



LEGAL

SALARY GUIDE

2019

rh Robert Half®
Legal

CONTENTS

2

Your Guide to Legal
Starting Salaries

3

Legal Hiring Trends in
the United States

10

In-Demand Practice Areas

12

How to Use Our Salary Tables

13

Legal Salaries: United States

17

Adjusting Salaries for U.S. Cities

19

Legal Hiring
Trends in Canada

23

Legal Salaries: Canada

26

Adjusting Salaries for
Canadian Cities

27

10 Interview Questions to
Ask Job Candidates

28

A Snapshot of
Compensation Packages

30

A Manager's
Onboarding Checklist

32

About Robert Half Legal

33

Locations

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YOUR GUIDE

TO LEGAL STARTING
SALARIES



Employers are competing in a fierce hiring market today. Skilled legal professionals are in short supply, and top candidates frequently field multiple job offers. For many roles, the talent crisis is expected to deepen.

Recruiting and retaining the best people require staying current on salary and hiring trends. And the 2019 Robert Half Legal Salary Guide can help you do just that.

Why a salary guide from Robert Half Legal? Because we know what we're talking about when it comes to compensation and hiring. Our staffing specialists place legal professionals with law firms and companies like yours every day. We know what candidates are looking for in job offers, which skills require employers to pay a premium and which types of roles are hardest to staff. The salary ranges in the guide are based on the thousands of placements we've made and the actual salaries our clients are paying to land top talent.

In short, the 2019 Robert Half Legal Salary Guide is your all-in-one source for comprehensive and accurate salary and hiring data.

LEGAL HIRING TRENDS

IN THE UNITED STATES



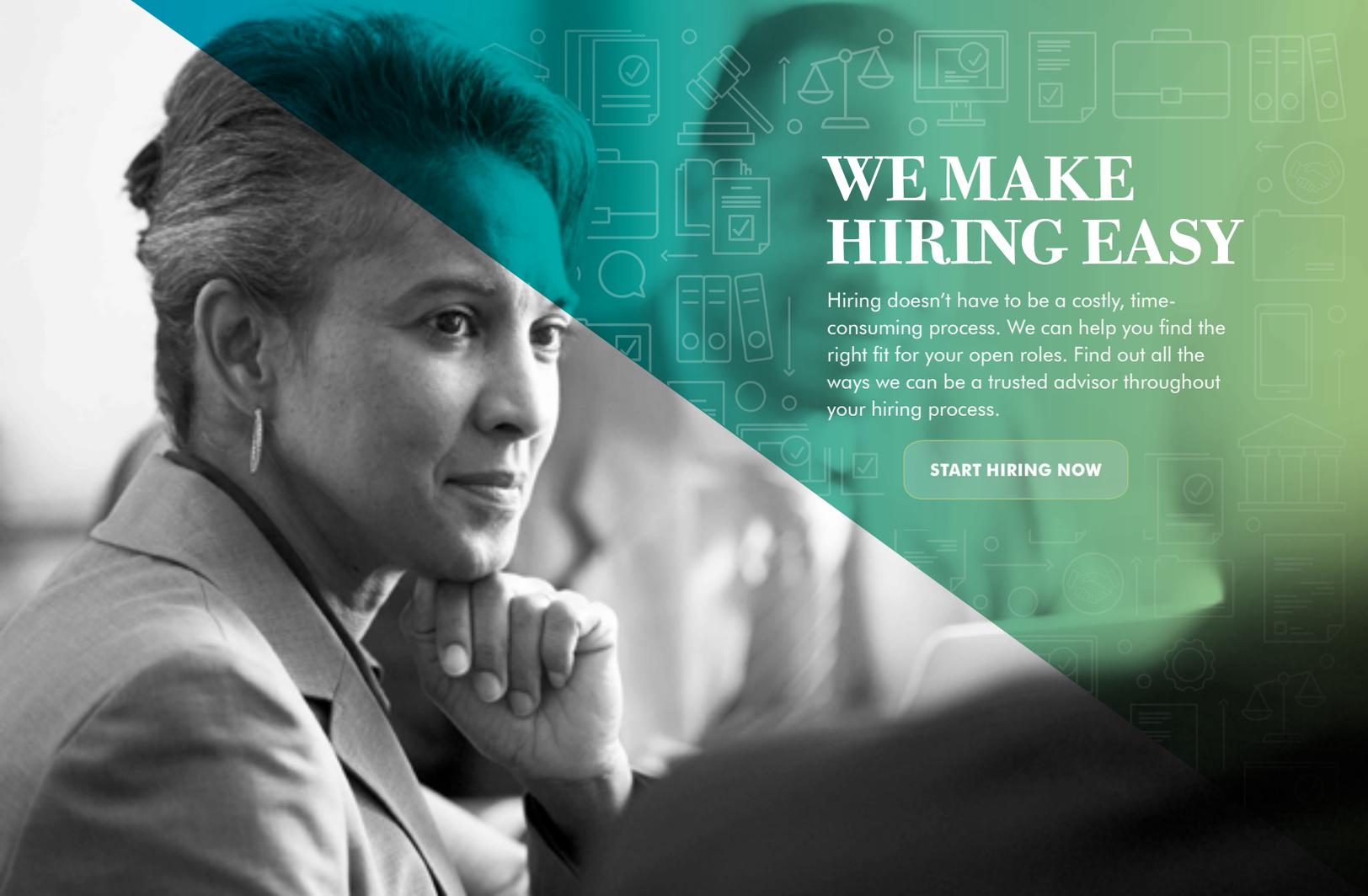
As law firms and companies across numerous sectors compete for the best lawyers and legal support staff, here are some of the hiring trends that will likely affect their efforts in the year ahead.

