



**2008 National Utilization
and
Compensation Survey Report**

**Section 2
Firm Environment
And Utilization**

March 2008

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**Section 2 -
Firm Environment and Utilization**

**NALA
2008 National Utilization and Compensation Survey Report**

**Section 2
Firm Environment and Utilization**

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**Section 2
Firm Environment and Utilization**

This section presents the findings of survey questions describing the duties and responsibilities of paralegals and their working environment.

**Table 2.1
Type of Employer
1995-2008**

Employer	2008 Responses	2008 Percent	2004 Percent	2002 Percent	2000 Percent	1997 Percent	1995 Percent
Private Law Firm	927	64%	69%	71%	74%	75%	75%
Insurance Company	28	2%	2%	2%	2%	2%	1%
Public Sector/Government	121	8%	8%	7%	8%	8%	7%
Self Employed	18	1%	2%	2%	2%	2%	2%
Health/Medical	16	1%	1%	1%	1%	1%	n/a
Bank	12	1%	1%	1%	1%	1%	1%
Corporation	253	18%	14%	12%	10%	11%	9%
Court System	16	1%	1%	1%	n/a	n/a	n/a
Non-profit corporation, foundation or association	21	2%	1%	1%	n/a	n/a	n/a
Other	0	0%	-	1%	n/a	n/a	n/a
Student	0	0%	-	-	-	0	n/a
Unemployed	1	0%	0	-	-	0	n/a

Table 2.2 Kind of Secretarial Assistance Provided

Secretarial Assistance	2008 Responses	2008 Percent	2004 Percent	2002 Percent	2000 Percent
Have personal secretary	42	3%	4%	3%	3%
Share secretary with one or more attorneys	372	27%	28%	27%	28%
Share secretary with one or more paralegals	57	4%	4%	3%	3%
Perform some of own secretarial duties with limited access to a secretary	263	19%	21%	23%	22%
Access to word processing staff or secretarial pool	61	4%	6%	5%	5%
No secretarial service	599	43%	39%	39%	39%

The next series of tables look at the issue of overtime and overtime compensation.

Table 2.3
Work in Excess of Normal Working Hours

How frequently do you work in excess of employer's normal working hours?	2008 Responses	2008 Percent	2004 Percent	2002 Percent	2000 Percent
Almost every day	297	21%	26%	25%	27%
At least once weekly	368	26%	27%	26%	26%
At least once monthly	286	20%	19%	18%	19%
Never or rarely	424	30%	27%	28%	27%
Not applicable	29	2%	2%	3%	3%

Table 2.4
Overtime Compensation

Do you receive overtime compensation?	2008 Responses	2008 Percent	2004 Percent	2002 Percent	2000 Percent	1997 Percent	1995 Percent
Always paid	660	50%	38%	34%	34%	31%	29%
Sometimes paid	87	7%	7%	6%	7%	7%	9%
Never paid	326	25%	37%	38%	39%	42%	42%
Compensatory time	240	18%	19%	22%	21%	29%	20%

The data of Table 2.4 report the findings of all respondents regarding overtime compensation. To analyze this data further, Table 2.5 reports the findings for salaried employees.

Table 2.5
Overtime Compensation for Salaried Employees (N=754)

Do you receive overtime compensation?	2008 Responses	2008 Percent	2004 Percent	2002 Percent	2000 Percent	1997 Percent	1995 Percent
Always paid	239	32%	22%	21%	21%	21%	21%
Sometimes paid	52	7%	6%	5%	6%	7%	8%
Never paid	295	39%	50%	48%	49%	50%	49%
Compensatory time	168	22%	23%	25%	24%	22%	22%

In the following table, the analysis puts together the two factors of overtime compensation and overtime frequency. The table reports, for example, that of all who work overtime almost every day, 47% always receive compensation; 34% never receive compensation.

Table 2.6
Overtime Compensation
by Overtime Worked - Number of Responses and % of Total Shown

Frequency Row Percent	Do you receive overtime compensation?				
	Always Receive Compensation	Sometimes Receive Compensation	Never Receive Compensation	Comp Time	Comb
Almost every day	132 47%	19 7%	97 34%	36 13%	284
Once a week	181 51%	26 7%	86 24%	63 18%	356
Once a month	151 55%	17 6%	54 20%	63 19%	274
Never or rarely	188 49%	23 6%	85 22%	85 22%	381
Not applicable	4 36%	0 0%	3 27%	4 36%	11
Frequency	656	85	325	240	

Another area of general study is that of employer provided continuing education. The data reports that very few firms offer an in-house training program for paralegals. Respondents generally spend 3 days attending law related seminars outside their place of employment.

