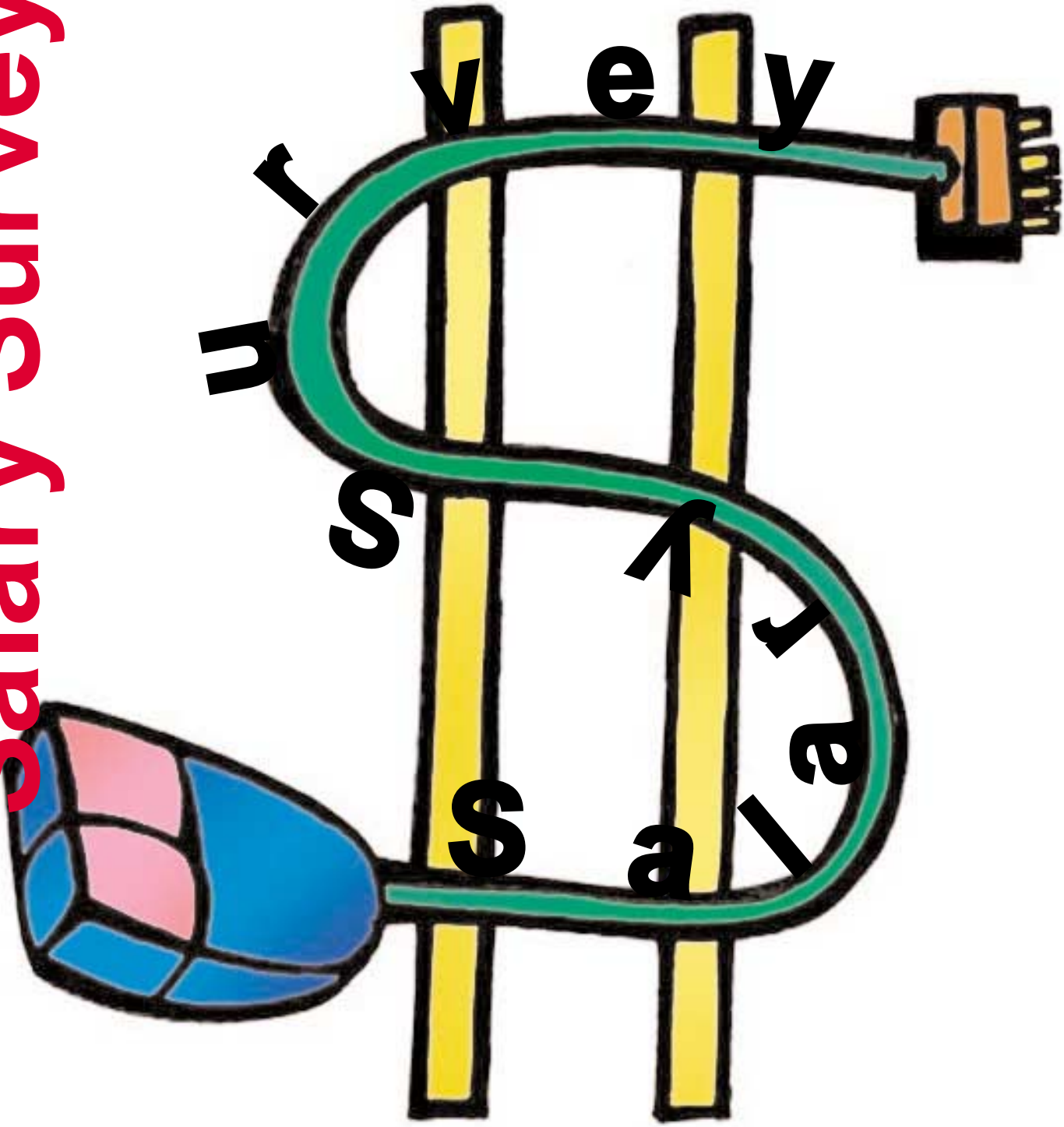


# IT and Finance Staff

# Salary Survey



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# Data Classification Conventions

## Firm Size

Reporting by firm size was based on the following conventions:

Small	Medium	Large	Very Large
150 users or less	151 - 250 users	251 - 500 users	more than 500 users

## LawNet Regional Structure

LawNet's geographical divisions within the United States are as follows (*Canadian responses have been reported separately*):

<b>Alaska</b>	Alaska
<b>Four Corners</b>	Arizona, Colorado, New Mexico, Utah
<b>Great Lakes</b>	Indiana, Michigan, Ohio
<b>Mid-America</b>	Iowa, Kansas, Missouri, Nebraska
<b>Mid-Atlantic</b>	Delaware, Maryland, Pennsylvania, Virginia, Washington D.C., West Virginia
<b>Midwest</b>	Illinois, Minnesota, North Dakota, South Dakota, Wisconsin
<b>New England</b>	Eastern Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
<b>New York</b>	Western Connecticut, New Jersey, New York
<b>No. California</b>	Palo Alto, Sacramento, San Francisco
<b>Northwest</b>	Idaho, Montana, Oregon, Washington, Wyoming
<b>South Central</b>	Arkansas, Louisiana, Oklahoma, Texas
<b>Southeast</b>	Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee
<b>So. California</b>	Beverly Hills, Long Beach, Los Angeles, Santa Barbara, Nevada, Hawaii

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# Introduction and Overview

"Less is more." We set out to produce a shorter, more focused survey this year than has been our practice in the past few years. Striking the right balance between completeness, accuracy and brevity is not so easy as one might think at first, especially given the sheer volume of data available from over 1,000 responses to approximately 30 questions. In order to expedite production of the survey going forward, it is important that members complete future survey questionnaires and provide us feedback as to what information and presentation suits them so that we can tune the data collection and analysis to provide a survey that meets the majority of members' needs.

## Methodology

*Number of users supported, not size of enterprise, governs presentation of base salary data.*

Information for the 2001 survey was collected for the second year via the Web. There were 1,063 responses from 382 firms. Two of the responding firms were in England (providing 6 responses), 1 in Scotland (1 response) and twenty were Canadian (providing 32 responses). The remaining 359 firms and 1,025 responses were from US firms. Because of the low response rate (possibly due to currency issues), the English and Scottish firms are not included in the analysis (although we appreciate the effort and will consider a mechanism for future reporting). Canadian responses are reported separately, only for CIO and Manager level positions.

The table below indicates the distribution of remaining responses (i.e., US firms) by number of users in the enterprise (based on the profile in the survey). We see that there is fairly even distribution among enterprise sizes represented in the survey.

	Size of Enterprise				
Total	Not Specified	Small	Medium	Large	Very Large
1,063	21	227	221	266	278

The next table indicates the distribution of responses across firm sizes based on the number of respondents by position. Why the discrepancy? Because the base salary and bonus data is presented by position. The survey question, "Number of users in the office or enterprise that you support," is the field linked to the salary data for all positions except the CIO position. If you are a CIO in a very large firm, your response would appear in the Very Large section of the results. Even though there may be 45 people in the office where you work, you are responsible for technology planning for 10 offices with 200 users in each. If you are a system adminis-

trator in a 45 user branch office of a Very Large Firm, your response will appear in the Small Firm section because your job entails supporting 45 people in your location, not the other 1,955.

While it is possible to argue that the data should be reported by enterprise size, developing the presentation of survey data is no different from planning a technology infrastructure. We had to pick a path and get on with it. Even if you don't agree with the logic, you can interpret the report accordingly.

### No. of Respondents by Users Supported

Total	Small	Medium	Large	Very Large
1,063	163	153	240	507

### Responses by Position

Position	No. of Respondents	Percent
CIO	244	23%
Manager	218	21%
Analyst	97	9%
Engineer	51	5%
Specialist	146	14%
Trainer	85	8%
Branch System Adm	62	6%
Programmer	23	2%
Web Design/Support	18	2%
Other	119	11%
TOTAL	1,063	

Let's talk about Other positions first. The idea in assembling this survey is to provide a tool for IT people and firm management to use for salary administration. We need to agree on a standard naming convention, or a common ground, for evaluating salaries, since titles at so many firms are very specific to the firm. The objective in the survey was for people to pick the drop down category for their positions that was the closest match to job responsibilities.

Approximately 80% of the "Other" responses would have fit into one of the listed titles such as Analyst, Specialist, Trainer, etc. About 50% of the "Other" responses were individuals who did a combination of Help Desk, PC Support and Training, which would have fit nicely into the Specialist category as non-supervisory IT positions supporting any number of technology-related functions other than those specifically listed (analysts, engineers, etc.).

The remainder of the "Other" positions included accounting clerks, administrative assistants, lit support personnel, database administrators, project managers, and purchasing (?). There was not adequate representation of any of these positions to justify separate reporting.

While we are on the subject of position, we should tackle the thorny topic of adequate sample size for drawing conclusions. At first glance, one might think that 1,063 responses would be more than adequate. After all, we learned in statistics that a random sample of 30 represents any population, right? The problem is that we first had to cut the non-US responses from the base salary information, making the actual sample size 1,025. Then, if we divide that by 10 (i.e., the number of positions for which survey data was collected) we end up with an average of 102 responses per position. Then, if we divide that by 13 (i.e., the number of LawNet regions) our sample size goes down to an average of 8 per position per region. Then if we divide the sample by 4, the number of firm sizes, we are down to an average of 2 responses as a sample size if the data is to be presented by firm size, region and position.

We're hopeful that there are no statistics professors in the membership to get upset about this slicing and dicing of the data, but if there are any, please consider tackling the survey analysis next year! Please keep in mind that we are only talking about averages. If you look at the numbers for the responses, you will note that the number of responses meets the sample size requirement in many cases (e.g., base salary charts where there were more than 30 responses for a position). Just keep in mind that if you are looking up salaries for a position for your region, and there are only 4 responses, take them with a grain of salt. And if you are reading this report but didn't complete the online survey in the spring, please help out next year by participating. We cannot report adequately by region, and certainly not by city, until we have enough data to provide a statistically valid result.

## Salary Ranges vs. Specific Rates of Pay

Some people may not care for the range format of the salary presentation (i.e., "20% of specialists fall into the \$31,000-40,000 range" rather than "the average salary of a specialist is \$34,762.78"). Although most surveys present the averages by position (and many include the 25th and 75th percentiles), there is some concern that members may be reluctant to report specific salary figures because firms have restrictions on providing confidential information to outsiders. And while this may not stop them from doing a *Computer-World* survey, for example, our legal community is small enough that there may be more hesitation to be forthright on this survey. Since we would like to get a higher level of participation to raise the validity of the survey data, we took the salary range approach as a middle ground.

Both presentations, that is averages/percentiles and counts by range, tell the same story: are you running with the pack in terms of salary dollars or are you in the outer limits? Knowing that the average salary is \$34,762.78 or \$38,456.91 doesn't really tell you any more than knowing whether 37% of specialists fall into the \$31,000-\$40,000 range.

*(Remember medians? Median is the middle value in a distribution, above and below which lie an equal number of values. You need both the median and the average in a salary survey if you're going to get worked up over how much more or less than the market your firm is paying.)*

It is important to remember that the idea here isn't to provide the "right" number for pay for a position, but to provide a landscape (is there an official term "salariescape"? ) of pay for positions to use in making judgments about compensation.

## Other Views of the Survey Data

Only 1.4% of the responses were from **part-time** people. These responses were included with responses for full-time people since the impact of such a small number is insignificant. For the record, the distribution of part-time responses was:

- 3 Analysts
- 3 CIOs
- 4 Managers
- 2 Other
- 2 Trainers
- 1 Web Design/Support

The distribution of **exempt and non-exempt** personnel by position indicates a significantly higher number (65%) of exempt positions than non-exempt positions (35%). The distribution by position follows, and a longer discussion of the impact of exempt/non-exempt is included in the section titled Base Salaries.

Position	Total	Exempt	Non-Exempt
CIO	244	235	9
Manager	218	190	28
Analyst	97	48	49
Engineer	51	31	20
Specialist	146	38	108
Trainer	85	45	40
Branch Sys Adm	62	32	30
Programmer	23	15	8
Web Design/Spprt	18	8	10
Other	119	47	72
Total	1,063	689 (65%)	374 (35%)

# Base Salaries

Base salary is cash compensation paid to an employee not including bonuses and overtime. Base salary is probably the most heavily weighted factor in the salary equation for employer and employee. Two important factors should be considered when comparing base salaries:

- 1) Is the base salary for an exempt or non-exempt position?
- 2) Is the base salary for a 35, 37 or 40 hour work week if the position is non-exempt.

People outside Human Resources often confuse exempt and non-exempt. Exempt means salaried, i.e., people are not paid for overtime regardless of the amount of time they work. An exempt manager may earn \$50,000 a year in base salary whether he works 70 hours a week or 40 hours a week. (Typically, it is frowned upon for an exempt employee to work less than 40 hours a week on a regular basis.) In this year's survey, 65% of the responses were from exempt employees and 35% were from non-exempt employees. 44% of the responses were from CIOs and Managers, which would weight the distribution toward exempt due to the supervisory nature of these positions.

A non-exempt manager who earns a base salary of \$50,000 per year realizes \$24.47 per hour if the firm work week is 35 hours, and \$24.04 per hour for a 40 hour work week. If that manager works 50 hour weeks (given a 40 hour base) for 50 weeks during the year, and is paid an overtime rate at time and a half for 10 hours each week, realizing \$18,030 in overtime pay ( $24.04 \times 1.5 \times 10 \times 50$ ) in addition to \$50,000 base pay resulting in \$68,030 earnings plus bonuses.

