

# Legal Sector Salary Survey

## Completion Instructions

# 2009-2010

### GETTING STARTED

On the spreadsheet called LEG\_ Questionnaire.xls, please:

- Step 1 Complete the **contact** form worksheet.
- Step 2 Complete the **Firm data** worksheet.
- Step 3 Complete the **Individual data** worksheet using one line/row per person. Be sure to include **level, function, basic salary** and **annual bonus** per individual.
- Step 4 Keep a copy of the completed spreadsheet prior to despatch, as we may have some queries with the data.
- Step 5 E-mail us at [info@hrinlaw.co.uk](mailto:info@hrinlaw.co.uk)

Please remember:

- *The spreadsheet does not contain macros and has been checked using the latest version of AVG anti-virus ©*
- *Please express the salaries of part-time staff in full time equivalent (FTE) terms. Staff on fixed-term contracts should be included in your return.*
- *Please do **not** include casual staff*



Promoting best  
human resource  
practice within the  
legal profession

### Help or Assistance:

Bridget Stevenson at:

Tel: 020 8749 0054  
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### INDIVIDUAL Data

#### RESPONSIBILITY LEVEL

**Full list on page 2.** When completing this column on the questionnaire/spreadsheet you must first decide, for each of your people in the organisation, which of the job levels is most appropriate and reflects their position in your organisation's hierarchy. You should be able to match your existing grades/JE score ranges to the level descriptors.

It is **NOT** necessarily expected all firms to be able to identify all these levels. The small or medium-sized organisation, for example, may have only two or three identifiable levels between directors and the grade of Trainee or Assistant. Please remember to code positions according to the defined responsibility level – it is the job level we are looking for not the job title.

#### JOB FUNCTION/FAMILY

**Full list on page 3.** Please code each job against the function descriptor that **best fits** the role. If a job covers more than one of the functions listed please code it against that function regarded as being of prime importance in the role. You can EITHER use a more generic function (particularly appropriate to smaller firms) OR use the more specific sub-function if this level of detail is identifiable within your firm.

#### IDENTITY (Optional)

This may be by a code or number e.g. payroll number etc. and it is there to solve potential queries. Please do **NOT** input names.

#### JOB TITLE (Optional)

Please enter the job title for each individual. It is for data verification purposes only, and it will not be used in our reporting.

#### BASIC SALARY

Please enter the **current** base salary only of the post holder. Base salary is defined as annualised cash payment of basic salary including location allowance and market supplements.

**NB. Full Time equivalent salaries should be given for part-time staff**

#### ANNUAL BONUS

Enter the gross value of any bonus payments or commission received in latest twelve months. If none, please enter '0'. If postholder is not eligible for any bonus payments please enter "n/a".

#### HOURS P/W (Optional)

Enter the number of HOURS worked per week (**35** by default).

#### BILLING HOURS (Optional)

Legal Staff only.

#### PQE (Lawyers Only)

Enter the number of years post qualification experience for qualified legal staff. For other staff this column should be left blank.

#### POST CODE Area (Optional)

Enter the beginning of the post code, for example, input **SW** for **SW1A 2AA**, **M** for **M2 3HS**

## RESPONSIBILITY LEVELS

**GUIDE 1:** Managers set Objectives, do Appraisals (level 16 plus)      **GUIDE:2:** 5 staff managed = Team (level 20)  
10 staff managed = Section (level 16)  
20 staff managed = Department (level 15)      **GUIDE:3:** Either budget responsibility or Supervision, e.g. level 16, if both one level higher, eg. level 15