Recruiting in a candidate-driven market

Top candidates know they are in demand and come to the negotiating table with high expectations. In addition to a competitive salary, legal job candidates seek comprehensive benefits, flexible hours, an easy commute and work-from-home options, a defined career path, and professional development opportunities.

Employers need to meet or beat these expectations — and they have to move quickly when making a job offer. Leading candidates are likely to have other employment options, and a lengthy hiring process increases the probability of losing the best talent to the competition.

In this environment, retention is also key. Law firms and corporate legal departments must focus intently on keeping their most valued professionals or risk having them recruited by other organizations.



WE MAKE HIRING EASY

Hiring doesn't have to be a costly, time-consuming process. We can help you find the right fit for your open roles. Find out all the ways we can be a trusted advisor throughout your hiring process.

[START HIRING NOW](#)



Attorneys With Experience in These Sectors Are in High Demand



Financial services



Healthcare and
pharmaceuticals



Manufacturing



Professional services



Technology

Specialized attorneys sought across industries

Law firms and corporate legal departments are recruiting senior-level attorneys who specialize in high-demand practice areas, including litigation and commercial law, and sectors such as financial services and technology. Legal employers want experience, in terms of both years and exposure to vertical markets.

Law firms of all sizes are hiring associates who have three to seven-plus years' experience and can hit the ground running. Attorneys with more than 10 years' experience and extensive client contacts are sought by law firms to expand lucrative practice groups.

With baby boomer retirements reaching critical mass, firms also seek attorneys with experience in tax, trust and estate law. As government investment in infrastructure grows, there are opportunities at law firms serving the public sector.

In the South and West, where losses from natural disasters have accumulated, there is corresponding demand for legal services related to construction, litigation and insurance defense.

Many organizations anticipate their regulatory burden to increase in coming years, boosting demand for attorneys with data privacy and compliance administration expertise. This includes those with knowledge of the European Union's General Data Protection Regulation, which affects any company doing business in the EU.

Demand growing for tech-savvy legal support staff

The U.S. Bureau of Labor Statistics projects job opportunities for paralegals and legal assistants to grow 15 percent during the next decade — faster than the overall legal services market. The recently expanded scope of discoverable documents in court proceedings is creating new litigation support jobs, especially in the areas of document management and eDiscovery.

Many employers look for specialized legal support candidates. For instance, companies that need assistance in handling U.S. Securities and Exchange Commission filings value paralegals with a securities background and knowledge of equity and stock administration software. Both corporate and law firm employers seek experienced legal support staff who possess a bachelor's degree and pertinent certifications.



85%
of lawyers

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

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

Employers benefiting from flexible staffing

With competition intensifying for candidates with in-demand skills and expertise, many legal organizations are taking advantage of flexible staffing models — that is, creating a mix of full-time and interim employees. To pursue this approach, hiring managers are turning to legal staffing agencies for assistance with the following:

- Staffing to meet cyclical, project and seasonal demands
- Augmenting in-house teams with part-time and/or project professionals
- Hiring on a temporary-to-full-time basis to evaluate a candidate's skills and workplace fit thoroughly before making a job offer
- Recruiting full-time talent

Businesses relaxing the job description

Eliminating candidates who don't meet every single requirement of the job could cause employers to miss out on exceptional talent. Instead, companies are hiring for the most critical abilities then offering training to help new hires fill skills gaps.

Legal departments bringing work in-house

Corporate legal departments have expanded internal teams in recent years to handle more work in-house, including an increase in business-related transactions. This has fueled demand for not only commercial law and contract administration specialists but also litigation support professionals.

For details on specific jobs, see the [glossary of legal job descriptions](#).