The Fair Labor Standards Board generally considers supervisory positions exempt, along with other non-supervisory staff positions where specialized knowledge and independent decision making at a reasonably high level is routinely part of the job. It was surprising in this survey to see non-exempt CIOs and Managers. The distribution of salaries reflected in most cases that the responses were correct in their interpretation of exempt and non-exempt, i.e., base salary for non-exempt positions tends to be weighted toward the lower salary ranges.

Analysts and network engineers are in the gray area of the FLSB exempt and non-exempt classification, so firms can go either way. If your firm isn't sure which side of the fence to be on here are a few things to consider:

If you regularly expect a great deal of overtime or irregular hours from the people in these positions, it might be most appropriate to classify them as non-exempt. In this manner, they are compensated for their unusual hours as they go, and if the work dwindles, the firm is not committed to a high base salary.

Alternatively, the positions could be classified as exempt, and an expectation of overtime and irregular hours spelled out so that people aren't planning on a regular 40 hour week if the firm expects 60. Along the same lines, a 40 hour week

could be the goal with the objective of working efficiently or using alternative scheduling to work within the 40 hour boundary.

Composite (i.e., all regions) base salaries for exempt positions generally follow a normal distribution (also known as a bell shaped curve) in this survey. Exempt positions in very large firms tend to be somewhat skewed to the right, or higher end, of the salary range. Non-exempt positions generally reflect a left-skewed distribution.

Salary distributions within regions typically spanned target portions of the salary ranges. For example, one would expect to find Great Lakes, South Central and Southeast firms at the lower end for most positions. Northern California and New York are usually over in the higher end, with Northwest and Midwest firms tending toward the central ranges, regardless of firm size.

So, what does it mean if you are considering an offer for a base salary at the **lower end of the distribution**? Some things to take into account:

**Title inflation:** Is a CIO making \$40,000 a year really a CIO? Does that individual direct technology investments and planning along with operational responsibilities, or does the firm administrator or a lawyer on the tech committee deal with the vendors, develop the pitch for the partners and push it through? If these are the CIO's responsibilities, is there anyone else to handle the operational support? (If not, employees should be sure that the position is considered non-exempt.)

**The firm's need for the function:** A network engineer at the lower end of the salary range might consider whether the firm really needs an engineer (someone who builds servers and architects big operating system

upgrades, etc.) or a system administrator or network specialist. Title inflation seems to be a result of the turnover frenzy in the past few years; "We'll call you anything you want, just don't leave after 6 months."

**Education and experience** (less, that is) might be a reason that an individual is in the lower end of the salary distribution. For most positions, if you don't have a college degree, it may be some time before you move past the middle of the range. Likewise, if you have less than the average tenure in the field (see Section 7) it is probably unrealistic to expect to be in the far right on the chart. Technical skill development also fits into this part of the equation, whether the skills are acquired at the employer's or the employee's expense.

One might be tempted to think that there are no caveats about positions at the **high end of the distribution**. Pots o' gold. Winning lottery tickets. Right?

Wrong. High pay comes with risks as well as rewards. A few risks:

**Are expectations realistic?** High pay to one person won't cover up the fact that the physical infrastructure is about to fall apart, the IT staff hasn't been coached in the appropriate skills, not a single piece of software is at a current rev level, and standards is a four-letter word. You should certainly expect a great deal of money to walk into such a situation. And your salary will seem a drop in the bucket to the partners compared to the technology budget you outline as a condition of employment.

**What happened to the last person in the position, and how long was he/she at the firm?** If more than two people are in a position for a short term, firms may up the stakes thinking that they weren't lucky or that they need to buy higher skills. However,

it is possible that the firm doesn't manage the positions well, which is why the people fail or move on quickly. Be sure to check out this situation carefully.

**High pay may require a high profile and "presence"**. As part of the culture, some law firms expect key IT people to serve as "crown jewels" as it were. This means developing relationships with lawyers (and purportedly a better understanding of their needs) by attending social functions and dinner meetings, for example.

Clients may be at these occasions, and you may be expected to help sell the firm image with regard to technology. If you'd rather be back in the data center debugging assembly code, think twice about the rate of pay.

If you're in the **middle of the distribution**, then, there's nothing to worry about. Right?

Wrong. If you are considering an offer for a position in the middle of the range, and you have more education and experience than others perhaps you should be higher up. Or, the firm might not be effusive with increases so that you don't get too close to the top of the range too soon. If you are in the middle and want to grow, it is important that you discuss growth options, as it may be that you need to increase responsibilities or change positions to move up to the next salary level, should this be your goal.

If you are considering a new position, it is essential that you run through this laundry list before accepting an offer. If you are offering a position, you should run through it to develop your outlook on base salary for prospects. And if you are already in a position and satisfied with where you stand in the base salary distribution, then move on to other things and take stock again in a year.

# Salary Charts

## Base Salaries by Position/Region

## Small Firms

### CIO Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	
Alaska				1					
Four Corners		3	2	3					
Great Lakes			3	1	2	1			
Mid America			1	2					
Mid Atlantic		2	1	3	4		1	1	
Midwest			1	4	3		1		
N. California				1	1		2	1	
New England				1	1	2			
New York				1		1	2	1	
Northwest		1	1	2	3				
S. California					3		3	1	
South Central		4	4	1		1			
Southeast	1	1	2	2	2	1			
# Responding Firms	1	11	15	22	19	6	9	4	87
Percentage	1%	13%	17%	25%	22%	7%	10%	5%	

### CIO Non Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	
Four Corners		2							
Great Lakes				1					
Mid Atlantic		1							
New England	1					1			
South Central		1							
# Responding Firms	1	4	0	1	0	1	0	0	7
Percentage	14%	57%	0%	14%	0%	14%	0%	0%	

### Manager Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	
Alaska									
Four Corners				1					
Great Lakes				2					
Mid America		2							
Mid Atlantic			1	1		1			
Midwest		1	2		1				
N. California		1							
New England			1	1					
New York									
Northwest		1							
S. California			1			1			
South Central		3	3	1					
Southeast	1		1						
# Responding Firms	1	8	9	6	1	2	0	0	27
Percentage	4%	30%	33%	22%	4%	7%	0%	0%	

### Manager Non Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	
New England			1						
Northwest	1								
S. California			1						
South Central	1								
Southeast		1							
# Responding Firms	2	1	2	0	0	0	0	0	5
Percentage	40%	20%	40%	0%	0%	0%	0%	0%	

# Base Salaries by Position/Region

# Small Firms

## Analyst Exempt

Region	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
New England		1			
Southeast	1				
# Responding Firms	1	1	0	0	2
Percentage	50%	50%	0%	0%	

## Analyst Non-Exempt

Region	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Mid Atlantic	1				
Midwest	1				
N. California		1		1	
Northwest	1				
Southeast			1		
# Responding Firms	3	1	1	1	6
Percentage	50%	17%	17%	17%	

## Engineer Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Mid Atlantic	1				
Midwest		1			
S. California				1	
Southeast				1	
# Responding Firms	1	1	0	2	4
Percentage	25%	25%	0%	50%	

## Engineer Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Mid Atlantic			1		
S. California				1	
# Responding Firms	0	0	1	1	2
Percentage	0%	0%	50%	50%	

## Specialist Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Four Corners	1	1			
Great Lakes		1			
Mid America		1			
Mid Atlantic	1	1			
Midwest		1	1		
N. California		1			
Southeast		1			
# Responding Firms	2	7	1	0	10
Percentage	20%	70%	10%	0%	

## Specialist Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Four Corners	1				
Great Lakes		1			
Mid Atlantic	1	1	1		
Midwest		1			
N. California			1		
Northwest	1		1		
S. California	1	2		1	
South Central	2				
Southeast		1	1		
# Responding Firms	6	6	4	1	17
Percentage	35%	35%	24%	6%	

## Trainer Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Mid Atlantic			1		
Midwest		1			
New York				1	
Northwest		1			
S. California			1		
South Central	1				
Southeast		2			
# Responding Firms	1	4	2	1	8
Percentage	13%	50%	25%	13%	

## Trainer Non-Exempt

Region	\$40,000	\$41-50K	\$51-60K	\$61-70K	
Mid Atlantic	2	1	2		
N. California		1	2		
Northwest		1	1		
S. California			3		
South Central	1	1			
# Responding Firms	3	4	8	0	15
Percentage	20%	27%	53%	0%	

## Branch Sys Adm Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$91-100K	
Four Corners					1		
Mid America			1				
Midwest		1		1			
N. California				1	1		
New England			1				
New York			1				
S. California					1	1	
South Central	1					1	
Southeast		1	1	1			
# Responding Firms	1	2	4	3	3	2	15
Percentage	7%	13%	27%	20%	20%	13%	

## Programmer Exempt

Region	\$61-70K	\$71-80K	
N. California	1		
# Responding Firms	1	0	1
Percentage	100%	0%	

## Web Exempt

Region	<\$40K	\$41-50K	
Mid America		1	
# Responding Firms	0	1	1
Percentage	0%	100%	

## Web Non-Exempt

Region	<\$40K	\$41-50K	
Mid America	1		
Northwest	1		
# Responding Firms	2	0	2
Percentage	100%	0%	

## Branch Sys Adm Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$91-100K	
Alaska		1					
Four Corners	1						
Great Lakes	1						
Mid America	1	1					
Mid Atlantic			1		1		
Midwest	1	1					
N. California			1		1		
Northwest	1	1					
S. California			1				
South Central		1					
Southeast	1						
# Responding Firms	5	4	3	0	2	0	14
Percentage	36%	29%	21%	0%	14%	0%	

# Base Salaries by Position/Region

## Small Firms

### Other Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Alaska		1			
Four Corners	1				
Mid Atlantic			2	1	
Midwest			1		
New England			1		
Northwest			2	1	
South Central			1		
Southeast		1			
# Responding Firms	1	2	7	2	12
Percentage	8%	17%	58%	17%	

### Other Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Four Corners		2			
Great Lakes				1	
Mid Atlantic		1			
New England	1				
South Central		1			
# Responding Firms	1	4	0	1	6
Percentage	17%	67%	0%	17%	

# Base Salaries by Position/Region

## Medium Firms

### CIO Exempt

Region	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$126-150K	\$151-200K	
Four Corners				1	1					
Great Lakes		1	1	1		1	1			
Mid America						1				
Mid Atlantic			1	2	2	1	2			
Midwest				1	1					
N. California				1			3	1		
New England			1	1	3				1	
New York		2			2		1	1		
Northwest	1			2	2					
S. California			1		1		2			
South Central		2	2	3		1		1		
Southeast						1		1		
# Responding Firms	1	5	6	12	12	5	9	4	1	55
Percentage	2%	9%	11%	22%	22%	9%	16%	7%	2%	

### CIO Non-Exempt

Region	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$126-150K	\$151-200K	
Four Corners		1								
Northwest	1									
# Responding Firms	1	1	0	0	0	0	0	0	0	2
Percentage	50%	50%	0%	0%	0%	0%	0%	0%	0%	

### Manager Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$126-150K	
Four Corners		1								
Great Lakes					1					
Mid America					1					
Mid Atlantic			1	2						
Midwest				2		1				
N. California				1	1	1	2	1	1	
New England					1	1				
New York					3	1	1	1	1	
Northwest				1						
S. California				1	1					
South Central		1		1						
Southeast			1							
# Responding Firms	0	2	2	8	8	4	3	2	2	31
Percentage	0%	6%	6%	26%	26%	13%	10%	6%	6%	

### Manager Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$126-150K	
Northwest	1									
Southeast	1		1							
# Responding Firms	2	0	1	0	0	0	0	0	0	3
Percentage	67%	0%	33%	0%	0%	0%	0%	0%	0%	

# Base Salaries by Position/Region

# Medium Firms

## Analyst Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Alaska						
Four Corners				1		
Great Lakes			1			
Mid America					1	
S. California		1				
<b># Responding Firms</b>	0	1	1	1	1	4
<b>Percentage</b>	0%	25%	25%	25%	25%	

## Analyst Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
N. California			1			
New England		1				
New York		2				
Northwest		1	1			
S. California				1		
South Central			1			
<b># Responding Firms</b>	0	4	3	1	0	8
<b>Percentage</b>	0%	50%	38%	13%	0%	

## Engineer Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Great Lakes		1				
N. California					1	
S. California			1			
Southeast			1	1		
<b># Responding Firms</b>	0	1	2	1	1	5
<b>Percentage</b>	0%	20%	40%	20%	20%	

## Engineer Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Great Lakes	1					
Southeast	1					
<b># Responding Firms</b>	2	0	0	0	0	2
<b>Percentage</b>	100%	0%	0%	0%	0%	

## Specialist Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$81-90K	
Great Lakes		1	2			
Mid Atlantic			1			
N. California		1				
New England		1				
South Central			1			
Southeast	1					
<b># Responding Firms</b>	1	3	4	0	0	8
<b>Percentage</b>	13%	38%	50%	0%	0%	

## Specialist Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$81-90K	
Four Corners		2				
Great Lakes	1					
Mid Atlantic		1	1			
Midwest			1			
N. California		2	1			
New York		1				
Northwest		1				
S. California		2				
South Central		1				
<b># Responding Firms</b>	3	9	3	0	0	15
<b>Percentage</b>	20%	60%	20%	0%	0%	