<b>12</b>	<b>Director, <u>Senior Partner</u></b>	<b>Purpose</b>  <b>Reports to Staff</b> <b>Budget Exp.</b>	To have overall responsibility for matters across a function, region or defined activity. Responsibility for significant numbers of staff at a strategic rather than an operational level. May be Managing Director of a subsidiary. Membership of the Board or Executive Committee is a prerequisite.  The Board or Executive Committee. Has responsibility for staff within the function, region or activity at a strategic rather than operational level. Major strategic input into financial matters related to the area of activity and influence across the firm. Mature with broad experience of running a significant function or department at a strategic level and operating at board level.
<b>13</b>	<b>Senior Function Head, <u>Salaried/Fixed Equity partner</u></b>	<b>Purpose</b>  <b>Reports to Staff</b> <b>Budget Exp.</b>	To have full responsibility for a complete function or activity below Board level. Responsibility for all staff within the function/activity. This level may not exist in some (especially smaller) organisations where the work may be performed by a director at level 12.  Senior Partner or Director (level 12) in very large organisations Has responsibility for staff within the function or activity. Has strategic input into budget development and implementation across the function. Has broad experience of running a complete function at a senior level but below board level.
<b>14</b>	<b>Function Head <u>Salaried/Fixed Equity Partner</u></b>	<b>Purpose</b>  <b>Reports to Staff</b> <b>Budget Exp.</b>	To have full managerial responsibility for one or more activities and input into policy formation for those activities. Responsible for a large number of staff within their activity(ies) area.  Director (level 12) or Senior Function Head (level 13) in very large organisations Responsible for staff within the area of activity, usually with Department Managers (level 15) and/or Section Managers (level 16) reporting direct. Has responsibility for budget setting and management within the area of activity. Has wide experience of running an area of activity at a senior level but below board level.
<b>15</b>	<b>Department Manager <u>Associate Assistant, POE 6+ Senior PSL</u></b>	<b>Purpose</b>  <b>Reports to Staff</b> <b>Budget Exp.</b>	To be responsible for the day-to-day management of a complete department or activity with specifically identified responsibilities.  Senior Function Head (level 13) or Function Head (level 14), possibly as a Deputy. Has responsibility for a number of Group Managers (level 16) or Team Leaders (level 20) within the area of activity. Has day-to-day responsibility for budgets within the area of activity and has input into budget setting for that area. Has considerable experience of a particular area of activity and management skills.
<b>16</b>	<b>Section Manager <u>Associate/ Assistant POE 3-5 years</u></b>	<b>Purpose</b>  <b>Reports to Staff</b> <b>Budget Exp.</b>	To be responsible for the day-to-day management of a group, activity, department or project, with specifically identified responsibilities. This is similar to Department Manager (level 15), but operates in units of lesser importance, by virtue of size or accountability.  Department Manager (level 15), Function Head (level 14) or Senior Function Head (level 13). Has responsibility for a number of Team Leaders (level 20). Appraisals and objective settings. Has responsibility for day-to-day management of group/project/department budgets. Fully experienced in the day-to-day management of a group, department or project.
<b>20</b>	<b>Team Leader/ Supervisor, Technical/ Administrative staff/ <u>Junior Associate/ Legal Exec/ Junior PSL</u></b>	<b>Purpose</b>  <b>Reports to Staff</b> <b>Budget Exp.</b>	To be responsible for the day-to-day management of a team of staff. Specialists with experience or seniority but limited management responsibility may be found at this level.  Section Manager (level 16), Department Manager (level 15) Has supervisory responsibility for a team of experienced staff (level 21 or below). Mentor, but not usually responsible for appraisals. Has day-to-day responsibility for the team budget. Has some years experience and seniority. Specialists with experience or seniority but limited management responsibility may be found at this level.
<b>21</b>	<b>Senior Technical/ Administrative staff, <u>Trainee 2<sup>nd</sup> year</u></b>	<b>Purpose</b>  <b>Reports to Staff</b> <b>Budget Exp.</b>	To operate at an experienced, professional level in a single area of work with the minimum of supervision. Likely to be responsible for less experienced staff at level 22 and below.  Section Manager (level 16) or Team Leader (level 20) Likely to have responsibility for staff who are first-line managers, maybe a 'mentor'. Has day-to-day responsibility for the team budget. Usually fully qualified, or with equivalent experience, likely to have operated at a lower level for some time prior to promotion to this level.
<b>22</b>	<b>Technical/ Administrative Staff <u>Trainee 1<sup>st</sup> year Paralegal</u></b>	<b>Purpose</b>  <b>Reports to Staff &amp; Budget Exp.</b>	To operate as a competent professional within a single area of work with little supervision. May lead a small team of more junior staff.  Senior Technical/Administrative Staff (level 21) or Team Leader (level 20) None Usually in excess of two years.
<b>23</b>	<b>Junior Technical/ Administrative staff</b>	<b>Purpose</b>  <b>Reports to Staff &amp; Budget Exp.</b>	To operate at junior level or as a competent member of staff within a defined area of work. May be part-qualified in an appropriate professional discipline. May supervise/assist/guide less experienced administrative staff.  Senior Technical/Administrative Staff (level 21) or Team Leader (level 20) Normally works under direct supervision of more experienced staff within well-defined limits. None Normally works under direct supervision of more experienced staff within well-defined limits. Relevant experience, usually more than 12 months.
<b>24</b>	<b>Trainee, Technical/ Administrative staff</b>	<b>Purpose</b>  <b>Reports to Staff &amp; Budget Exp.</b>	Normally working under closer supervision than level 23 staff but experienced in specific areas of job role. Responsibility mainly for routine/standard work. Likely to be a school leaver trainee or modern apprentice. Technical/Administrative Staff (level 22) or Senior Technical/Administrative Staff (level 21). None Entry level, usually less than 12 months experience.

