	73,500	86,750
	Law Clerk (2-3 years' exp.)	46,250	51,500	56,750	73,250
	Law Clerk (0-1 years' exp.)	36,000	43,250	52,500	59,250

All salaries listed on
Pages 19-21 are in
Canadian dollars.

**LEGAL
SALARIES**
Canada

	TITLE/EXPERIENCE	PERCENTILES			
		25 TH	50 TH	75 TH	95 TH
Legal Support (continued)	Senior Law Clerk/Legal Assistant (Hybrid)	59,500	68,500	74,000	94,750
	Law Clerk/Legal Assistant (Hybrid)	41,000	49,500	59,000	80,500
	Senior/Executive Legal Assistant (12+ years' exp.)	47,250	57,250	69,500	87,750
	Legal Assistant (7-11 years' exp.)	40,250	47,500	56,750	75,250
	Legal Assistant (3-6 years' exp.)	37,500	43,250	50,500	65,000
	Legal Assistant (1-2 years' exp.)	34,000	38,750	45,000	59,000
	Administrative Assistant	36,250	43,000	48,750	58,500
Legal Specialist/ Administrative	Patent Agent	70,250	75,750	103,250	146,500
	File/Records Clerk	25,250	30,750	32,750	48,000
	Time & Billing Clerk	32,000	38,250	45,500	58,250
	Legal Word Processor	31,500	47,000	53,250	61,500
	Office Clerk	31,000	36,250	41,250	46,000
	Legal Receptionist	32,250	34,750	39,000	50,250
Compliance Administration	Compliance Director (10+ years' exp.)	103,750	114,750	143,000	209,750
	Compliance Manager (7-9 years' exp.)	75,000	82,250	93,500	143,000
	Compliance Analyst (4-6 years' exp.)	63,250	69,750	82,250	124,750
	Compliance Analyst (1-3 years' exp.)	51,750	61,500	74,750	90,000

**LEGAL
SALARIES**
Canada

	TITLE/EXPERIENCE	PERCENTILES			
		25 TH	50 TH	75 TH	95 TH
Contract Administration	Contract Manager (7+ years' exp.)	71,250	85,750	101,750	144,500
	Contract Administrator (4-6 years' exp.)	58,500	70,250	86,500	123,000
	Contract Administrator (1-3 years' exp.)	51,750	62,000	77,250	94,250
Lease Administration	Lease Manager	52,250	63,250	75,000	113,250
	Lease Administrator	49,000	59,500	72,750	97,500
	Lease Assistant	38,750	46,250	56,000	70,750
	Title Closer	36,500	44,000	51,750	57,000
Litigation Support/ eDiscovery	Litigation Support/eDiscovery Director (10+ years' exp.)	109,000	131,500	156,250	219,750
	Litigation Support/eDiscovery Manager (7-9 years' exp.)	89,250	109,250	134,000	161,250
	Litigation Support/eDiscovery Manager (3-6 years' exp.)	74,750	89,500	108,750	140,500
	Litigation Support/eDiscovery Specialist/Analyst (1-2 years' exp.)	54,500	65,250	80,000	99,250
	Document Coder	33,750	38,000	46,750	69,750

ADJUSTING SALARIES FOR CANADIAN CITIES

Calculate starting salaries for specific roles with the **Salary Calculator**.

The salary ranges in our guide are backed by Robert Half Legal data, the expertise of our local staffing managers, independent research and Robert Half surveys of senior executives across North America. To customize compensation for your area, increase or decrease the national salary reported on previous pages by the percentage for your city. Market variances are reflective of all industries and professions.