TOP LEGAL PROJECTS

Lawyers were asked, "What types of legal work do you plan to outsource to attorneys on a project or contract basis?"*



83%

Litigation
support



64%

Legal
research



37%

Document
review



30%

Contracts

*Top responses are shown; multiple responses allowed.

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

IN-DEMAND PRACTICE AREAS



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

Litigation

Legal professionals are needed to support rising caseloads related to insurance and corporate matters. Candidates with private litigation, personal injury, labor and employment, and insurance defense experience are highly marketable.

Business/commercial law

Larger deal volumes, mergers and acquisitions, and new product development are yielding greater job opportunities as legal departments bring more work in-house. Corporate lawyers and paralegals with transactional, compliance and contract administration experience are especially in demand.

Real estate

Firms seek attorneys and paralegals to support continued growth in the commercial and residential real estate sectors and to help them comply with state and local laws. Lease administrators and title closers are needed to support transactions, including drafting lease, loan, purchase and sale agreements.

Regulatory/compliance

Companies are engaging experienced compliance administration specialists to help them remain current and meet government regulations. Much of the hiring is driven by new federal and state regulations governing healthcare, lease accounting and data privacy.

Privacy, data security and information law

A growing number of companies are seeking legal professionals to support risk assessment, data privacy and cross-border data transfer initiatives. Subject matter experts who can help to establish cybersecurity policies, procedures and training programs are in high demand.

Intellectual property

Law firms, private companies and government entities are hiring intellectual property (IP) attorneys and paralegals to help them obtain and enforce patents and other protections. With trademark filings on the rise, demand for IP specialists should remain strong.

WHERE THE LEGAL JOBS ARE

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



59%

Litigation



11%

General
business/
commercial
law



5%

Real
estate

*Top three responses are shown.

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

HOW TO USE OUR SALARY TABLES

To help you determine salary levels for new hires, we report starting pay ranges by percentiles, as defined on this page. Salary figures represent the national average, but you can adjust the figures on the following pages to your market using the local variances on Pages 17-18 for the United States and Page 26 for Canada. Bonuses, benefits and other forms of compensation are not factored into the starting salary ranges. If appropriate, consider other financial incentives your organization offers. Then move quickly. Chances are, your top candidate will be your competitors' first pick, too.

LEGAL SALARIES United States

25th

The lowest percentile most often fits candidates who are new to the role and still developing their skills. The role may be in a market with low competition for talent or in a smaller, less complex organization.

50th

To start a candidate at the midpoint percentile, expect average experience and the necessary skills to get the job done. The role will likely be of average complexity or in a market where the competition for talent is moderate.

75th

Higher-end starting salaries require a strong skill set and more experience than is typical. Candidates may have specialized certifications. The role may be fairly complex or in a market where the competition for talent is high.

95th

A significantly high level of relevant experience and expertise, including specialized certifications, can command a starting salary in the highest percentile. The role may be very complex or in a market where the competition for talent is extremely high.



	TITLE/EXPERIENCE	25th	50th	75th	95th
Law Firm	Lawyer (10+ years' exp.)	107,250	130,000	151,000	223,750

LEGAL SALARIES:

UNITED STATES

		PERCENTILES			
	TITLE/EXPERIENCE	25th	50th	75th	95th
Law Firm	Lawyer (10+ years' exp.)	107,250	130,000	151,000	223,750
	Lawyer (4-9 years' exp.)	85,500	108,750	132,250	198,250
	Lawyer (2-3 years' exp.)	75,000	90,250	110,750	163,000
	First-Year Associate	59,250	70,500	90,000	128,750
Corporate (In-House)	General Counsel	132,500	169,250	212,000	306,500
	Associate General Counsel/ In-House Counsel (10+ years' exp.)	115,000	139,750	171,750	257,000
	In-House Counsel (4-9 years' exp.)	77,250	110,000	135,500	193,000
	In-House Counsel (0-3 years' exp.)	65,000	91,750	112,500	171,750
Law Firm Administration	Legal Administrator	63,500	77,750	96,750	144,000
	Office Manager	53,250	57,500	64,250	89,500
Legal Support	Paralegal Manager	78,750	86,000	93,500	105,750
	Senior/Supervising Paralegal (7+ years' exp.)	60,750	69,750	88,250	104,250
	Midlevel Paralegal (4-6 years' exp.)	53,250	61,000	70,000	76,500
	Paralegal (2-3 years' exp.)	40,750	46,250	54,250	66,000
	Case Clerk (0-2 years' exp.)	39,250	43,750	48,000	56,500
	Senior Paralegal/Legal Assistant (Hybrid)	63,750	70,000	76,250	90,500
	Paralegal/Legal Assistant (Hybrid)	42,250	50,750	60,500	74,750