**JOB FUNCTIONS and SUB-FUNCTIONS**

A job is defined by two elements – the **responsibility level** of the job holder (seniority) and by the **function**. As with the responsibility levels of the previous page, please select the function which best describes the actual work undertaken by each individual.

You can **EITHER** code 900, 20, etc. using the more generic function (particularly appropriate to smaller firms) OR use the more specific sub-function (e.g. 910, 915 etc.) if this level of detail is identifiable within your firm.

<b>GENERIC FUNCTION</b>	<b>SUB-FUNCTION</b>
<b>900 Overall HR</b>	<b>910</b> Recruitment & Selection <b>915</b> Graduate Recruitment <b>920</b> Reward Management / Compensation & Benefits <b>960</b> Training / Learning & Development <b>980</b> Equal Opportunities & Diversity
<b>20 Overall Administration/Facilities</b>	<b>017</b> Switchboard <b>018</b> Reception <b>022</b> Post Room <b>023</b> Facilities/Premises Management <b>963</b> Records / Archives <b>966</b> Reprographics & Printing <b>840</b> Catering
<b>30 Overall IT</b>	<b>032</b> IT Development Management <b>033</b> IT Project Management <b>034</b> Business Systems <b>035</b> Systems Testing <b>038</b> Security & Computer Audit / Compliance <b>052</b> Database <b>060</b> IT Technical Services <b>069</b> IT Network Services / Communications <b>083</b> IT Customer Services <b>084</b> IT Help Desk <b>099</b> IT Training <b>200</b> Purchasing / Procurement <b>070</b> Audio Visual Technician
<b>730 Overall Marketing</b>	<b>740</b> Marketing / Business Development <b>790</b> PR / Communications <b>750</b> Events
<b>100. Overall Finance</b>	<b>120</b> Taxation <b>150</b> Management Accountancy <b>155</b> Payroll <b>158</b> Cashier <b>159</b> Purchase Ledger / Accounts Payable <b>160</b> Credit Control <b>161</b> Billing <b>865</b> Compliance <b>175</b> Cost Draughtsman
<b>964 Overall Libraries</b>	<b>962</b> Know-how and Information Services
<b>19 Overall Secretarial</b>	<b>014</b> Legal Secretarial <b>021</b> Word Processing <b>015</b> Proof Reader
<b>13 Overall Legal Staff</b>	<b>001</b> Qualified lawyer <b>002</b> Trainee <b>003</b> Legal Executive <b>004</b> Paralegal <b>005</b> Professional Support Lawyer <b>006</b> Court Clerk <b>007</b> Other fee Earners

**BENCHMARKING GUIDE**

Please use the benchmarking guide illustrated for the most common jobs within Legal Firms.