## Trainer Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$81-90K	
Mid Atlantic			1			
Midwest		1				
N. California				1		
New England	1					
New York			2			
South Central		1				
Southeast			1			
<b># Responding Firms</b>	1	2	4	1	0	8
<b>Percentage</b>	13%	25%	50%	13%	0%	

## Trainer Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$81-90K	
N. California				1		
New York		1	1	1		
Northwest		4	1			
S. California					1	
South Central		1				
<b># Responding Firms</b>	0	6	2	2	1	11
<b>Percentage</b>	0%	55%	18%	18%	9%	

## Branch Sys Adm Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Mid Atlantic		1				
New England					1	
S. California			1	1		
Southeast		1				
<b># Responding Firms</b>	0	2	1	1	1	5
<b>Percentage</b>	0%	40%	20%	20%	20%	

## Branch Sys Adm Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Four Corners		1				
Mid Atlantic		1				
Midwest				1		
Northwest	2					
S. California	2	1	1			
<b># Responding Firms</b>	4	3	1	1	0	9
<b>Percentage</b>	44%	33%	11%	11%	0%	

## Other Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Great Lakes			1	1	1	
Mid Atlantic				1	2	
N. California					1	
New England				1	1	
New York			2			
Southeast						
<b># Responding Firms</b>	0	0	3	3	5	11
<b>Percentage</b>	0%	0%	27%	27%	45%	

## Other Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Four Corners	1		1			
Great Lakes	3		1			
Mid America	1					
Mid Atlantic	1	1	1		1	
Midwest	2	1				
N. California		1	1			
New York			1			
Northwest			2			
South Central		1				
<b># Responding Firms</b>	8	4	7	0	1	20
<b>Percentage</b>	40%	20%	35%	0%	5%	

# Base Salaries by Position/Region

## Medium Firms

### Programmer Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
New York		1	1			2
# Responding Firms	0	1	1	0	0	
Percentage	0%	50%	50%	0%	0%	

### Programmer Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
New York		1				3
S. California		1				
South Central			1			
# Responding Firms	0	2	1	0	0	
Percentage	0%	67%	33%	0%	0%	

### Web Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Midwest				1		1
# Responding Firms	0	0	0	1	0	
Percentage	0%	0%	0%	100%	0%	

### Web Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Mid Atlantic		1				2
South Central	1					
# Responding Firms	1	1	0	0	0	
Percentage	50%	50%	0%	0%	0%	

# Base Salaries by Position/Region

## Large Firms

### CIO Exempt

Region	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$126-150K	\$151-200K	>\$200K	
Four Corners		1							46
Great Lakes			1						
Mid America		3							
Mid Atlantic	1		1		1		1		
Midwest		2			4	1	1		
N. California						1		1	
New England				1	2	2			
New York						5	1	1	
S. California			2			1	3		
South Central						2			
Southeast	1		2	1	1	1			
# Responding Firms	2	6	6	2	8	14	6	2	
Percentage	4%	13%	13%	4%	17%	30%	13%	4%	

### Manager Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	
Four Corners		1							50
Great Lakes		1		1	1	1			
Mid America			1		1				
Mid Atlantic					3	1			
Midwest		1	4		3	1	2	1	
N. California			1					2	
New England			2		2	1			
New York					1	3	3	2	
S. California			1	1					
South Central		1	1		1				
Southeast	1			4					
# Responding Firms	1	4	10	6	12	7	5	5	
Percentage	2%	8%	20%	12%	24%	14%	10%	10%	

### Manager Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	
Four Corners	1								8
N. California				1	1				
New England			1						
S. California							1		
South Central		1		1					
Southeast		1							
# Responding Firms	1	2	1	2	1	0	1	0	
Percentage	13%	25%	13%	25%	13%	0%	13%	0%	

# Base Salaries by Position/Region

# Large Firms

## Analyst Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	
Four Corners						1	
Great Lakes		1		1			
Mid America				1			
Mid Atlantic		2		1			
Midwest			2	1	1		
New England		1					
South Central	1						
<b># Responding Firms</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>13</b>
<b>Percentage</b>	<b>8%</b>	<b>31%</b>	<b>15%</b>	<b>31%</b>	<b>8%</b>	<b>8%</b>	

## Analyst Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	
Great Lakes		1					
Mid America	1						
Mid Atlantic		2					
Midwest	2	1		1			
New England			1				
New York		2	1	1			
Northwest				1			
South Central	2	3	1				
<b># Responding Firms</b>	<b>5</b>	<b>9</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>20</b>
<b>Percentage</b>	<b>25%</b>	<b>45%</b>	<b>15%</b>	<b>15%</b>	<b>0%</b>	<b>0%</b>	

## Engineer Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	
Great Lakes	1						
Mid Atlantic			1				
S. California			1				
Southeast		1					
<b># Responding Firms</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Percentage</b>	<b>25%</b>	<b>25%</b>	<b>50%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	

## Engineer Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	
Great Lakes		1					
Mid Atlantic	1						
New England	1			1			
New York					1		
S. California				1			
South Central		1	1				
Southeast	2	1	1				
<b># Responding Firms</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>12</b>
<b>Percentage</b>	<b>33%</b>	<b>25%</b>	<b>17%</b>	<b>17%</b>	<b>8%</b>	<b>0%</b>	

## Specialist Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	
Four Corners			1				
Midwest	1				1		
N. California		1					
New England		1					
New York				1	1		
South Central	1						
Southeast		1					
<b># Responding Firms</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>9</b>
<b>Percentage</b>	<b>22%</b>	<b>33%</b>	<b>11%</b>	<b>11%</b>	<b>22%</b>	<b>0%</b>	

## Specialist Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	
Great Lakes	1	1	1				
Mid America	2	1					
Mid Atlantic	1	2					
Midwest	3	4	1			1	
N. California			1				
New England	1	1	1				
New York		1	3	1	1		
S. California			2				
South Central	2	2					
Southeast	1	1					
<b># Responding Firms</b>	<b>11</b>	<b>13</b>	<b>9</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>36</b>
<b>Percentage</b>	<b>31%</b>	<b>36%</b>	<b>25%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	

## Trainer Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	
Mid Atlantic		2	1				
New York		1	2	1			
S. California				1			
South Central		3					
<b># Responding Firms</b>	<b>0</b>	<b>6</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>11</b>
<b>Percentage</b>	<b>0%</b>	<b>55%</b>	<b>27%</b>	<b>18%</b>	<b>0%</b>	<b>0%</b>	

## Trainer Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	
Great Lakes	1	2					
Midwest		1					
New England	1						
Northwest			1				
<b># Responding Firms</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>Percentage</b>	<b>33%</b>	<b>50%</b>	<b>17%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	

## Branch Sys Adm Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	
Mid America		1					
Midwest			1				
N. California		1					
New England			2				
New York		1	1			1	
<b># Responding Firms</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>8</b>
<b>Percentage</b>	<b>0%</b>	<b>38%</b>	<b>50%</b>	<b>0%</b>	<b>0%</b>	<b>13%</b>	

## Branch Sys Adm Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	
N. California					1	1	
New York			1				
<b># Responding Firms</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>
<b>Percentage</b>	<b>0%</b>	<b>0%</b>	<b>33%</b>	<b>0%</b>	<b>33%</b>	<b>33%</b>	

## Web Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Midwest				1	
Southeast		1			
<b># Responding Firms</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>
<b>Percentage</b>	<b>0%</b>	<b>50%</b>	<b>0%</b>	<b>50%</b>	

## Web Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
New York	1				
South Central		1	1		
<b># Responding Firms</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>3</b>
<b>Percentage</b>	<b>33%</b>	<b>33%</b>	<b>33%</b>	<b>0%</b>	

## Programmer Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Great Lakes	1				
Mid America	1				
Midwest			1		
New York				1	
<b># Responding Firms</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>6</b>
<b>Percentage</b>	<b>33%</b>	<b>0%</b>	<b>17%</b>	<b>50%</b>	

## Other Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Four Corners			1		
Great Lakes	1	1			
Mid America		1	1		
Mid Atlantic		1			
Midwest				1	
Southeast		2		1	
<b># Responding Firms</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>10</b>
<b>Percentage</b>	<b>10%</b>	<b>50%</b>	<b>20%</b>	<b>20%</b>	

## Other Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Great Lakes	3		1		
Mid America	1				
Midwest		2			
N. California				1	
Northwest	1				
South Central		1			
Southeast	4				
<b># Responding Firms</b>	<b>10</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>15</b>
<b>Percentage</b>	<b>67%</b>	<b>20%</b>	<b>7%</b>	<b>7%</b>	

## Programmer Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Great Lakes		1			
Midwest			1		
<b># Responding Firms</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>
<b>Percentage</b>	<b>0%</b>	<b>50%</b>	<b>50%</b>	<b>0%</b>	

# Base Salaries by Position/Region

# Very Large Firms

## CIO Exempt

Region	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$126-150K	\$151-200K	\$200K	
Great Lakes				1				1	
Mid America						2			
Mid Atlantic					2	1	3		
Midwest				1	2	1		1	
N. California							1		
New England							1		
New York						2	2	1	
Northwest						1			
South Central				1	1		1	1	
Southeast				1					
# Responding Firms	0	0	0	4	5	7	8	4	28
Percentage	0%	0%	0%	14%	18%	25%	29%	14%	

## Manager Exempt

Region	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$126-150K	
Great Lakes		2		1	1	1			
Mid America		2	2	2	4	2	1		
Mid Atlantic	1		1	2	3	1	1		
Midwest	1		1	1	4	2			
N. California							3		
New England		1	1			2			
New York			1	3	2	4	1	2	
Northwest					1				
S. California				1		1		1	
South Central		1	1		1	2			
Southeast	2		2						
# Responding Firms	4	6	9	10	17	15	6	3	70
Percentage	6%	9%	13%	14%	24%	21%	9%	4%	

## Manager Non-Exempt

Region	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$126-150K	
Great Lakes	1		1						
Mid America	2	1							
S. California	1			1					
South Central	1		1						
# Responding Firms	5	1	2	1	0	0	0	0	9
Percentage	56%	11%	22%	11%	0%	0%	0%	0%	

## Analyst Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	
Great Lakes						1		
Mid America	1	6	3	5				
Mid Atlantic			2	1				
Midwest		1						
New England	1							
New York			2	1		1	1	
South Central				1				
# Responding Firms	2	7	7	8	0	2	1	27
Percentage	7%	26%	26%	30%	0%	7%	4%	

## Analyst Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	
Mid Atlantic		1						
Midwest	3	1						
N. California				1				
New England		1						
South Central	2	2	2					
Southeast						1		
# Responding Firms	5	5	2	1	0	1	0	14
Percentage	36%	36%	14%	7%	0%	7%	0%	

## Engineer Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$101-125K	
Great Lakes			1					
Mid America				1	1	3		
Midwest	1	1	2					
New York				1	2	2		
South Central				1			1	
# Responding Firms	1	1	3	3	3	5	1	17
Percentage	6%	6%	18%	18%	18%	29%	6%	

## Engineer Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$101-125K	
Great Lakes		2						
New England	1							
S. California			1					
# Responding Firms	1	2	1	0	0	0	0	4
Percentage	25%	50%	25%	0%	0%	0%	0%	

# Base Salaries by Position/Region

# Very Large Firms

## Specialist Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$101-	
Mid America	1							
Mid Atlantic			1					
New England	1		1					
New York		1	2					
South Central		1						
Southeast		1						
<b># Responding Firms</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9</b>
<b>Percentage</b>	<b>22%</b>	<b>33%</b>	<b>44%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	

## Specialist Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$101-	
Great Lakes	1							
Mid America	9	6						
Mid Atlantic		3						
Midwest	3	2						
New England	4	1						
New York		2						
S. California			1					
South Central	2	1			1			
<b># Responding Firms</b>	<b>19</b>	<b>15</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>36</b>
<b>Percentage</b>	<b>53%</b>	<b>42%</b>	<b>3%</b>	<b>0%</b>	<b>3%</b>	<b>0%</b>	<b>0%</b>	

## Trainer Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$101-	
Mid America			2					
Mid Atlantic		1	1					
Midwest	1	1						
Northwest		1	1					
S. California			1	1				
Southeast	1	2	1					
<b># Responding Firms</b>	<b>2</b>	<b>5</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>
<b>Percentage</b>	<b>14%</b>	<b>36%</b>	<b>43%</b>	<b>7%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	

## Trainer Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$101-	
Great Lakes	1							
Mid America		1						
New England		1						
New York			1					
Northwest			1					
Southeast		1				1		
<b># Responding Firms</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>7</b>
<b>Percentage</b>	<b>14%</b>	<b>43%</b>	<b>29%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>0%</b>	

## Branch Sys Adm Exempt

Region	\$51-60K	\$61-70K	\$71-80K	\$81-90K	
Mid America			1		
<b># Responding Firms</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Percentage</b>	<b>0%</b>	<b>0%</b>	<b>100%</b>	<b>0%</b>	

## Branch Sys Adm Non-Exempt

Region	\$51-60K	\$61-70K	\$71-80K	\$81-90K	
New York	1				
S. California				1	
<b># Responding Firms</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>
<b>Percentage</b>	<b>50%</b>	<b>0%</b>	<b>0%</b>	<b>50%</b>	