**LEGAL
SALARIES**
United States

	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Legal Support (continued)	Senior/Executive Legal Secretary (12+ years' exp.)	59,500	67,750	74,750	86,500
	Legal Secretary (7-11 years' exp.)	50,250	60,500	69,000	74,500
	Legal Secretary (3-6 years' exp.)	45,500	52,000	59,250	68,000
	Legal Secretary (1-2 years' exp.)	35,500	40,750	46,250	56,500
	Administrative Assistant	41,000	48,750	55,500	59,750
Legal Specialist	Law Librarian	53,250	64,750	78,750	113,500
	Patent Agent	67,250	80,250	90,500	136,500
	Records Manager	66,500	75,750	87,500	117,250
	Records Clerk	35,000	41,000	45,250	49,000
	Docket/Calendar Clerk	41,000	46,750	60,000	68,250
	File Clerk	38,250	43,500	50,000	54,750
	Time & Billing Clerk	38,000	42,250	51,750	55,250
Compliance Administration	Compliance Director (10+ years' exp.)	87,250	121,000	140,250	186,000
	Compliance Manager (7-9 years' exp.)	78,750	93,750	115,000	156,500
	Compliance Analyst (4-6 years' exp.)	64,250	75,000	94,500	115,250
	Compliance Analyst (1-3 years' exp.)	58,000	71,750	77,250	88,000

**LEGAL
SALARIES**
United States

	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Contract Administration	Contract Manager (7+ years' exp.)	63,500	76,000	93,250	130,250
	Contract Administrator (4-6 years' exp.)	55,000	68,250	82,500	115,750
	Contract Administrator (1-3 years' exp.)	50,000	60,000	73,250	89,750
Lease Administration	Lease Manager	63,250	77,500	92,000	115,500
	Lease Administrator	52,500	63,000	78,250	93,750
	Lease Assistant	42,750	50,500	56,000	63,500
	Title Closer	33,000	41,750	46,500	50,250
Litigation Support/eDiscovery	Litigation Support/eDiscovery Director (10+ years' exp.)	104,000	128,250	154,000	211,000
	Litigation Support/eDiscovery Manager (7-9 years' exp.)	92,000	111,750	128,250	146,500
	Litigation Support/eDiscovery Manager (3-6 years' exp.)	66,750	90,000	109,750	135,250
	Litigation Support/eDiscovery Specialist/Analyst (1-2 years' exp.)	51,000	63,250	78,250	90,000
	Document Coder	34,750	38,500	48,500	67,250
General Administrative	Legal Word Processor	38,250	49,750	61,500	67,500
	Office Clerk	32,500	34,500	40,000	44,750
	Legal Receptionist	33,000	38,000	44,750	50,250

CALCULATE YOUR CUSTOM SALARY

How do salaries in your area compare to the national averages? Click the button below to calculate local salaries. Just select from the options for job titles and locations, and the calculator does the work for you.

[CALCULATE YOUR CUSTOM SALARY](#)



ADJUSTING SALARIES

FOR U.S. CITIES

Starting salaries vary widely from city to city — cost of living, a scarcity of top talent and other factors can all have an impact. To customize compensation for your area, and to better compete for local talent, increase or decrease the national salary reported on previous pages by the percentage for your city. Market variances are reflective of all industries and professions.

Alabama

Birmingham	-5%
Huntsville	-6%
Mobile	-14%

Arizona

Phoenix	+15%
Tucson	+7%

Arkansas

Fayetteville	-5%
Little Rock	-5%

California

Fresno	-8%
Irvine	+30%
Los Angeles	+32%
Monterey	+15%
Oakland	+32%
Ontario	+20%
Sacramento	+6%
San Diego	+27%
San Francisco	+41%

San Jose	+38.5%
San Rafael	+32%
Santa Barbara	+27%
Santa Rosa	+22%
Stockton	-13%

Colorado

Boulder	+17.5%
Colorado Springs	-3.5%
Denver	+9%
Fort Collins	-2%
Greeley	-11%
Loveland	-5%
Pueblo	-17%

Connecticut

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

Delaware

Wilmington	+5%
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District of Columbia

Washington	+33%
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Florida

Fort Myers	-9%
Jacksonville	-4%
Melbourne	-9.5%
Miami/	
Fort Lauderdale	+6%
Orlando	+1%
St. Petersburg	-3%
Tampa	-0.5%
West Palm Beach	+2%

Georgia

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

Hawaii

Honolulu	+7%
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Calculate a custom salary with the **Salary Calculator.**