Alberta

Calgary	+5.2%
Edmonton	+3.2%

British Columbia

Fraser Valley	+1.8%
Vancouver	+4.9%
Victoria	-2.2%

Manitoba

Winnipeg	-5%
----------	-----

Ontario

Kitchener/ Waterloo	-2.5%
Ottawa	+0.5%
Toronto	+5%

Quebec

Montreal	+3.1%
Quebec City	-6%

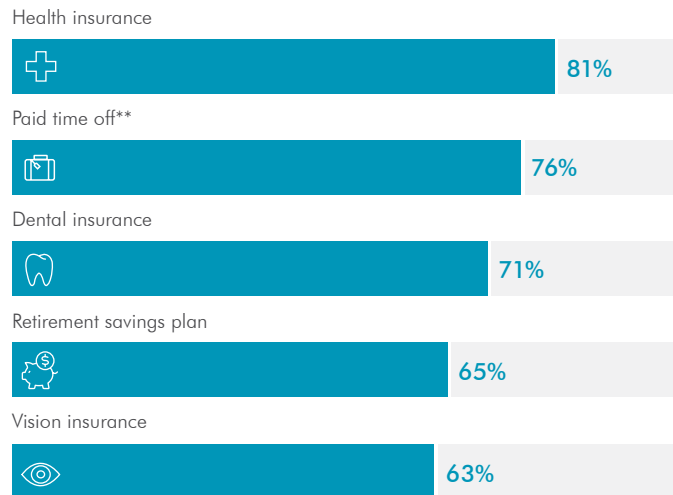
Saskatchewan

Regina	-5.1%
Saskatoon	-3.5%

TRENDS IN BENEFITS, PERKS AND INCENTIVES

MOST COMMON BENEFITS OFFERED BY EMPLOYERS*

The percentage of companies that offer each benefit:



* Multiple responses were permitted. Top responses are shown.

** Paid time off includes vacation, sick days and paid holidays.

*** The responses do not total 100% due to rounding.

WELLNESS PROGRAMS***

Companies are offering a range of benefits that extend beyond traditional health insurance. Here is a summary of other types of benefits and how costs are allocated:



Physical Wellness
(e.g., gym access)



Mental Wellness
(e.g., stress reduction)



Financial Wellness
(e.g., retirement planning)

Companies where costs are employer-paid	40%	50%	38%
Companies where costs are employee-paid	12%	10%	14%
Companies where costs are shared	11%	14%	13%
Companies that do not offer these benefits	37%	27%	35%

WELLNESS OFFERINGS WORKERS VALUE MOST***

The percentage of workers that value each option:

Access to fitness facilities or programs	24%
Ergonomic evaluations and equipment	22%
Wellness incentives (offering prizes for engaging in healthy behavior)	18%
Healthy food options	14%
Stress management resources	14%
On-site vaccinations or health screenings	9%

MOST COMMON PERKS OFFERED BY EMPLOYERS*

The percentage of companies that offer each benefit:



50%

Flexible work schedules or telecommuting options



47%

Paid parental leave



42%

Employee discounts
(e.g., auto, home, electronics)



35%

Company-subsidized meals or snacks



32%

Paid time off for volunteer activities



29%

Matching gifts program for employee donations/fundraising

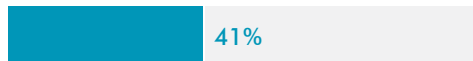
CHANGES TO INCENTIVE OFFERINGS*

The percentage of companies that plan to make the following changes to their incentive offerings in 2020:

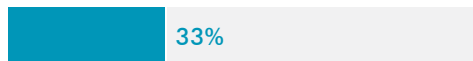
Increase the average dollar amount



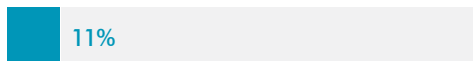
Increase the frequency (e.g., from annual to quarterly)



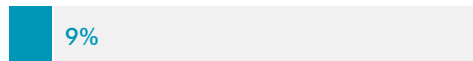
Add new incentives



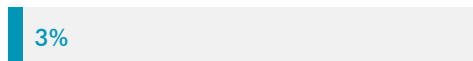
Decrease the frequency (e.g., from quarterly to annual)



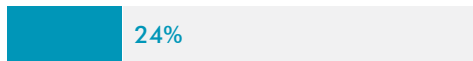
Decrease the average dollar amount



Remove incentives

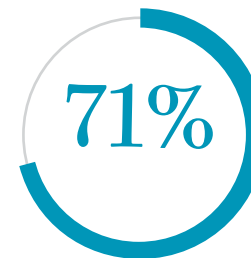


No change



What are incentives?

- Motivational rewards
- Tied to job performance
- Examples: Spot awards, profit-sharing, bonuses, stock



of companies plan to offer incentives to staff-level employees in 2020.

Source: Robert Half surveys of more than 1,000 HR managers and more than 2,000 workers in North America

TOOLS FOR HIRING TOP TALENT

Robert Half's research on hiring and workplace trends offers additional insight into today's employment environment. To find out more, [download the reports](#).



Jobs and AI Anxiety

Our exclusive research and expert insights answer questions about the future of work.

- What jobs will advanced technology create or take away?
- What skills will you be hiring for in the future? How soon will you have to think seriously about that?
- Will adoption of new technologies boost or hinder employee retention?



The Demand for Skilled Talent

Take a look into the most recent employment market trends, based on government data and Robert Half's surveys of employers across North America.