## Programmer Exempt

Region	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Mid America		1		2	
Mid Atlantic		1			
S. California				1	
<b># Responding Firms</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>5</b>
<b>Percentage</b>	<b>0%</b>	<b>40%</b>	<b>0%</b>	<b>60%</b>	

## Programmer Non-Exempt

Region	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Great Lakes	1				
Mid Atlantic	1				
S. California			1		
<b>Total Number</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>3</b>
<b>Percentage</b>	<b>67%</b>	<b>0%</b>	<b>33%</b>	<b>0%</b>	

## Web Exempt

Region	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
Great Lakes		1			
Mid America			3		
<b># Responding Firms</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>4</b>
<b>Percentage</b>	<b>0%</b>	<b>25%</b>	<b>75%</b>	<b>0%</b>	

## Web Non-Exempt

Region	\$41-50K	\$51-60K	\$61-70K	\$71-80K	
S. California		1		1	
<b># Responding Firms</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>
<b>Percentage</b>	<b>0%</b>	<b>50%</b>	<b>0%</b>	<b>50%</b>	

## Other Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Great Lakes		1			
Mid America		1		2	
Mid Atlantic			1		
Midwest		1		1	
New York			1		
Southeast	2		1		
<b># Responding Firms</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>12</b>
<b>Percentage</b>	<b>17%</b>	<b>25%</b>	<b>33%</b>	<b>25%</b>	

## Other Non-Exempt

Region	<\$40K	\$41-50K	\$51-60K	\$61-70K	
Great Lakes	1				
Mid Atlantic		1			
Midwest	1		1		
New York		1	1		
S. California					
South Central		1			
Southeast		1			
<b># Responding Firms</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>9</b>
<b>Percentage</b>	<b>22%</b>	<b>56%</b>	<b>22%</b>	<b>0%</b>	

# Bonuses

Bonus information in the survey is reported on a composite basis by position, without a regional breakdown. The majority of both exempt and non-exempt responses indicated that their positions are eligible for bonuses (77% for exempt, 62% for non-exempt). Larger bonuses were most significantly weighted to CIO and Manager positions, with exempt bonuses significantly higher than non-exempt bonuses. High level staff positions (analysts and engineers) in large and very large firms also reflected a trend toward higher bonuses.

Some firms consider bonus pay an element of base pay, often up to 20%. The bonus amount can depend on a variety of factors: including results with technology projects, overtime worked, the magnitude of change that was undertaken during the year, the individual or staff's ability to respond to demands, teamwork, firm performance, and much more. Bonus administration is really more art than science and depends to a large extent on the culture and pay philosophy of the individual firm.

## Small Firms Exempt

Position	<\$1K	\$1-3K	\$3-5K	\$5-7K	\$7-9K	\$9-10K	>\$10K	Total
CIO	12	19	16	9	1	6	6	69
Managers	3	7	6	6	1		1	24
Analysts		1						1
Engineers	1	1	1					3
Trainers	1	1	1					3
Specialists	1	2					1	4
Programmers								0
Branch Sys.		4	2	2			1	9
Web Design								0
Other	2	2	1				1	6
# Responding Firms	20	37	27	17	2	6	10	119
Percentage	17%	31%	23%	14%	2%	5%	8%	100%

## Medium Firms Exempt

Position	<\$1K	\$1-3K	\$3-5K	\$5-7K	\$7-9K	\$9-10K	>\$10K	Total
CIO	3	5	14	7	8	4	6	47
Managers	3	6	8	4	4	2	2	29
Analysts	1	2						3
Engineers		3						3
Trainers	2	1	2			1		6
Specialists	3	2						5
Programmers			1					1
Branch Sys.	1	3	1	1				6
Web Design				2				0
Other		2		2				4
# Responding Firms	13	24	26	14	12	7	8	104
Percentage	13%	23%	25%	13%	12%	7%	8%	100%

## Large Firms Exempt

Position	<\$1K	\$1-3K	\$3-5K	\$5-7K	\$7-9K	\$9-10K	>\$10K	Total
CIO		5	8	6	1	3	17	40
Managers	8	9	7	4	2	2	6	38
Analysts		4	1					5
Engineers			1	1				2
Trainers	2	3	3					8
Specialists	2	2		1				5
Programmers	2	1						3
Branch Sys.	1	4						5
Web Design			1				1	2
Other	1	1	2					4
# Responding Firms	16	29	23	12	3	5	24	112
Percentage	14%	26%	21%	11%	3%	4%	21%	100%

## Very Large Firms Exempt

Position	<\$1K	\$1-3K	\$3-5K	\$5-7K	\$7-9K	\$9-10K	>\$10K	Total
CIO		2			1	4	20	27
Managers	3	15	12	6	4	8	10	58
Analysts	4	14	3					21
Engineers	1	6	1	2				10
Trainers	2	3	2		2			9
Specialists	3	4						7
Programmers	2	3	1				2	8
Branch Sys.		1						1
Web Design			2	2			1	5
Other	1	4		1				6
# Responding Firms	16	52	21	11	7	12	33	152
Percentage	11%	34%	14%	7%	5%	8%	22%	100%

## Small Firms Non-Exempt

Position	<\$1K	\$1-3K	\$3-5K	\$5-7K	\$7-9K	\$9-10K	>\$10K	Total
CIO		3	1				1	5
Managers		3	2					5
Analysts			2					2
Engineers								0
Trainers	3	4		1				8
Specialists	3	3						6
Programmers								0
Branch Sys.	5	4						9
Web Design	1							1
Other	5	7	2					14
# Responding Firms	17	24	7	1	0	0	1	50
Percentage	34%	48%	14%	2%	0%	0%	2%	100%

## Medium Firms Non-Exempt

Position	<\$1K	\$1-3K	\$3-5K	\$5-7K	\$7-9K	\$9-10K	>\$10K	Total
CIO					1			1
Managers	2							2
Analysts	1	3	2					6
Engineers	1							1
Trainers	7	2						9
Specialists	4	3						7
Programmers	1							1
Branch Sys.	6	1						7
Web Design	1							1
Other	7	7						14
# Responding Firms	30	16	2	1	0	0	0	49
Percentage	61%	33%	4%	2%	0%	0%	0%	100%

## Large Firms Non-Exempt

Position	<\$1K	\$1-3K	\$3-5K	\$5-7K	\$7-9K	\$9-10K	>\$10K	Total
CIO								0
Managers		3			1			4
Analysts	3	5	1					9
Engineers	2	1	1					4
Trainers	2	2						4
Specialists	10	11						21
Programmers	1	1						2
Branch Sys.		1						1
Web Design		1	1					2
Other	6	2						8
# Responding Firms	24	27	3	0	1	0	0	55
Percentage	44%	49%	5%	0%	2%	0%	0%	100%

## Very Large Firms Non-Exempt

Position	<\$1K	\$1-3K	\$3-5K	\$5-7K	\$7-9K	\$9-10K	>\$10K	Total
CIO								0
Managers	2	1	1	1				5
Analysts	5	2	1	1				9
Engineers	1	1						2
Trainers	1	2	1					4
Specialists	10	6	2					18
Programmers	2							2
Branch Sys.	1							1
Web Design	2	2	2					6
Other	1	2	1					4
# Responding Firms	25	16	8	2	0	0	0	51
Percentage	49%	31%	16%	4%	0%	0%	0%	100%

# Overtime Hours

To get an idea of how many hours people in law firm IT are working, we analyzed overtime hours by position and firm size for exempt and non-exempt employees. There is no breakdown on the base hours for this analysis, so we ask readers to assume that overtime hours are based on a 40 hour week, even though we know that some firms report 35 and 37 hour work weeks. Another point to keep in mind is that exempt employees typically don't track overtime formally (i.e., on a time sheet or through the payroll system) so the figures in this category are "guesstimates" of the actual hours worked by people in exempt positions.

The results indicate that employees in exempt positions are more likely to work higher overtime than people in non-exempt positions, and that employees in large firms are more likely to work overtime than those in small and medium firms. Interestingly, very large firms appear to be as good as small and medium firms at keeping a tight rein on non-exempt overtime.

What do the reported overtime hours mean in terms of compensation? If a non-exempt employee at a firm with a 40 hour work week reports 400 hours of overtime each year, this averages about 8 hours a week for 48 work weeks. If that employee is making \$50,000 per year, the overtime rate of pay is \$36 per hour which totals about \$13,000 per year in overtime pay. At a base rate of \$60,000 the overtime pay would be approximately \$16,000 per year. Managers might take note that the majority of both exempt and non-exempt positions reported overtime in the "less than 100 hours" category, or 2 hours a week. In this example, the associated overtime pay for a \$50,000 position is about \$3,500 per year.

Although IT project scheduling and management to a large extent dictate staff resource requirements at a law firm, the amount of overtime that an individual needs to put in to complete work is also largely a function of experience. Employees who have "been there, done that" are much more likely to be able to cut to the chase when it comes to problem solving and project rollouts. This factor creates a bit of a twist in the aspect of bonus logic that rewards exempt employees for overtime worked, as it punishes those who work efficiently.

While the constant change in technology tends to create a continual aura of crisis response in IT departments (and therefore overtime), it is probably a good idea to keep in mind the old wisdom that overtime should be the exception and not the rule. Continued high levels of overtime for a department or position signal other management or process issues that should be addressed.

# Overtime Hours by Firm Size/Position

## Small Firms Exempt

Position	<100	101-200	201-300	301-400	>401	Total
CIO	27	20	21	8	14	90
Managers	7	11	6	3	2	29
Analysts	0	1	0	0	1	2
Engineers	1	3	0	0	0	4
Trainers	6	1	0	0	1	8
Specialists	5	3	1	0	0	9
Programmers	1	0	0	0	0	1
Branch Sys.	7	3	1	1	4	16
Web Design	0	0	0	0	0	0
Other	5	2	4	0	1	12
<b># Responding Firms</b>	<b>59</b>	<b>44</b>	<b>33</b>	<b>12</b>	<b>23</b>	<b>171</b>
Percentage	35%	26%	19%	7%	13%	100%

## Small Firms Non-Exempt

Position	<100	101-200	201-300	301-400	>401	Total
CIO	1	3	2	1	0	7
Managers	3	1	0	0	1	5
Analysts	4	2	0	0	0	6
Engineers	1	0	1	0	0	2
Trainers	9	3	1	1	0	14
Specialists	10	4	1	1	0	16
Programmers	0	0	0	0	0	0
Branch Sys.	8	5	0	1	1	15
Web Design	1	1	0	0	0	2
Other	14	3	3	1	1	22
<b># Responding Firms</b>	<b>51</b>	<b>22</b>	<b>8</b>	<b>5</b>	<b>3</b>	<b>89</b>
Percentage	57%	25%	9%	6%	3%	100%

## Medium Firms Exempt

Position	<100	101-200	201-300	301-400	>401	Total
CIO	10	19	17	3	11	60
Managers	10	8	5	5	6	34
Analysts	2	0	2	1	0	5
Engineers	1	3	1	0	0	5
Trainers	5	2	1	1	0	9
Specialists	5	2	2	0	0	9
Programmers	3	0	0	0	0	3
Branch Sys.	2	2	0	0	2	6
Web Design	1	0	0	0	0	1
Other	3	0	2	3	0	8
<b># Responding Firms</b>	<b>42</b>	<b>36</b>	<b>30</b>	<b>13</b>	<b>19</b>	<b>140</b>
Percentage	30%	26%	21%	9%	14%	100%

## Medium Firms Non-Exempt

Position	<100	101-200	201-300	301-400	>401	Total
CIO	1	0	1	0	0	2
Managers	3	0	0	0	0	3
Analysts	6	1	1	0	0	8
Engineers	2	0	0	0	0	2
Trainers	8	1	1	0	0	10
Specialists	11	1	1	1	0	14
Programmers	3	0	0	0	0	3
Branch Sys.	6	1	1	0	1	9
Web Design	3	0	0	0	0	3
Other	14	1	1	1	2	19
<b># Responding Firms</b>	<b>57</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>73</b>
Percentage	78%	7%	8%	3%	4%	100%

## Large Firms Exempt

Position	<100	101-200	201-300	301-400	>401	Total
CIO	5	11	9	6	17	48
Managers	15	13	8	1	11	48
Analysts	2	7	0	0	1	10
Engineers	1	2	0	0	1	4
Trainers	7	0	1	1	2	11
Specialists	6	1	1	0	0	8
Programmers	3	3	0	0	0	6
Branch Sys.	4	3	2	0	0	9
Web Design	2	0	0	0	0	2
Other	4	4	2	2	0	12
<b># Responding Firms</b>	<b>49</b>	<b>44</b>	<b>23</b>	<b>10</b>	<b>32</b>	<b>158</b>
Percentage	31%	28%	15%	6%	20%	100%

## Large Firms Non-Exempt

Position	<100	101-200	201-300	301-400	>401	Total
CIO	0	0	0	0	0	0
Managers	3	2	2	0	3	10
Analysts	10	4	2	1	1	18
Engineers	3	1	3	1	3	11
Trainers	4	1	1	0	0	6
Specialists	19	8	5	3	3	38
Programmers	1	1	0	0	0	2
Branch Sys.	1	0	2	0	0	3
Web Design	0	1	1	0	1	3
Other	9	2	1	1	1	14
<b># Responding Firms</b>	<b>50</b>	<b>20</b>	<b>17</b>	<b>6</b>	<b>12</b>	<b>105</b>
Percentage	48%	19%	16%	6%	11%	100%