Idaho

Boise -11%

Illinois

Chicago +23.5%

Hoffman Estates +12%

Naperville +12%

Rockford -15%

Indiana

Fort Wayne -16%

Indianapolis -3%

Iowa

Cedar Rapids -6%

Davenport -5%

Des Moines +1%

Sioux City -16%

Waterloo/

Cedar Falls -13%

Kansas

Overland Park +1%

Kentucky

Lexington -8.5%

Louisville -8%

Louisiana

Baton Rouge -1%

New Orleans -1%

Maine

Portland -5%

Maryland

Baltimore +3%

Massachusetts

Boston +34%

Springfield +1%

Michigan

Ann Arbor +1%

Detroit -1%

Grand Rapids -14.5%

Kalamazoo -20%

Lansing -15%

Minnesota

Bloomington +6.5%

Duluth -20.4%

Minneapolis +7%

Rochester +2%

St. Cloud -14%

St. Paul +4%

Missouri

Kansas City -0.5%

St. Joseph -10%

St. Louis +0.5%

Nebraska

Omaha +0%

Nevada

Las Vegas +2%

Reno +1%

New Hampshire

Manchester +12%

Nashua +14%

New Jersey

Mount Laurel +15%

Paramus +30%

Princeton +25%

Woodbridge +26.5%

New Mexico

Albuquerque -8.5%

New York

Albany -4%

Buffalo -6.5%

Long Island +20%

New York +40.5%

Rochester -6.5%

Syracuse -9.7%

North Carolina

Charlotte +2%

Greensboro +0%

Raleigh +4%

Ohio

Akron -11%

Canton -18%

Cincinnati -2.5%

Cleveland -4%

Columbus -2%

Dayton -13%

Toledo -14.5%

Youngstown -24%

Oklahoma

Oklahoma City -7%

Tulsa -7%

Oregon

Portland +9%

Pennsylvania

Harrisburg -5%

Philadelphia +15%

Pittsburgh -2%

Rhode Island

Providence +1.5%

South Carolina

Charleston -5%

Columbia -6.5%

Greenville -6%

South Dakota

Sioux Falls -16%

Tennessee

Chattanooga -11%

Cool Springs +0%

Knoxville -11%

Memphis -5%

Nashville +1.5%

Texas

Austin +9%

Dallas +10%

El Paso -28%

Fort Worth +9%

Houston +8%

Midland/Odessa +10%

San Antonio +1%

Utah

Salt Lake City +6%

Virginia

Norfolk/

Hampton Roads -2%

Richmond -1.5%

Tysons Corner +32%

Washington

Seattle +25%

Spokane -18%

Wisconsin

Appleton -15%

Green Bay -13.5%

Madison -1.5%

Milwaukee +1%

Waukesha +0%



LEGAL HIRING TRENDS

IN CANADA

Canada's economy is experiencing steady growth, which is accompanied by rising legal hiring activity and salaries. Small and midsize law firms and corporate legal departments, especially those in technology-related fields, are recruiting aggressively. To attract and retain top legal talent, employers are offering enhanced compensation packages, including generous benefits, flexible scheduling and remote work options.

Hiring activity and in-demand specialties vary by city and province. In Toronto, for example, legal professionals with real estate and insurance defense backgrounds are finding ample opportunities. Both law firms and corporate legal departments are increasingly engaging legal professionals on a project basis to access hard-to-find expertise and better manage caseloads. Companies also are relaxing job descriptions and hiring for the most critical skills, then offering training to help new employees succeed.

Wanted: specialized lawyers with portable books of business

Law firms and companies are recruiting specialized lawyers with experience in vertical markets. Law firms seek associates with three to five-plus years' experience in high-growth practice areas, such as corporate law, real estate or family law, as well

as senior- or partner-level lawyers with portable client contacts. Overall, corporate legal departments are outpacing law firms in adding more lawyers to their teams. Lawyers with securities, mergers and acquisitions, and litigation expertise are in demand, as are those with compliance backgrounds. First-year associates face a competitive job market.

Tech skills a plus for legal support staff

Tech-savvy law clerks and legal assistants are in high demand — particularly those who are fluent in both English and French. Expertise in Microsoft Office is a must. Law firms seek support staff who are proficient with case management, database systems and trial preparation software. Those in the real estate sector look for law clerks skilled in conducting title and due diligence searches.

When hiring legal assistants, many employers require three to five-plus years' experience, solid technical skills and a university degree. In the litigation and corporate law practice areas, however, organizations are seeking legal support staff with more than 10 years' experience.

Lawyers With Experience in These Sectors Are in High Demand



Energy



Financial services



Insurance



Real estate



Technology



96%
of lawyers

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

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

WHERE THE LEGAL JOBS ARE

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



45%

Litigation



28%

General business/
corporate law



9%

Regulatory/
compliance

*Top three responses are shown.