- How competitive is hiring right now?
- What are the most in-demand positions?
- How do you secure your choice of job candidates and retain your best workers?



Organizational Culture: The Make-or-Break Factor in Hiring and Retention

Your corporate culture can greatly affect your ability to recruit and keep top talent.

- What aspects of company culture are candidates most drawn to?
- How can you create a positive buzz about your workplace?
- What interview questions will help you identify candidates most likely to excel in your work environment?

A LABOR MODEL FOR THE DIGITAL AGE

In 2020, law firms and corporate legal departments needing to manage complex projects, such as litigation support, compliance, data privacy, legal research and contracts, often will lack the internal expertise and the time to go it alone. Worse, many of these key projects can materialize suddenly, forcing managers to proceed without the advance planning and resource buildup they would have preferred.

In response, law firms and companies are embracing a new labor model based on a flexible mix of talent. To augment their full-time employees, hiring managers contract with one or more outside organizations for additional resources for the duration of a project. These include a scalable mix of interim legal professionals along with consulting expertise that offers a strategic plan, project oversight and targeted technologies. In some cases, the law firm or corporate legal department asks an outside resource to help them in fully managing a project.

The use of interim employees and flexible staffing by itself is, of course, nothing new in the legal field. Supplementing core teams with temporary staff to provide coverage and specialized expertise is increasingly common as a cost-effective way for firms to access talent for jobs that don't require a full-time employee. But large-scale projects, especially those that are digital in nature such as eDiscovery, can overwhelm an organization's internal resources both from an implementation and a project management perspective. The new labor model gives law firms and companies access to the talent needed to pursue these initiatives.

HOW TO PREPARE FOR THE FUTURE OF WORK

As technology continues to transform the workplace, jobs will change, opportunities will be created and employers will set their sights on new, highly prized skill sets. Tomorrow's ideal employee will be comfortable working with new technology, at least at the most functional level, and possess polished interpersonal abilities.

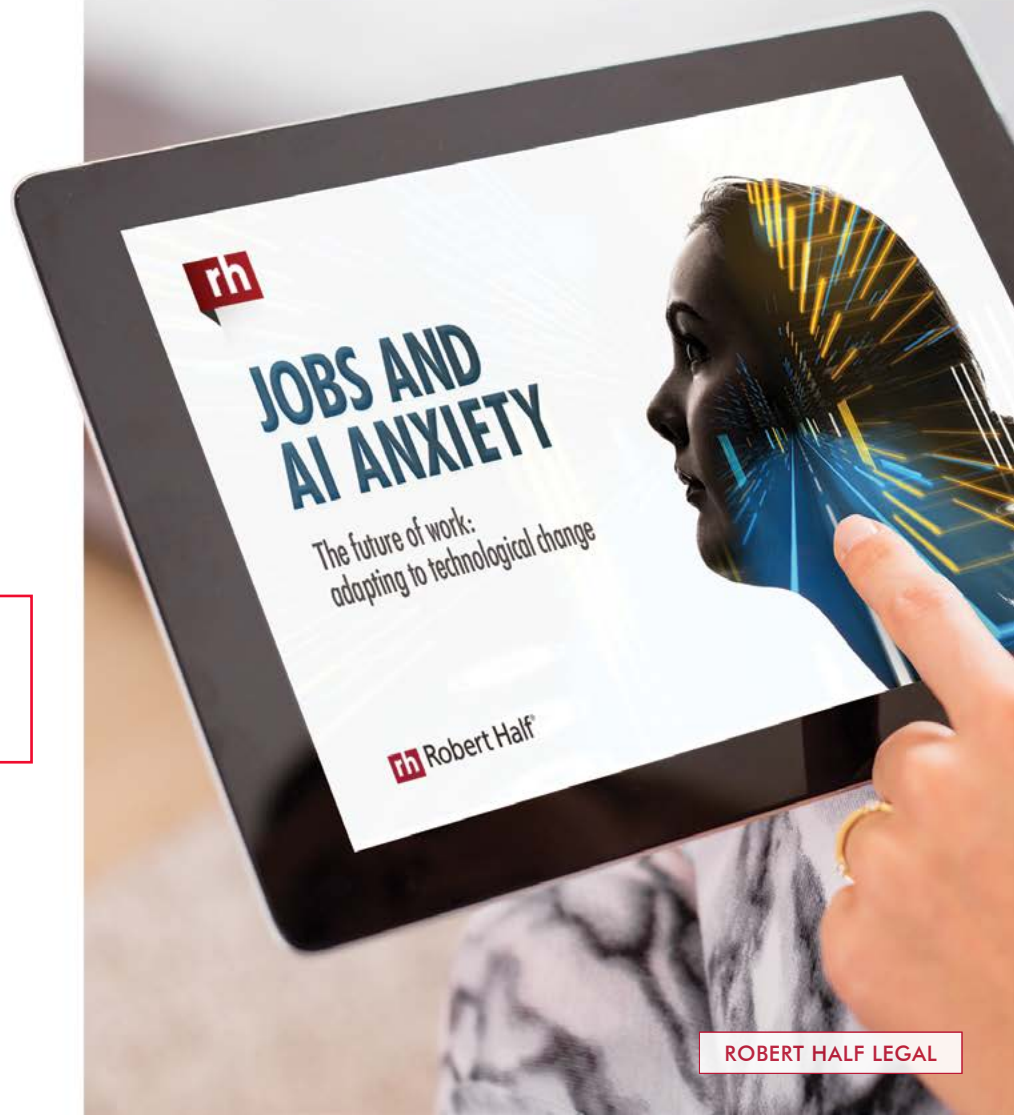
Our research suggests the competition for these attributes in the hiring market will be tough. Of the employers surveyed across North America, 80% in the United States and 88% in Canada said it will be challenging to find professionals skilled in the new technologies their organization plans to implement. Add to that the soft skills these employers say their staff will need in the workplace of the future — qualities ranging from leadership and strategic thinking to intellectual curiosity and emotional intelligence — and the talent pool shrinks even further.