## Very Large Firms Exempt

Position	<100	101-200	201-300	301-400	>401	Total
CIO	1	3	5	1	19	29
Managers	22	16	14	10	10	72
Analysts	15	6	3	2	1	27
Engineers	4	4	2	4	3	17
Trainers	9	3	2	0	0	14
Specialists	6	1	1	0	1	9
Programmers	3	0	0	0	2	5
Branch Sys.	0	0	0	0	1	1
Web Design	3	1	0	0	0	4
Other	9	0	2	0	1	12
<b># Responding Firms</b>	<b>72</b>	<b>34</b>	<b>29</b>	<b>17</b>	<b>38</b>	<b>190</b>
Percentage	38%	18%	15%	9%	20%	100%

## Very Large Firms Non-Exempt

Position	<100	101-200	201-300	301-400	>401	Total
CIO	0	0	0	0	0	0
Managers	6	0	2	0	1	9
Analysts	11	1	1	1	0	14
Engineers	2	0	1	1	0	4
Trainers	4	1	0	0	0	5
Specialists	25	6	3	1	1	36
Programmers	2	0	0	0	0	2
Branch Sys.	2	0	0	0	0	2
Web Design	1	1	0	0	0	2
Other	6	2	0	0	0	8
<b># Responding Firms</b>	<b>59</b>	<b>11</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>82</b>
Percentage	72%	13%	9%	4%	2%	100%

# Salaries by City

It really didn't make sense to report data by city unless there were at least five responses for the position. The ALA survey does a very good job of reporting by city for CIO and Manager positions, but it does not report for other IT positions. To the extent that we had sufficient data for a city/position, results are shown below:

## Boston

### CIO Exempt

Firm Size	\$61-70K	\$71-80K	\$81-90K	\$125-150K	\$151-200K	Total
Small	1		1			2
Medium	1	1	1			3
Large				2		2
Very Large					1	1

### Manager Exempt

Firm Size	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	Total
Small		1				1
Medium				1		1
Large	1		2	1		4
Very Large	1	1			2	4

### Analyst Exempt

Firm Size	<\$40K	\$41-50K	\$51-60K	Total
Small			1	1
Medium				0
Large		1		1
Very Large	1			1

### Analyst Non-Exempt

Firm Size	\$41-50K	\$51-60K	Total
Small			0
Medium			0
Large		1	1
Very Large	1		1

### Engineer Non-Exempt

Firm Size	<\$40K	\$61-70K	Total
Small			0
Medium			0
Large	1	1	2
Very Large	1		1

## Chicago

### CIO Exempt

Firm Size	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$125-150K	\$151-200K	Total
Small	2	2						4
Medium		1						1
Large		1			1	1	1	4
Very Large				1	1			2

### Manager Exempt

Firm Size	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	>\$151-200K	Total
Small	1	2		1				4
Medium					1			1
Large		1		2	1	2	1	7
Very Large			1		2			3

# Los Angeles

## CIO Exempt

Firm Size	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$151-200K	Total
Small		2		2			4
Medium							0
Large			1			3	4
Very Large							0

## Manager Exempt

Firm Size	\$51-60K	\$61-70K	\$71-80K	\$81-90K	Total
Small	1			1	2
Medium		2			2
Large		1			1
Very Large			1	1	2

# New York

## CIO Exempt

Firm Size	\$61-70K	\$81-90K	\$91-100K	\$101-125K	\$125-150K	>\$151-200K	Total
Small	1	1	1	1			4
Medium							0
Large					1	1	2
Very Large					1	3	4

## Manager Exempt

Firm Size	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$125-150K	Total
Small							0
Medium			1	1	1	1	4
Large		1	1	1	1		4
Very Large	3		2	4	1	2	12

## Analyst Exempt

Firm Size	\$51-60K	\$61-70K	\$81-90K	\$91-100K	Total
Small					0
Medium					0
Large					0
Very Large	2	1	1	1	5

## Analyst Non-Exempt

Firm Size	\$41-50K	\$51-60K	\$61-70K	Total
Small				0
Medium	2			2
Large	1	1	1	3
Very Large				0

## Engineer Exempt

Firm Size	\$51-60K	\$71-80K	\$81-90K	Total
Small				0
Medium				0
Large				0
Very Large	1	2	2	5

# San Francisco

## CIO Exempt

Firm Size	\$71-80K	\$91-100K	\$101-125K	\$125-150K	\$151-200K	Total
Small	1	2	1			4
Medium	1		3			4
Large				1	1	2
Very Large					1	1

## Manager Exempt

Firm Size	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$125-150K	Total
Small	1								1
Medium			1	1	1	2	1	1	7
Large		1					2		3
Very Large				1			3		4

# St. Louis

## CIO Exempt

Firm Size	\$51-60K	\$71-80K	\$91-100K	\$125-150K	Total
Small	1				1
Medium			1		1
Large		2			2
Very Large				1	1

## Manager Exempt

Firm Size	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	Total
Small							0
Medium							0
Large			1				1
Very Large	2	2	2	4	2	1	13

## Analyst Exempt

Firm Size	<\$40K	\$41-50K	\$51-60K	\$61-70K	Total
Small					0
Medium					0
Large			1		1
Very Large	1	5	2	4	12

## Engineer Exempt

Firm Size	\$61-70K	\$71-80K	\$81-90K	Total
Small				0
Medium				0
Large				0
Very Large	1	1	3	5

# Washington, DC

## CIO Exempt

Firm Size	\$71-80K	\$81-90K	\$101-125K	\$151-200K	Total
Small	3		1		4
Medium	1	1	1		3
Large				1	1
Very Large			1	2	3

## Manager Exempt

Firm Size	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	Total
Small	1		1			2
Medium	1					1
Large			1			1
Very Large		1	2	1	1	5

# Canadian Firms

Base salaries for 47 individuals at Canadian firms are presented below and reported in Canadian dollars.

Small Firm	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$126-150K	\$151-200K	>\$200K	
Manager (Exempt)			1									
Manager (Non-Exempt)												
Other (Exempt)												
Other (Non-Exempt)	1											
# Responding Firms	1	0	1	0	0	0	0	0	0	0	0	2
Percentage	50%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%	

Medium Firm	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$126-150K	\$151-200K	>\$200K	
CIO Exempt					1							
CIO (Non-Exempt)												
Manager (Exempt)			1	1			1					
Manager (Non-Exempt)						1						
Analyst (Exempt)												
Analyst (Non-Exempt)		1										
Engineer (Exempt)												
Engineer (Non-Exempt)			1									
Specialist (Exempt)												
Specialist (Non-Exempt)												
Trainer (Exempt)												
Trainer (Non-Exempt)	2		1									
Branch Sys Adm (Exempt)												
Branch Sys Admin (Non-Exempt)	2											
Web (Exempt)												
Web (Non-Exempt)												
# Responding Firms	4	1	3	1	1	1	1	0	0	0	0	12
Percentage	33%	8%	25%	8%	8%	8%	8%	0%	0%	0%	0%	

Large Firm	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$126-150K	\$151-200K	>\$200K	
CIO Exempt							2	1				
CIO (Non-Exempt)												
Manager (Exempt)			1		1	2	1	1				
Manager (Non-Exempt)												
Analyst (Exempt)												
Analyst (Non-Exempt)												
Engineer (Exempt)												
Engineer (Non-Exempt)			1									
Specialist (Exempt)		1										
Specialist (Non-Exempt)		1	2									
Trainer (Exempt)												
Trainer (Non-Exempt)		2										
Branch Sys Adm (Exempt)	1											
Branch Sys Admin (Non-Exempt)												
Other (Exempt)												
Other (Non-Exempt)	1	4										
# Responding Firms	2	8	4	0	1	2	3	2	0	0	0	22
Percentage	9%	36%	18%	0%	5%	9%	14%	9%	0%	0%	0%	

Very Large Firm	<\$40K	\$41-50K	\$51-60K	\$61-70K	\$71-80K	\$81-90K	\$91-100K	\$101-125K	\$126-150K	\$151-200K	>\$200K	
CIO Exempt								1		2		
CIO (Non-Exempt)												
Manager (Exempt)			1	1		2		1				
Manager (Non-Exempt)				1								
Analyst (Exempt)												
Analyst (Non-Exempt)				1								
Engineer (Exempt)												
Engineer (Non-Exempt)												
Specialist (Exempt)												
Specialist (Non-Exempt)		1										
Trainer (Exempt)												
Trainer (Non-Exempt)												
# Responding Firms	0	1	1	3	0	2	0	2	0	2	0	11
Percentage	0%	9%	9%	27%	0%	18%	0%	18%	0%	18%	0%	

# Miscellaneous

## Telecommuting

Telecommuting is generally considered a "perk" as it allows IT employees to accomplish job responsibilities without commuting time. Telecommuting also provides "think time" for those responsible for big projects and planning; time that is often difficult to find when one is at everyone's disposal at the office. Results from our survey (including both exempt and non exempt positions) indicate that:

80% of respondents are not eligible for telecommuting

20% of respondents are eligible for telecommuting

Of the 20% of respondents eligible for telecommuting:

52% telecommute less than 10 days per year

22% telecommute 10-20 days per year

13% telecommute 21-50 days per year

12% telecommute more than 50 days per year

31% of the respondents who telecommute are CIOs

29% of the respondents are Managers

40% are distributed among other IT positions

Those who are leery of telecommuting often wonder how they can make sure people are working if they are not actually present at the office. Those who really manage their people understand that being at the office does not necessarily mean that someone is working. They also understand that staff who are actually working may not be performing the most appropriate tasks given stated goals and objectives, or they may be performing the tasks inefficiently. There is no question that there is a need for strong interpersonal interaction in a law firm IT organization, which requires people's presence at the office. However, there is also a strong need for project management and long range planning, which requires shelter from daily crises and interruptions that typically plague IT personnel. Telecommuting, properly managed, is one way to strike this balance.

It seems reasonable that most telecommuters are CIOs and Managers; they would be most likely to have the "think tank" responsibility that lends itself to telecommuting. Individuals at this level are typically available to the organization by phone, e-mail, etc. for emergencies. However, their absence on telecommuting days is a good test of their staff's ability to sustain the operation when various incidents arise, and might be considered an element of the firm's fault tolerance plan. Remember the old saying, "Nobody is indispensable in a well run operation." Telecommuting might be considered a drill of sorts, one that ensures staff can respond to emergencies regardless of personnel present, one that provides an opportunity to move forward on project plans, and one that is good for morale if properly managed.

## Weekend On Call

"How many weekends were you required to wear a pager and respond within a specified timeframe last year?"

Although some firms run weekend operations (based on the 2000 survey results), most firms typically do not schedule IT staff during the weekend. Instead, they have individuals available for "on call" response to emergency pages from users who require use of the computer system off hours. The 2000 survey results indicated that 73% of respondents are satisfied with their firm's on call program and related compensation. Those not satisfied typically indicated that they were not compensated either directly or indirectly for their time. This year, our measurement simply indicates how often people are expected to be on call. Exempt and non-exempt responses are reflected in the results.

40% of all respondents are on call fewer than 5 weekends per year

10% of respondents are on call 5-9 weekends per year

8% of respondents are on call 10-14 weekends per year

5% of respondents are on call 15-20 weekends per year

37% of respondents are on call more than 20 weekends per year

Comments indicate that many technical managers wear a pager every weekend so that they can be contacted in the event of a system emergency and that it is considered "part of the job."

## Training Investment

"How much did your firm invest in your training and technical development in 2000?"

Keeping up with technology developments and changes is of critical importance to IT professionals. Training allows techies to perform better in their own positions, as well as make them move up the salary and responsibility ladder. The amount a firm invests in its IT staff training might be considered an element of compensation. Results for this year's respondents (exempt and non-exempt combined) follow.

Amount firms spent on IT training per individual in 2000:

Less than \$500	28%
\$500 - 1000	18%
\$1000 - 1500	12%
\$1501 - 2000	12%
\$2001 - 2500	8%
\$2501 - 3000	8%
\$3001 or more	13%

Although it was not specifically spelled out in the survey question, typically, it is assumed that training dollars include technical training and attendance at technical conferences. Although there is no question that technical skills are needed, it is equally important that technical people have interpersonal, communication, problem definition-and-solving and project management skills appropriate to their positions. CIOs should consider whether training dollars are being appropriately invested in these categories as well as technical areas so that their technical staff is of maximum value to the organization.

Non-technical skills are covered in degree programs in business and management, and investments in non-technical training may not be as important for individuals with college degrees. However those with primarily technical certifications might benefit from general skills development.

## Highest Degree Held

(for all IS Positions)

High School Diploma	25%
Associate's Degree	15%
Bachelor's Degree	43%
Master's Degree	8%
Professional or PhD	1%
Other	7%

Over 50% of responding CIOs and Managers hold a Bachelor's or Master's degree.

## Certifications

Respondents were asked to indicate all certifications held. Of the thousand responses, results are listed below. Since an individual might hold more than one certification, percentages were not computed.