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

LEGAL SALARIES:

CANADA

		PERCENTILES			
	TITLE/EXPERIENCE	25th	50th	75th	95th
Law Firm	Lawyer (10+ years' exp.)	103,250	126,000	154,750	224,000
	Lawyer (4-9 years' exp.)	82,250	98,500	120,750	180,000
	Lawyer (2-3 years' exp.)	72,000	87,750	108,250	157,250
	First-Year Associate	54,250	65,750	80,000	120,000
Corporate (In-House)	General Counsel	133,250	169,250	210,000	295,750
	Associate General Counsel/ In-House Counsel (10+ years' exp.)	112,500	136,000	164,250	249,500
	In-House Counsel (4-9 years' exp.)	93,750	115,000	141,750	207,000
	In-House Counsel (0-3 years' exp.)	81,000	97,250	120,500	178,500
Law Firm Administration	Legal Administrator/Office Manager	62,000	74,250	90,250	115,750
Legal Support	Law Clerk Manager	60,750	73,250	88,250	113,500
	Senior/Supervising Law Clerk (7+ years' exp.)	59,750	70,500	83,000	109,750
	Midlevel Law Clerk (4-6 years' exp.)	55,000	62,500	71,500	84,250
	Law Clerk (2-3 years' exp.)	44,750	50,000	55,250	71,500
	Law Clerk (0-1 year's exp.)	35,000	42,250	51,500	58,000
	Senior Law Clerk/Legal Assistant (Hybrid)	58,250	67,000	72,500	92,500
	Law Clerk/Legal Assistant (Hybrid)	40,000	48,250	57,250	78,000

Note: All salaries listed on Pages 23-25 are in Canadian dollars.

**LEGAL
SALARIES**
Canada

	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Legal Support (continued)	Senior/Executive Legal Assistant (12+ years' exp.)	46,250	56,500	68,250	85,750
	Legal Assistant (7-11 years' exp.)	39,250	47,250	56,000	74,500
	Legal Assistant (3-6 years' exp.)	36,500	42,250	49,750	64,250
	Legal Assistant (1-2 years' exp.)	33,000	37,750	44,500	58,500
	Administrative Assistant	35,250	42,000	48,000	57,750
Legal Specialist/Administrative	Patent Agent	68,000	73,000	99,750	142,500
	File/Records Clerk	24,250	30,000	32,000	47,500
	Time & Billing Clerk	30,750	37,000	44,750	57,000
	Legal Word Processor	31,250	46,000	52,500	60,750
	Office Clerk	30,250	35,000	40,750	45,000
	Legal Receptionist	31,500	34,000	38,250	49,500
Compliance Administration	Compliance Director (10+ years' exp.)	99,750	111,500	138,000	203,500
	Compliance Manager (7-9 years' exp.)	72,750	79,500	90,500	137,750
	Compliance Analyst (4-6 years' exp.)	61,000	67,250	80,000	120,500
	Compliance Analyst (1-3 years' exp.)	51,500	60,000	72,250	87,000

**LEGAL
SALARIES**
Canada

	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Contract Administration	Contract Manager (7+ years' exp.)	69,000	83,000	98,500	140,000
	Contract Administrator (4-6 years' exp.)	57,250	68,750	84,000	119,250
	Contract Administrator (1-3 years' exp.)	50,500	60,250	74,750	91,250
Lease Administration	Lease Manager	50,750	61,250	73,500	110,000
	Lease Administrator	47,500	57,750	70,500	94,500
	Lease Assistant	37,500	45,000	55,000	68,750
	Title Closer	35,250	42,500	50,250	55,000
Litigation Support/eDiscovery	Litigation Support/eDiscovery Director (10+ years' exp.)	105,250	127,000	151,500	213,000
	Litigation Support/eDiscovery Manager (7-9 years' exp.)	86,250	106,000	129,500	155,750
	Litigation Support/eDiscovery Manager (3-6 years' exp.)	72,000	87,000	105,250	137,000
	Litigation Support/eDiscovery Specialist/Analyst (1-2 years' exp.)	52,750	63,250	77,750	96,500
	Document Coder	32,500	36,750	45,250	67,750

ADJUSTING SALARIES

FOR CANADIAN CITIES

Starting salaries vary widely from city to city — cost of living, a scarcity of top talent and other factors can all have an impact. To customize compensation for your area, and to better compete for local talent, increase or decrease the national salary reported on previous pages by the percentage below for your city. Market variances are reflective of all industries and professions.

Alberta

Calgary	+4%
Edmonton	+2.2%

British Columbia

Fraser Valley	+1.2%
Vancouver	+5.6%
Victoria	-2.2%

Manitoba

Winnipeg	-8%
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Ontario

Kitchener/ Waterloo	-3.7%
Ottawa	+0.2%
Toronto	+4.9%

Quebec

Montreal	+3.1%
Quebec City	-9%

Saskatchewan

Regina	-5.1%
Saskatoon	-3.5%



Calculate local salaries with the
Canadian Salary Calculator.