Businesses that prepare now will be much better positioned to thrive in this new world of work. Here are our suggestions for 2020.

- **Invest in your workers.** Upskilling is an investment in your future. When a workforce doesn't evolve along with technological advancements, morale declines and talented people go elsewhere for better opportunities — and career survival.
- **Look at training differently.** Helping employees make the digital leap requires learning opportunities that go deeper, occur more frequently and are more targeted than current programs.
- **Point out the level playing field.** Despite what some may think, few people today have a complete grasp of emerging tech. Help your team understand that if they set their mind to it, no one will be left behind.
- **Upskill yourself.** You don't have to be a technology guru, but as a team leader you will need a solid grounding in the technologies your company adopts.

- **Communicate change.** Disruption makes a workforce uneasy. Give staff a sense of where the company is going and what will be needed to help you get there.
- **Evaluate soft skills.** In the future workplace, interpersonal skills will top your must-have list when hiring. Interview for emotional intelligence and workplace culture fit as carefully as you do for hard skills.

Find out more about the future of work by downloading the **Jobs and AI Anxiety** report.



ABOUT ROBERT HALF LEGAL

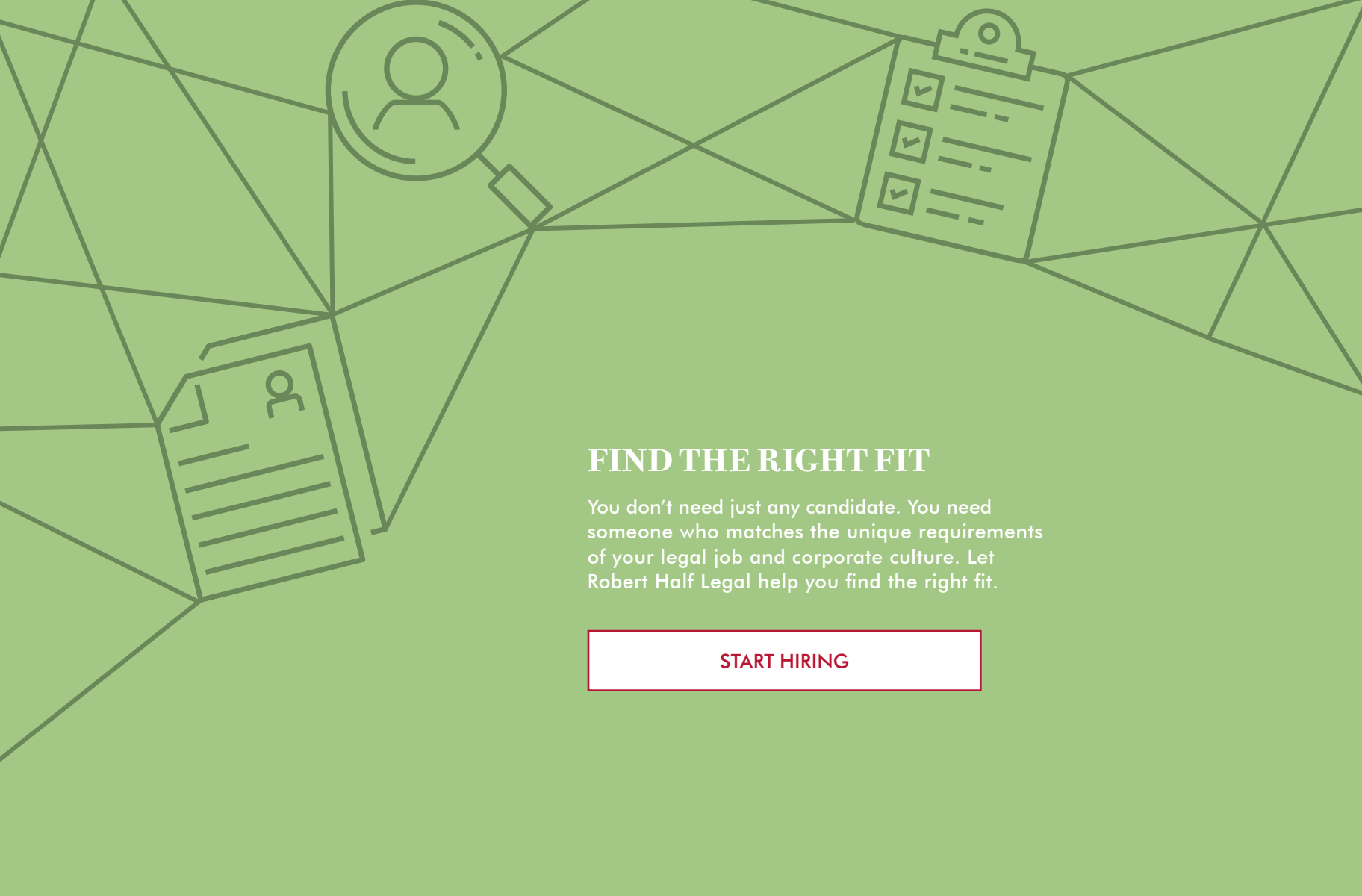
Robert Half Legal specializes in placing highly skilled legal professionals on a project, temporary and full-time basis with law firms and companies. We offer a full suite of legal staffing and consulting solutions to address your particular needs.