### 125 CNA

*Certified Netware Administrator: A basic certification from Novell for network personnel that provides knowledge so that a system administrator can map drives and add users to the system, and attend to general house-keeping, but not build servers or attend to high level configuration.*

### 66 CNE

*Certified Novell Engineer: A high level certification from Novell for network personnel.*

### 7 MCNE

*Master Certified NetWare Engineer: The highest level network certification from Novell.*

### 43 MOUS

*Microsoft Office User Specialist: Certification that indicates an individual has high level knowledge of the Office Suite from a user perspective.*

### 14 Citrix

*Citrix provides components for remote access. Citrix certification indicates that the individual is knowledgeable of the functionality and troubleshooting features of the equipment.*

### 78 A+

*A+ is basic certification in desktop hardware components and indicates that an individual has the basic skills needed to troubleshoot problems at the desktop level (hard drive issues, memory issues, etc.)*

## 130 Other Certifications Including:

### ASE (Compaq)

#### CCNA

*Certified Cisco Network Administrator: Certification in the operation and management of Cisco's line of switches, hubs, routers.*

#### CCNP

*Certified Cisco Network Professional: A higher level certification in Cisco equipment, something that a consultant or integrator might have, and possibly staff in large firms.*

#### CDP

*Certification in PC DOCS Open software (a commercial document management system)*

#### COBOL

*Common Business Oriented Programming Language (Does anyone use this any more?)*

#### CSP

*(Certified Systems Professional): Certification offered by the Association of System Management that demonstrates an individual has a broad knowledge of system architecture and operational issues. This certification is more common in corporations than in law firms.*

#### Dell

*Dell offers a certification program for desktop support personnel that trains them to do basic warranty work and other tasks requiring authorized Dell support.*

#### GroupWise

*Certification in management and operation of Novell's e-mail system.*

#### HP Openview

*Server certification for the HP line of servers.*

#### iManage

*A commercial document management subsystem. Certification for system support personnel for a commercial document management system.*

#### Lotus

*Certification in one of the Lotus products.*

#### MCP

*Microsoft Certified Professional: A basic certification that is required as a first step to other Microsoft Certifications, technical and non-technical.*

#### MCDBA

*Microsoft Database Administrator: Technical certification for those responsible for Microsoft databases (SQL, Access).*

#### Mensa

*A society for people with an IQ in the upper 2 percentile of the population. The word "Mensa" means "table" in Latin. The name stands for a round-table society, where race, color, creed, national origin, age, politics, educational or social background are irrelevant. (Okay, very funny. If you're so smart, how did you end up working in IT at a law firm?)*

#### Nortel

*Commercial certification for support personnel who use Nortel phone systems and network components. The certifications for phones and network are separate programs.*

#### Office 2000

*Microsoft certification in the use and/or support of the 2000 suite.*

Although certification is often something that new people bring with them to the job, firms should probably look at certification requirements for each position and understand the level of certification, if any, that would be required to carry out the function reasonably well. This makes it possible for the firm to determine what training (i.e., certification classes) should be provided to personnel in different functions. It would also allow them to draw the line between certification that is required, and that which is "frosting on the cake". For example, a small firm might decide that a basic certification is required for a system administrator, but that advanced certification is not required in the position because they would rather hire an integrator when these skills are needed. Another small firm might decide to send the system administrator to advanced training so they don't have to hire an integrator. These decisions depend on the firm culture, the network configuration, and the individual people in the positions.

It may be stating the obvious to say that certification should be taken with a grain of salt, or at least considered in light of other factors such as education, experience, problem solving ability, communication skills, and so on. There are many people with hot-

shot certifications that should not be allowed anywhere near a production network because they don't have a clue how their actions affect anything else on the network. They memorized enough to pass an exam, but they have no practical understanding to speak of. Certification is a lucrative side business for vendors. There are plenty of individuals who are uncertified who will be better long-term prospects for staff and manager positions than those who are certified.

### Tenure

The amount of time that law firm IT people have been in their position or in the industry has a great deal of influence on the rate of pay. The information in the tenure section provides a good indicator to those hiring as to the number of years of experience that should be required for different positions. The data in these charts reflect the high turnover in the industry in the last few years, with a high proportion of responses having less than three years of tenure in the current position or company.

The natural peak at this three year point has a suspiciously high correlation with the average life cycle of a system; most hardware and software has to be completely overhauled approximately every three years. So the question is, do the CIOs and Managers bail out when they know a big conversion is coming because these changes are so excruciating in the law firm environment? Or do the firms, um, excuse them because they need a scapegoat for what appears to be a system that is "falling apart" at the end of three years?

# Job Tenure

## CIO

	<1 Yr	1-3 Yrs	4-6 Yrs	7-9 Yrs	10-12 Yrs	>12 Yrs	
<b>In Current Job</b>							
Small	15	38	25	9	8	3	
Medium	10	29	12	9	3	2	
Large	5	25	9	4	5	3	
Very Large	3	16	7	1	0	3	
	33	108	53	23	16	11	244
	14%	44%	22%	9%	7%	5%	
<b>At the Company</b>							
Small	14	30	23	8	10	13	
Medium	8	27	10	8	4	8	
Large	3	16	15	5	7	5	
Very Large	1	12	2	6	2	6	
	26	85	50	27	23	32	243
	11%	35%	21%	11%	9%	13%	
<b>In the Field</b>							
Small	1	4	15	13	4	49	
Medium			10	11	12	31	
Large		1	2	2	9	37	
Very Large		1		1	5	21	
	1	6	27	27	30	138	229
	0%	3%	12%	12%	13%	60%	

## Engineer

	<1 Yr	1-3 Yrs	4-6 Yrs	7-9 Yrs	10-12 Yrs	>12 Yrs	
<b>In Current Job</b>							
Small	3	3					
Medium	2	4	1				
Large	8	6	1	1			
Very Large	10	10	1				
	23	23	3	1			50
	46%	46%	6%	2%			
<b>At the Company</b>							
Small	2	4					
Medium	1	3	2	1			
Large	6	6	1			2	
Very Large	5	13	2	1			
	14	26	5	2	0	2	49
	29%	53%	10%	4%	0%	4%	
<b>In the Field</b>							
Small			4	2			
Medium	1	1	3		1	1	
Large		1	6	5	1	2	
Very Large	1	1	7	5	2	5	
	2	3	20	12	4	8	49
	4%	6%	41%	24%	8%	16%	

## Manager

	<1 Yr	1-3 Yrs	4-6 Yrs	7-9 Yrs	10-12 Yrs	>12 Yrs	
<b>In Current Job</b>							
Small	3	17	4	3	4	3	
Medium	8	19	8		1	1	
Large	13	30	11	1	4	2	
Very Large	25	40	6	3	2	6	
	49	106	29	7	11	12	214
	23%	50%	14%	3%	5%	6%	
<b>At the Company</b>							
Small	2	15	3	4	3	7	
Medium	5	14	11	1	2	4	
Large	7	23	8	7	6	9	
Very Large	15	26	11	6	7	17	
	29	78	33	18	18	37	213
	14%	37%	15%	8%	8%	17%	
<b>In the Field</b>							
Small		5	8	4	6	10	
Medium		5	11	4	7	9	
Large		6	10	9	10	25	
Very Large		6	14	10	13	37	
		22	43	27	36	81	209
		11%	21%	13%	17%	39%	

## Specialist

	<1 Yr	1-3 Yrs	4-6 Yrs	7-9 Yrs	10-12 Yrs	>12 Yrs	
<b>In Current Job</b>							
Small	12	11	3	1			
Medium	8	12	3		1		
Large	25	17	5	1			
Very Large	22	22		1			
	67	62	11	3	1	0	144
	47%	43%	8%	2%	1%	0%	
<b>At the Company</b>							
Small	11	8	2	1	2	1	
Medium	7	10	2		3	2	
Large	18	16	7	4		4	
Very Large	16	19	4	1	1	3	
	52	53	15	6	6	10	142
	37%	37%	11%	4%	4%	7%	
<b>In the Field</b>							
Small	2	9	10	3	1		
Medium	9	5	4	4	4	1	
Large	5	13	16	3	4	7	
Very Large	5	15	13	2	1	8	
	12	46	44	12	10	16	140
	9%	33%	31%	9%	7%	11%	

## Analyst

	<1 Yr	1-3 Yrs	4-6 Yrs	7-9 Yrs	10-12 Yrs	>12 Yrs	
<b>In Current Job</b>							
Small	5	3					
Medium	5	5	1	1			
Large	13	2	3	2	1		
Very Large	13	21	5	1	1		
	36	31	9	4	2		82
	44%	38%	11%	5%	2%		
<b>At the Company</b>							
Small	4	1	1	2			
Medium	4	3	3				
Large	8	13	3	2	2	1	
Very Large	7	22	5	1	2	4	
	23	39	12	5	4	5	88
	26%	44%	14%	6%	5%	6%	
<b>In the Field</b>							
Small	1	2	2	1	1	1	
Medium		5	2	1	3	1	
Large	3	8	8	1	3	6	
Very Large	1	7	13	6	3	7	
	5	22	25	9	10	15	86
	6%	26%	29%	10%	12%	17%	

## Branch Sys Admin

	<1 Yr	1-3 Yrs	4-6 Yrs	7-9 Yrs	10-12 Yrs	>12 Yrs	
<b>In Current Job</b>							
Small	4	18	3	3	2	2	
Medium	5	6	4				
Large	4	5	2			1	
Very Large	2	1					
	15	30	9	3	2	3	62
	24%	48%	15%	5%	3%	5%	
<b>At the Company</b>							
Small	3	15	5	2	3	3	
Medium	3	6	4	1	1		
Large	3	5	2	1			
Very Large	1	1	1				
	10	27	12	4	4	3	60
	17%	45%	20%	7%	7%	5%	
<b>In the Field</b>							
Small		6	9	5	2	9	
Medium	1	4	3	5	2		
Large	2	2	5	2	1		
Very Large		1	1				
	3	13	18	12	5	9	60
	5%	22%	30%	20%	8%	15%	

## Trainer

	<1 Yr	1-3 Yrs	4-6 Yrs	7-9 Yrs	10-12 Yrs	>12 Yrs	
<b>In Current Job</b>							
Small	4	15	3			1	
Medium	5	14	1	1			
Large	7	10					
Very Large	7	10	3				
	23	49	7	1	0	1	81
	28%	60%	9%	1%	0%	1%	
<b>At the Company</b>							
Small	3	12	2	2	1	3	
Medium	3	13	4	1			
Large	7	4	3			2	
Very Large	6	7	5				
	19	36	14	3	1	5	78
	24%	46%	18%	4%	1%	6%	
<b>In the Field</b>							
Small		5	7	2	2	6	
Medium	2	5	4	5		3	
Large		6	4	1	2	2	
Very Large	2	20	23	9	6	17	
	4	36	38	17	10	28	133
	3%	27%	29%	13%	8%	21%	

## Application Service Providers

Our respondents were asked their opinion on the role of application service providers in law firms over the next five years. Responses indicated strong opinions on many fronts, as well as those who had no opinion at all. To start, we should define application service provider, as many of the responses considered it equivalent to outsourcing. An outsourcing arrangement is one where an IT workgroup or workgroups, e.g., the Help Desk, is contracted and managed by an outside organization but the people actually show up at your office to perform their duties. Facilities management would be the 80s equivalent (when firms hired outside companies to run their internal copy centers).

An application service provider provides application functionality (e.g., e-mail or litigation support or document collaboration) to a firm's users via connection through the existing computer network. Typically, the physical infrastructure is not at the user location and the system administration (e.g., backups, etc.) is handled off site. Two long-standing examples of application service providers might be payroll or billing systems. Newer examples include companies that provide e-mail services, document collaboration, and litigation support.

About half the respondents indicated that law firm systems would be supported by application service providers in the next five years. The other half insisted that this was simply not going to happen. Those who believe the move is inevitable cite economies of scale (especially for small firms), general industry direction and the need for high performance infrastructure as primary reasons for the evolution. Those who believe that it will not happen cite security issues, service level difficulties and lack of necessary application integration as reasons that it will be impossible for ASPs to serve in a law firm environment. Several respondents indicated that they believed ASPs would flourish in "niches", with document collaboration and litigation support as frequent examples.

The answer will depend on what the ASPs have to offer, and whether there is any growth in that arena given the slower economy. The limitation does tend to be the level of integration with other applications in most firms; i.e., you can't have an e-mail ASP because e-mail needs to talk to your document subsystem, your

contact management subsystem, and other software that may not be part of the ASP offering. So while it may be more cost effective to farm out an application, if loss of integration is the result, the firm is back to square one. Until this hurdle can be overcome (along with the noted security hurdles), or until law firms adopt a more standard palette of application and integration preferences, ASPs will continue to be viable for "niche" applications as noted previously.

## Career Growth

About 75% of the respondents indicated that they had no interest in moving into IT management. Most of these indicated that they preferred to do "real work" and derived their job satisfaction from hands-on tasks and projects. Many indicated that the need to keep technical skills current pre-empted management responsibilities (i.e., you need to make a choice between technical skill and management in order to become proficient at either one). Others indicated that they didn't have the proper training and that the time investment would be too great to make the change. Politics and too much time in meetings were frequently mentioned as reasons for the lack of interest. Several responses indicated that they had "been there, done that" and would never go back.