10 INTERVIEW QUESTIONS

TO ASK JOB CANDIDATES

The job interview is your opportunity to gauge your candidates' technical and interpersonal skills. Here are questions to ask that will give you insight into both.

“

- 1 Why do you want to work for our law firm/legal department?
- 2 Can you tell me about your experience with eDiscovery and cloud-based legal software?
- 3 How do you prepare to work with clients or colleagues you disagree with or who are difficult to get along with?
- 4 What do you like most about our area of specialization?
- 5 What do you like most about working in the legal field? What has been your greatest triumph in your current role?
- 6 What has been your greatest challenge while working in the legal field?
- 7 Thinking about the qualities of a great lawyer or legal support professional, what do you think are the most essential?
- 8 How do you keep yourself engaged with work on cases or legal matters you find uninteresting?
- 9 Tell me about a case/matter you worked on where the conclusion you reached was different from what you expected.
- 10 How do you feel about pro bono work?

”

A SNAPSHOT OF COMPENSATION PACKAGES

Benefits, perks and incentives can play as significant a role as salary in your ability to attract and retain top talent. See what other firms offer so you can keep pace.

Benefits — Assistance with basic needs; noncash; not tied to job performance (e.g., health insurance, retirement plan)

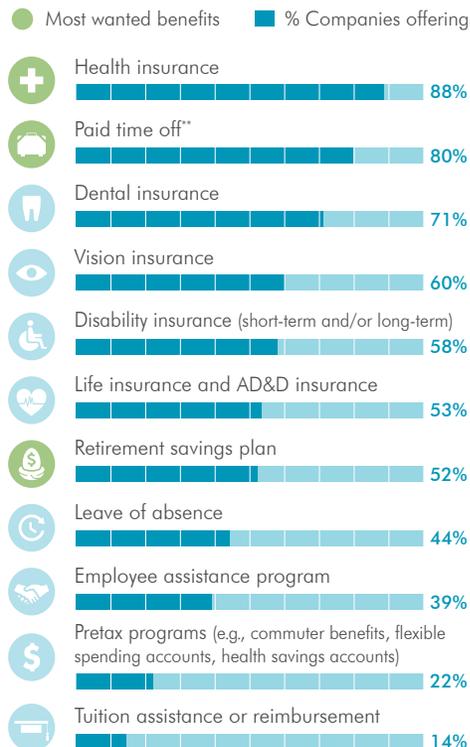
Perks — Special privileges; typically noncash; sometimes tied to job performance or seniority (e.g., telecommuting, workplace wellness program)

Incentives — Motivational rewards; usually cash; tied to job performance (e.g., bonuses, profit-sharing plan)

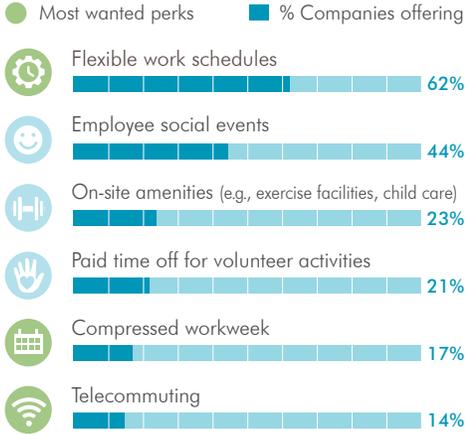
* Multiple responses were permitted. Top responses are shown.

** Includes vacation, sick days and paid holidays

Common benefits*



Common perks*



Employees expect more time off

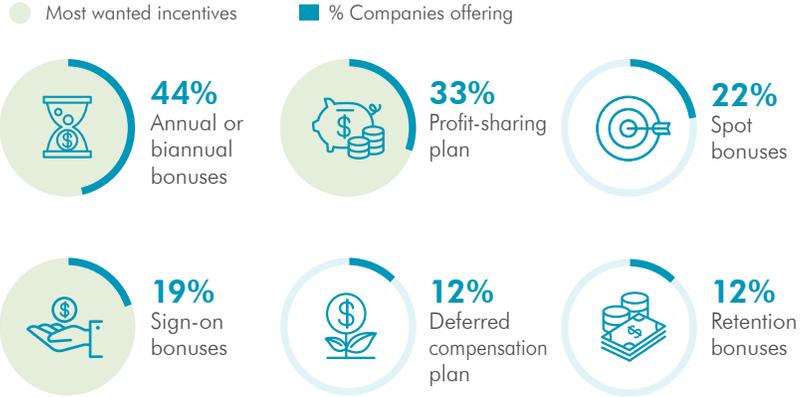


Average number of days of paid time off job seekers want when joining a new company



Average number of days of paid time off companies offer employees with less than 5 years' tenure

Common incentives*



Helping employees save for retirement



90%

Companies that match contributions to employees' 401(k) or RRSPP*** plans



3-4%

Average company match

* Multiple responses were permitted. Top responses are shown.