Our temporary professionals can help see you through peak workloads and seasonal projects. We can provide full-time consultants with our **Salaried Professional Service** for long-term and recurring projects that require more continuity. And for more complex matters, our **Legal Consulting Solutions** practice offers targeted services, technical resources and, for highly sensitive projects, dedicated project space and clean room facilities. Complex matters we focus on include litigation, contract management, legal compliance, managed data, information governance, data privacy, and mergers and acquisitions.

Robert Half Legal's personalized service and AI-based matching technology distinguishes us from other legal staffing firms.

With North American and international locations, Robert Half Legal is part of the Robert Half family, which offers specialized staffing services in technology, accounting and finance, marketing and creative, and administration.





FIND THE RIGHT FIT

You don't need just any candidate. You need someone who matches the unique requirements of your legal job and corporate culture. Let Robert Half Legal help you find the right fit.

[START HIRING](#)

LOCATIONS

UNITED STATES

Arizona
Phoenix

California
Irvine
Los Angeles
Oakland
Palo Alto
San Diego
San Francisco
San Jose
Westwood

Colorado
Denver

**District of
Columbia**
Washington

Florida
Miami/Coral Gables

Georgia
Atlanta

Illinois
Chicago

Maryland
Baltimore

Massachusetts
Boston

Michigan
Detroit/Southfield

Minnesota
Minneapolis

Missouri
St. Louis

New York
New York

Ohio
Columbus

Pennsylvania
Philadelphia

Texas
Dallas
Houston

Washington
Seattle

INTERNATIONAL

Belgium
Brussels

Brazil
São Paulo

Canada
Toronto

France
Paris La Défense

United Arab Emirates
Abu Dhabi
Dubai

United Kingdom
London



For personalized assistance in locating talent for your hiring needs, contact us **online** or call **1.855.407.3096**

2884 Sand Hill Road
Menlo Park, CA 94025
1.855.407.3096

roberthalflegal.com



All trademarks contained herein are the property of their respective owners.
© 2019 Robert Half International Inc. All Rights Reserved. An Equal Opportunity Employer M/F/Disability/Veterans. RHL-0919