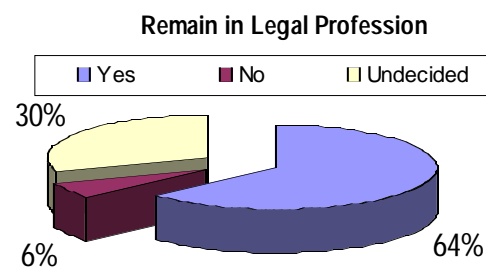
The 25% of respondents who are interested in management were almost exclusively in analyst or branch administrator positions. Several of these people are in the process of pursuing college degrees in computer system management (as opposed to computer science, which is a technically oriented program). One respondent summed it up nicely: "I have too many ideas that I want to try to NOT go into management." An interest in business practices and people seems to be the common

denominator for those wanting to be in IT management. Firms should keep this in mind when recruiting for entry level positions (if the emphasis when hiring is solely on technical skills, there may be a shortage of management potential later on.)

Team leadership, project management and functional supervision are ways to ramp up individuals who show interest and promise into your next generation of managers. While high turnover in the past few years might tempt us to skip grooming future managers (after all, if they're going to leave, why bother?), the slower economy may lend itself to more internal cultivation of talent. And in any event, what goes around comes around. Someone else at another firm may be ramping up the skills of an individual you end up hiring in two years, so in bringing your own people up to speed, you are returning the favor even if they move on to other positions.

## Stay in Legal

Almost two-thirds of the respondents indicated that they intend to remain in the legal profession.



Various reasons cited for their desire to remain in this industry include:

- Good salary and benefits
- Challenging work environment
- Relatively stable industry

Of the 30% of respondents who felt undecided as to their desire to stay in the legal profession, these reasons were common:

Lawyers are very demanding, and firms keep staffing very lean and don't match corporate level salaries

Technology is not a priority

Burn out!

## Recruiting & Retaining

Finding, hiring and keeping good IT staff, as with staff in general, is a challenge for law firms. Our respondents were generous with their advice on how to recruit and retain, and many suggestions followed a common theme titled "pay me well and keep me motivated":

You have to pay well, provide a motivating work environment and a strategic plan that includes IT.

When recruiting, don't settle for anything but the best. In order to retain the talent that resides in a department, opportunity for advancement and education are very important.

Treat support staff with dignity; provide them with challenging assignments; keep current with the trends in technology

Treat them as professionals; if they are responsible let them have the authority to make decisions!!

To retain the best, demand a humane work environment, with respect for each individual regardless of billing rate or seniority. To do this, upper management can discourage stressful work habits and encourage relaxed work habits, in particular: 1) Manage the expectations of other attorneys, so that the support staff have several months to learn new systems before they're expected to match -- let alone exceed -- their previous productivity levels. Upper management must be an advocate for support staff and must not tolerate attorneys who berate their staff

or drive them into the ground with excessive workload and irresponsibly tight deadlines. 2) Provide realistic budgets that account for training, support and maintenance as well as the initial hardware and software costs. 3) Allow for flexibility in scheduling, e.g. unpaid time off, flex hours, occasional telecommuting, etc. 4) Share the wealth: have the support staff benefit from the continuing productivity gains provided by technology and training, so that users work a shorter week.

# Finance/Accounting Staff

"How does my firm compare with other firms with respect to salaries and bonuses?" That question is often on the minds of our fellow LawNet members especially around review time. This year's Finance/Accounting Staff Salary Survey, the first endeavor of its kind by LawNet, attempts to answer that question.

## Respondent Profiles

This year's survey had a relatively modest number of respondents reporting, a total of 226. The breakdown by position is as follows:

Position	#	%
CFO/Director/Manager (top person in the accounting department responsible for planning, spending, supervising)	47	21%
Manager/Supervisor (oversees a function in accounting, but is not the entire accounting function)	66	29%
Analyst	6	3%
Specialist	20	9%
Clerk/Clerical Staff	58	26%
Other	29	13%
TOTAL	226	100%

The responses came from a good cross-section of firm sizes and regions:

Firm Size	#	%
Small	76	34%
Medium	71	31%
Large	57	25%
Very Large	22	10%

Region	#
Alaska	2
Four Corners	19
Great Lakes	39
Mid-America	21
Mid-Atlantic	13
Midwest	26
New England	16
New York	9
Northern California	6
Northwest	20
South Central	32
Southeast	23

## Survey Responses

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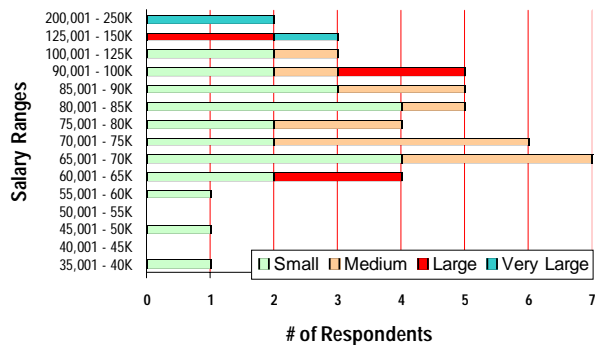
## Job Functions

Respondents were asked in which areas they performed most of their job functions. Responsibilities varied by position as seen in the chart below (note: respondents selected all options which applied to their positions):

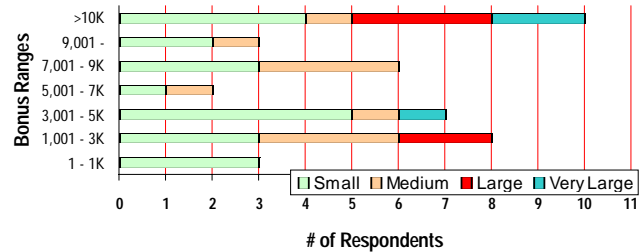
Position	#												
CFO	47	34%	66%	47%	30%	30%	32%	11%	38%	2%	13%		
Manager	66	3%	52%	52%	59%	47%	33%	32%	33%	15%	26%		
Analyst	6	0%	17%	33%	50%	17%	17%	17%	17%	0%	33%		
Specialist	20	5%	0%	15%	60%	30%	30%	5%	10%	5%	20%		
Clerk	58	All Areas	2%	0%	12%	53%	41%	9%	16%	10%	16%	9%	
Other	29		7%	10%	24%	38%	34%	34%	17%	7%	3%	24%	

## Salaries and Bonuses by Position

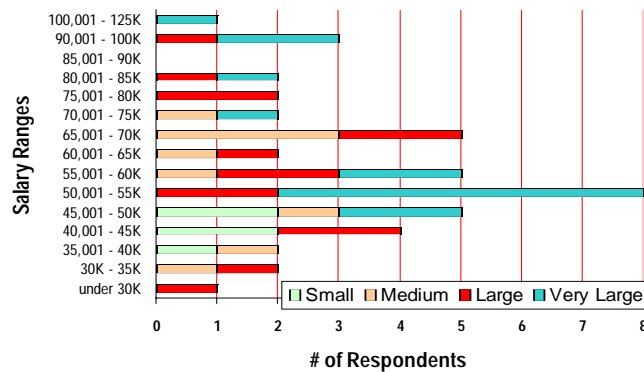
### CFO (Exempt) Salaries



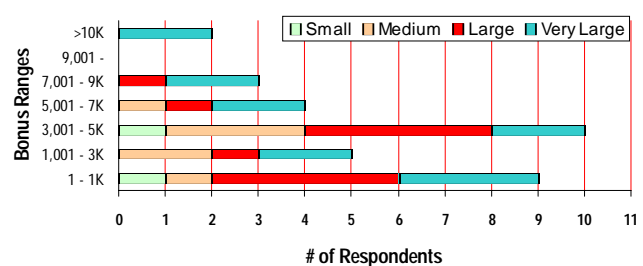
### CFO (Exempt) Bonuses



### Manager (Exempt) Salaries



### Manager (Exempt) Bonuses



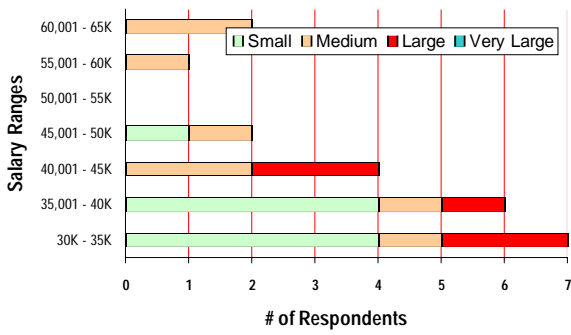
## Other Exempt Salaries Reported

Position	Firm Size	< 30K	30K - 35K	35,001 - 40K	40,001 - 45K	45,001 - 50K	50,001 - 55K	55,001 - 60K	60,001 - 65K	65,001 - 70K
Analyst	Medium			1	1	1				
Analyst	Large			1					1	
Clerk	Medium	1	1							
Clerk	Large	1		1						
Other	Small	1	1		1				1	1
Other	Medium	1			1					
Other	Very Large						1			

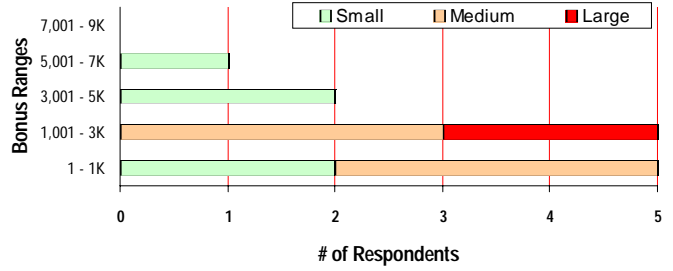
## Other Exempt Bonuses Reported

Position	Firm Size	1 - 1K	1,001 - 3K	3,001 - 5K	5,001 - 7K	7,001 - 9K	9,001 - 10K	>10K
Analyst	Large				1			
Analyst	Medium		1					
Clerk	Medium	1	1					
Clerk	Large		1					
Other	Medium	1						
Other	Small	1	3					1