**The responsibility levels are suggestions only, you may insert the level you think is appropriate.**

LEVEL	FUNCT.	GENERIC JOB TITLE			
<b>HR DEPARTMENT (900 Generic)</b>			<b>FINANCE (100 Generic)</b>		
12	900	HR Director	12	100	Head of Finance/Finance Director
13/14	900	Head of HR	13/14	100	Financial Controller/Head of Operations
14	900	Senior HR Manager	22	120	Management Accountant
15	900	HR Manager	15/16	120	Tax Manager
21/22	900	HR Officer/Advisor	20	161	Billing Manager/Supervisor
23	900	HR Administrator/Assistant	21-23	161	Billing Assistant/Co-ordinator
15/16	915	Graduate Recruitment Manager	15/16	158	Chief Cashier
22	915	Graduate Recruitment Officer/Advisor	20	158	Office Cashiers Supervisor/Client Cashiers Supervisor
23	915	Graduate Recruitment Administrator/Assistant	22	158	Client or Office Cashier/Legal Cashier
14	910	Head of Resourcing/Senior Manager	20	160	Credit Control Manager/Supervisor
15/16	910	Recruitment Manager	22	160	Credit Controller
22	910	Recruitment Officer/Advisor	23	160	Credit Control Assistant
23	910	Recruitment Administrator/Assistant	20	155	Payroll Manager/Supervisor
14	960	Head of Training/Learning and Development or Senior Manager	22/23	155	Payroll Assistant/Officer
15/16	960	Training/Learning and Development Manager	20	159	Purchase Ledger/Accounts Payable Manager/Supervisor
22	960	Training/Learning and Development Officer/Advisor	23	159	Purchase Ledger/Accounts Payable Assistant
23	960	Training/Learning and Development Administrator/Assistant	15/16	865	Compliance Manager
15/16	920	Compensation and Benefits Manager	23	865	Compliance Assistant
22	920	Compensation and Benefits Officer/Advisor	22	175	Cost Draughtsman
23	920	Compensation and Benefits Administrator/Assistant			
15/16	980	Diversity/Inclusivity Manager			
<b>ADMINISTRATION/FACILITIES (20 Generic)</b>			<b>LIBRARY (964 Generic)</b>		
12	20	Director of Operations / COO	13	964	Director of Information Services
14	23	Head of Facilities	14	964	Head of Library and Information Services
15/16	23	Facilities/Premises Manager	15	962	Know How & Information Services Manager
20	23	Facilities/Office Services Manager	16	964	Head Librarian
22	23	Facilities Co-ordinator Assistant	20	964	Senior Librarian
16	966	Reprographics Manager	21	964	Librarian
20	966	Reprographics Supervisor	22	964	Assistant Librarian
22	966	Reprographics Operator	22	962	Information Specialist
23	966	Stationery Supervisor	22	962	Information Officer
24	966	Stationery Assistant	22	962	Know How Systems Advisor
20	22	Post Room Supervisor	23	964	Library Services Administrator
24	22	Post Room Assistant/Messenger	24	964	Library Services Assistant
15/16	963	Records/Archives Manager			
20	963	Records/Archives Supervisor			
23	963	Records/Archives Assistant			
20	840	Catering Manager			
22	840	Catering Supervisor/Chef			
24	840	Catering Assistant			
21	18	Reception Supervisor			
23	18	Receptionist			
23	18	Receptionist/Telephonist			
21	17	Switchboard Supervisor			
23	17	Switchboard Operator			
<b>INFORMATION TECHNOLOGY (30 Generic)</b>			<b>SECRETARIAL (19 Generic)</b>		
13	30	IT Director	15/16	19	Head of Secretarial Services
14	30	Head of IT	20	19	Secretarial Services manager
15/16	83	IT Manager - Customer Service and Relationship Management	21	19	Supervising Secretary - large group
15/16	60	IT Manager - Operations & Technical Services	22	19	Supervising Secretary small/sub group
15/16	32	IT Manager - Development/ Solutions	21/22	14	Legal Secretary - day
15/16	200	IT Procurement Manager	22	14	Legal Secretary - evening
15/16	33	Project Manager (various specialisms)	22	14	Legal Secretary - night
15	38	IT - Security and Infrastructure Manager	21	21	WP Supervisor
15/16	69	IT - Networks and Operations Manager (e.g. VOIP)	24	21	WP Operator - day
15	33	Project Management Office (PMO role)	24	21	WP Operator - evening
22	52	Database Administrator	24	21	WP Operator - night
22	34	IT Business Analyst	21/22	19	Float Secretary
22	99	IT Trainer	24	19	Trainee/Junior Secretary
22	84	IT Helpdesk Analyst	24	19	Filing Clerk
22	83	Second Line Support/ Customer Services Analyst	22	19	Non Legal Personal Assistant
21/22	60	Technical/ Systems Support Analyst	22	19	Non Legal Secretary
22	83	Desk side Support Analyst	23	15	Proof Reader
22	35	Tester			
22	69	Network/ Telecoms Analyst			
21	70	<b>Audio Visual Technician</b>			
<b>MARKETING/BUSINESS DEVELOPMENT (730 Generic)</b>			<b>LEGAL STAFF (13 Generic)</b>		
13	730	Director of Marketing/Business Development	15	1	Lawyers 7 or more years PQE
14	730	Head of Marketing/Business Development	15	1	Lawyers 6 years PQE
15	740	Marketing/Business Development Manager	15	1	Lawyers 5 years PQE
15/16	790	Communications/PR Manager	16	1	Lawyers 4 years PQE
20/21	740	Marketing/Business Development Officer/Co-ordinator	16	1	Lawyers 3 years PQE
23	740	Marketing/Business Development Assistant	20	1	Lawyers 2 years PQE
20	750	Events Co-ordinator/Manager	20	1	Lawyers 1 years PQE
23	730	Marketing Assistant/Trainee	15/16	7	Other Fee Earners
			21	1	Newly Qualified Lawyer
			21	2	Second year Trainee Solicitor
			22	2	First year Trainee Solicitor
			16-21	5	Professional Support Lawyer
			21	3	Legal Executive
			22	4	Paralegal
			23	6	Court Clerk