** Includes vacation, sick days and paid holidays *** Registered Retirement Savings Plan in Canada

Source: Robert Half surveys of more than 600 HR managers and more than 1,500 workers in North America

A MANAGER'S ONBOARDING CHECKLIST

The experience your new hires have during the first weeks on the job can determine whether they flourish or begin to look for other employment options. It's your onboarding process that can tip the balance. Here's a checklist to use so the time, money and effort you put into the hiring process don't go down the drain.





Prior to Day One

- Allocate enough time to onboarding so new hires can digest what's presented.
- Set a clear agenda, and share it in advance.
- Explain the nuts and bolts, such as where to park and the person to ask for when arriving.
- Set up the computer, server, email, voicemail and building security access so the newcomer can be productive from day one.
- Offer early access to select portions of your company intranet or HR system so new hires can see a greeting from your CEO or department head, review the employee handbook and fill out HR paperwork.



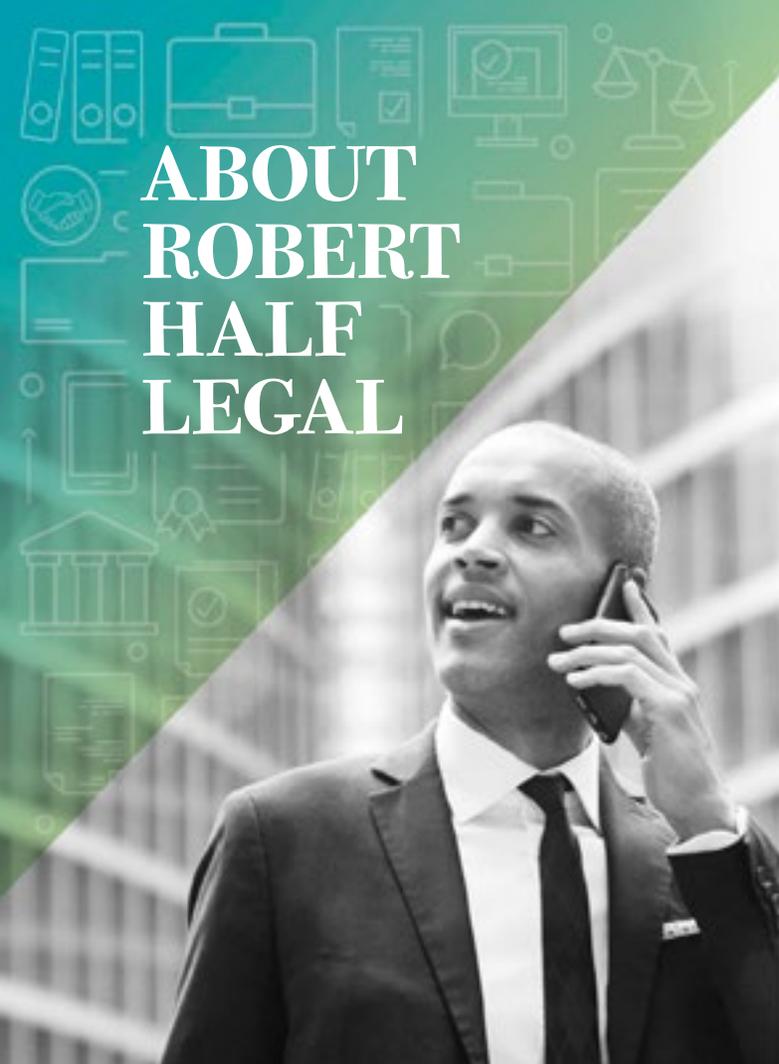
Day One

- Welcome the new hire with genuine excitement.
- Don't delay introductions; make sure the person knows who does what.
- Arrange casual meetings and a lunch so the new hire can begin to develop personal relationships.
- Offer branded items like a coffee mug or T-shirt so the newcomer immediately feels like part of the team.
- Conduct a basic orientation: Offer background about the company's industry, structure, history and values — and invite questions.



Week One and Beyond

- Review the job responsibilities and set goals.
- Set aside time for appropriate functional training, including overviews of internal systems unique to your firm.
- Assign new hires a mentor who can guide them through company culture and answer any questions they may have.
- Check in regularly to ensure new staff understand their assignments and to find out if they're enjoying their work.
- Ensure the person's goals are still aligned with the organization's.



ABOUT ROBERT HALF LEGAL

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