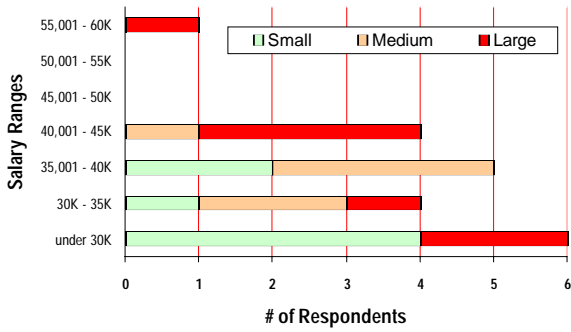
### Manager (Non-Exempt) Salaries



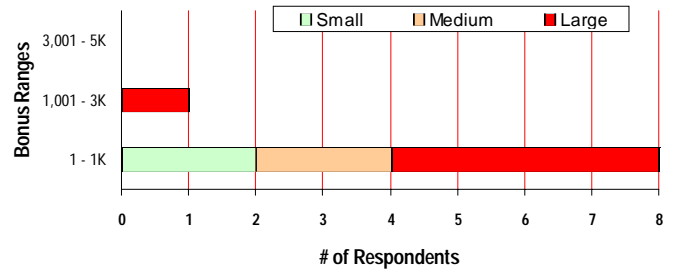
### Manager (Non-Exempt) Bonuses



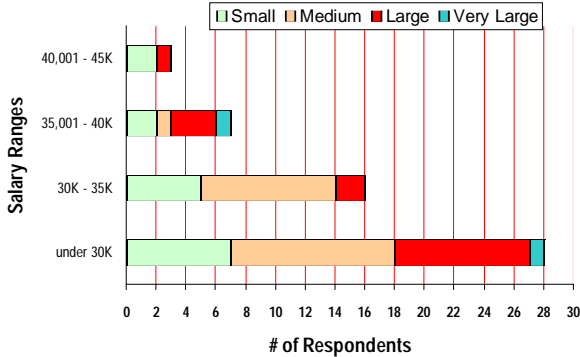
### Specialist (Non-Exempt) Salaries



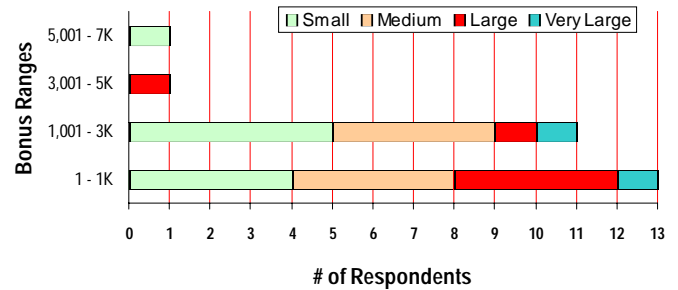
### Specialist (Non-Exempt) Bonuses



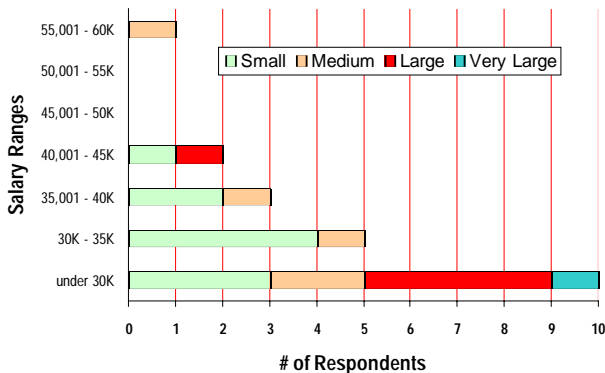
### Clerk (Non-Exempt) Salaries



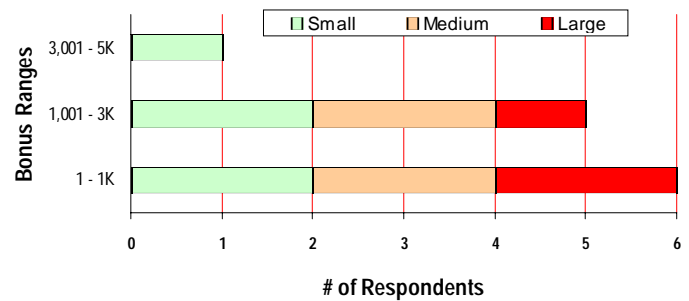
### Clerk (Non-Exempt) Bonuses



### Other (Non-Exempt) Salaries



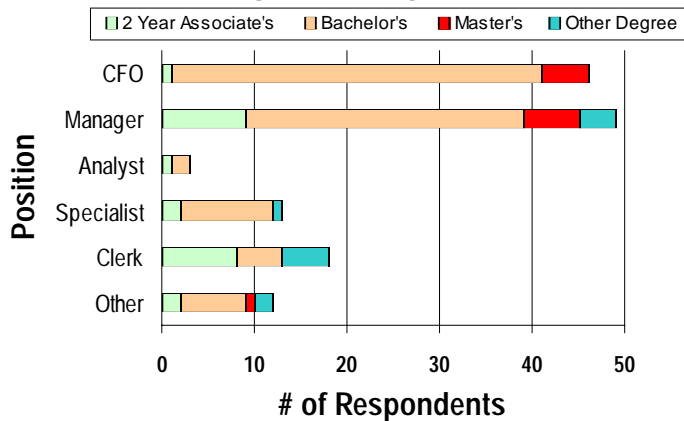
### Other (Non-Exempt) Bonuses



## Degrees and Certification

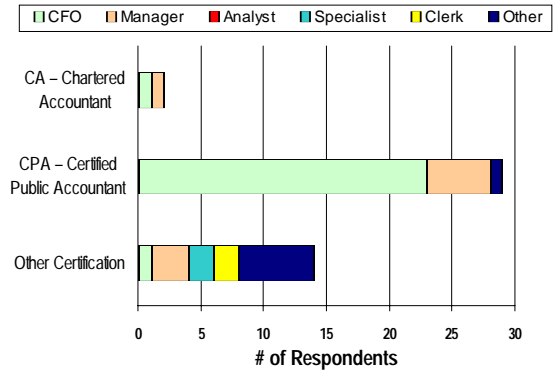
As the positions increase in responsibility and scope, most respondents reported their bachelor's degree or other advanced degree. The "Other" responses included people who had completed some college, received a technical or trade school degree, executive secretary training, or internal firm classes.

### Highest Degree Held



Respondents from the finance and accounting arena reported the following professional certifications:

### Certifications

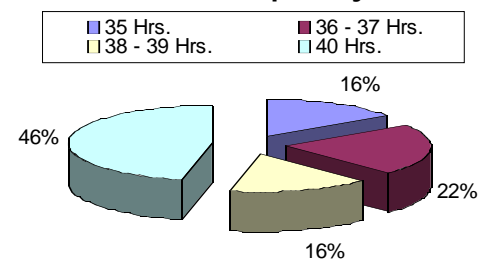


## Overtime

Only 47% of the non-exempt respondents said they worked a 40 hour work week before becoming eligible for overtime. The remainder were fairly evenly distributed between the other three categories. The majority of the respondents worked 0 to 100 hours of overtime in 2000. Extreme amounts of overtime (401 hours and over) were generally limited to the higher-level positions.

		Overtime Hours Worked in 2000				
Position	Class	000 - 100	101 - 200	201 - 300	301 - 400	>400
Analyst	Exempt	4		1		
Analyst	Nonexempt					1
CFO	Exempt	13	9	11	2	11
Clerk	Exempt	4				
Clerk	Nonexempt	42	4	2		
Manager	Exempt	12	7	9	5	10
Manager	Nonexempt	10	6	2		2
Other	Exempt	7				1
Other	Nonexempt	14	2	3		

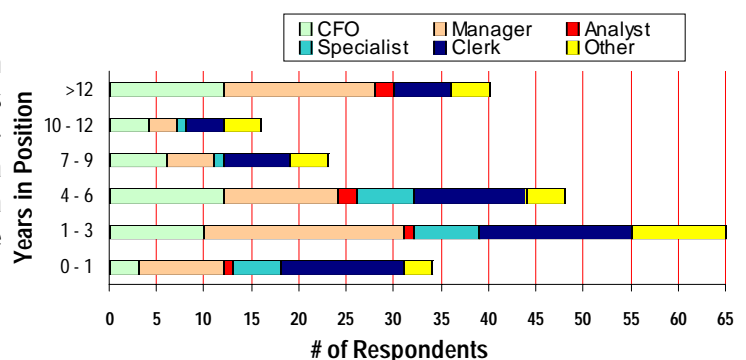
### Number of Hours in Work Week Non-Exempt Only



## Job Tenure

Most respondents were fairly new in their positions, with 65% having tenures of less than six years and 44% less than 3 years. 18% of respondents have been at their current position over 12 years. Title does not appear to be a factor in length of time a respondent has remained in a position. Based on survey responses, company tenure tends to mirror job tenure.

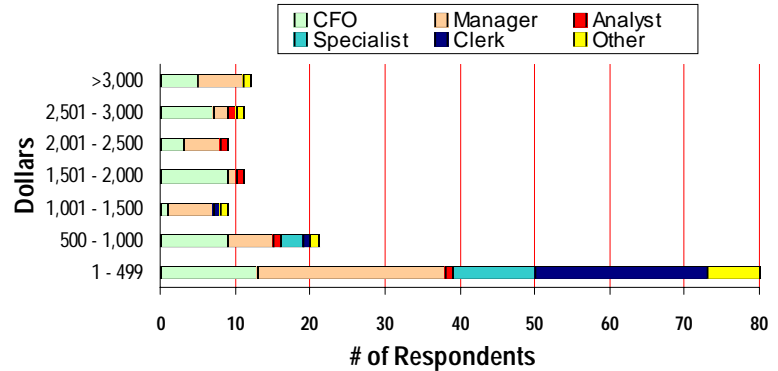
### Job Tenure



## Training

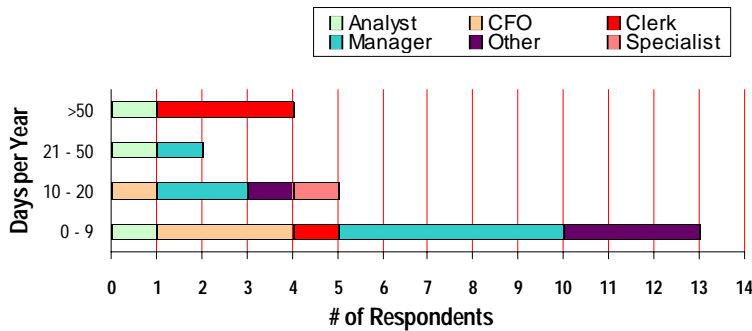
The majority of firms invested less than \$500 (per person) in training last year for those who responded to this survey. CFO and Manager positions dominated the upper spectrum of annual training dollars.

## Annual Training Dollars by Position



## Telecommuting

### Telecommuting Frequency



Most respondents (87%) stated that they were not eligible for telecommuting. Of those who were eligible for telecommuting, CFO and Manager positions dominated the field, but most telecommute less than one day per month on average. 3 Clerks reported telecommuting more than 50 days yearly.

Although we could conclude that firms are still concerned about requiring their financial staffs to be on site when working, this survey did not attempt to determine the reasons for this trend. Perhaps the applications or type of work do not lend themselves to remote access. However, many respondents stated ability to telecommute as one of the factors in retaining and recruiting finance and accounting staff.

## Future Plans

Most of the respondents who indicated that they would remain in the legal industry (68%) stated that they enjoyed the work and their jobs. They also enjoy the people they work with - two respondents actually said that they "love working with lawyers"! Respondents planning to stay in the legal industry stated that their firms are people oriented and treat their employees well. They feel appreciated by their firms. "Challenging" is a word that came up frequently with respect to why they enjoy working at law firms, as well as "interesting", "educational", "varied", and "rewarding". They felt that working at a law firm afforded them security and stability. Others are comfortable in their jobs, feeling that "it is what [they] know well" or that they are cultivating a niche knowledge that would not transfer to other industries.

Some respondents (4%) felt they would not remain in the industry. Most who stated that they would not remain in the industry cited family issues or leaving the work force entirely as their reasons for leaving. Only a few named dissatisfaction with legal as a reason for leaving.

Still others (28%) were undecided. Most undecided comments implied that respondents did not have a "crystal ball" with which to see into the future, and so they could not predict whether or not they would stay in legal. Though they have no current plans to leave, if the right opportunity comes along they will be willing to try something new. Some respondents indicated that accounting is only one of several fields which they are trying out in order to find out in which field their ultimate goal lies. Some stated that they could do accounting work in any type of industry, and that their skills can carry over to other businesses. Other undecideds noted a desire to continue their education as a possible reason for leaving in the future, coupled with a feeling that they may reach the limits of their current positions and have to look elsewhere for new challenges.

## Recruiting and Retaining Accounting Talent

Respondents were asked the question, "What advice do you have for law firm management interested in recruiting and retaining the best accounting talent?" Not surprisingly, the most frequently noted item was competitive salary and benefits. Others strongly encouraged the hiring of staff based on experience and trainability rather than education.

Top suggestions:

Offer a competitive salary and benefits

Show respect for employees; treat them as professionals; acknowledge their skills

Don't hesitate to hire people without degrees; experience, attitude, and trainability are more important

Provide employees with training opportunities, both inside and outside the firm

Make sure prospective employees fit within the existing departmental culture

Give employees career feedback and growth opportunities; keep them challenged; provide mentorship

Respondents desired respect and appreciation from the attorneys and upper management at their firms, recognition that they are not just support staff or service providers. They feel that accounting professionals are an integral part of the firm and should be treated as such. Respondents also felt that it was important to make sure that new hires are detail-oriented and are able to handle the tasks of an accounting department. They also would like flexibility in terms of scheduling and job duties.

## Application Service Providers

Respondents were asked the question, "What role do you expect Application Service Providers (ASPs) or other outsourcing services to provide with regard to law firm accounting staffing in the next 5 years?"

Only 20% of respondents had an opinion on this question. Many of those respondents were unsure as to how ASPs relate to the accounting field. A few, mostly at the CFO level, felt that ASPs would completely change the face of law firm accounting in the next five years. However, most respondents who had an opinion on this question stated that ASPs would have no role or a very limited role. Many thought that it would be more than five years before ASPs become more prevalent. Some thought outsourcing would work for smaller firms, but not for larger firms. Others felt that it would be more suited to an IT systems support function than an accounting function, due to the specialized skills necessary for law firm accounting.

## What Can Law Firms Offer?

Respondents were asked the question, "What is the most important thing that a law firm can offer an accounting professional with regard to employment?"

Top suggestions:

Competitive salary and benefits

Training; continuing education; professional development; peer networking opportunities

Career path; increased responsibilities; opportunities for growth and advancement; challenges

Recognition and respect; appreciation

Job security and stability

CFOs frequently noted that they would like to be included in the firm decision-making as part of the management team. They wish to be involved in more of the business aspects of the firm. Managers cited the importance of sufficient staffing levels and being given the authority to hire qualified staff. Other positions desired more flexibility in working hours, including the ability to telecommute.

# Final Comments and Acknowledgments

My business policy professor told us on the first day of class that if we didn't learn anything else in the entire program, we needed to learn that one should ALWAYS have a Plan B. Unfortunately, I didn't have a Plan B when we began working on the salary survey last June, and any number of fortuitous (often calamitous) events have delayed the final report. My apologies to all.

At least two weeks of the delay is attributable to the tragic events of September 11. Even though Michigan is hundreds of miles away from any of the incidents, we were stopped cold by the attacks and horrified for the victims and families and friends of those involved. May I extend condolences on behalf of LawNet and our firm to all affected, and kudos to the individuals and organizations who got back on their feet immediately afterward to keep their own operation running or to help others. I am amazed at the courage and fortitude these people have demonstrated.

The slowdown in the economy stabilizes information in this report to some extent. The market has softened and salary levels are certainly not higher than they were in May when the data was collected. The question for now is to what extent are IT salary dollars being reined in and how long will it last? A temporary lull in the compensation roller coaster gives us a chance to catch our breath, take stock of our operation and maybe even get the staff trained before the next conversion. The challenge in the coming months will be adapting our management to a slower economy, most likely lower technology investments, and the need to prioritize and economize after several years of frantic spending.

Thanks to Chuck, Ed and Pam at my firm for their assistance with preparation of the data and graphs. Amy Stewart did a fantastic job of analyzing the data in response to the questionnaire directed to the finance and accounting folks. Thanks many, many, many times to Randi Mayes for incredible patience and grace with a recalcitrant volunteer, and for major editorial work that brought the project to completion. She is the best!

Tracey Baetzel  
Director, Information Services  
Honigman Miller Schwartz and Cohn LLP  
Past President, LawNet, Inc.