Table 2.7
Participation in Continuing Education (N=1405)

Does your employer provide in-house training programs?	Responses	Percentage
Yes	182	13%
No	990	71%
Sometimes	233	17%

The following tables describe the various ways paralegals are supervised in their work. We find little variation in the data in these areas. Most paralegals (77%) are supervised by one or more attorneys or by an office administrator. In the 2004 study 77% reported this structure for supervision.

Table 2.8
Overall Supervision of Support Staff (N=1417)

Supervision by:	Responses	Percentage
One or more attorneys	618	44%
Office Administrator/manager	472	33%
Paralegal administrator	79	6%
A management committee	22	2%
Department head	86	6%
General Counsel	63	5%
Other	31	2%
No overall supervision	46	3%

Table 2.9
Work Assignments (N=1414)

Primarily available for assignments:	Responses	Percentage
From within specific departments	215	15%
From one or more specific attorneys	577	41%
From attorneys at large	201	14%
For certain types of matters	175	12%
No definite assignment structure	188	13%
Other	34	3%
Not applicable	24	2%

56% of the respondents indicated they receive their work assignments from one or more specific attorneys or from specific departments.

Size of Firm

The following tables present data related to the size of the firm, defined by the number of attorneys, and the ratio of attorneys to paralegals.

**Table 2.10
Number of Attorneys in Firm**

Number of Attorneys	2008 Responses	2008 Percent	One Year Ago Percent
Sole	170	14%	14%
2-5 Attorneys	363	29%	30%
6 - 10	222	18%	18%
11 - 15	128	10%	10%
16 - 20	72	6%	6%
21 - 25	40	3%	3%
26 - 30	45	4%	4%
31 - 35	37	3%	2%
36 - 40	28	2%	2%
41 - 45	14	1%	1%
46 - 50	15	1%	1%
51 - 55	13	1%	1%
56 - 60	14	1%	1%
61 - 65	6	1%	1%
66 - 70	10	1%	1%
71 - 75	8	1%	1%
76 - 80	8	1%	1%
81 - 85	3	0	0
86 - 90	5	1%	0
91 - 95	1	0	0
96 - 100	6	1%	1%
More than 100	36	3%	3%

Section 2

Firm Environment and Utilization

Reported increase of attorneys from last year:

	Increase	Decrease	No Change	Total
Frequency	397	228	604	1229
Percent	32%	19%	49%	

Reported increase of paralegals from last year:

	Increase	Decrease	No Change	Total
Frequency	311	168	746	1225
Percent	25%	14%	61%	

Table 2.11
Ratio of Attorneys to Paralegals

Number of Attorneys	Number Attorneys per Paralegal	Number of Responses	Summary
Sole	.7	170	
2-5 Attorneys	1.5	363	
6 - 10	2.1	222	1.5 attorneys to paralegal (2-10 size)
11 - 15	2.5	128	
16 - 20	2.4	72	
21 - 25	2.9	40	
26 - 30	3.1	45	2.6 attorneys to paralegal (11-30 size)
31 - 35	2.3	37	
36 - 40	3.8	28	
41 - 45	1.1	14	
46 - 50	4	15	
51 - 55	3.6	13	
56 - 60	3.6	14	3.0 attorneys to paralegal (31-60 size)
61 - 65	2.2	6	
66 - 70	3.7	10	

Number of Attorneys	Number Attorneys per Paralegal	Number of Responses	Summary
71 - 75	4.5	8	
76 - 80	3.7	8	
81 - 85	1.9	3	
86 - 90	2.8	5	
91 - 95	4.2	1	
96 - 100	5.5	6	
More than 100	4.6	36	4.1 attorneys to paralegal (61-100 size)

To read this table, the data presented is the average number of attorneys per paralegal based on size of the firm. For example, in small firms (solo to 10 attorneys) there is generally 1 or two attorneys per paralegal. In firms of 11 - 30 attorneys there are usually 2 or 3 attorneys per paralegal.

In comparing this data with previous surveys, we find that in larger firms the number of attorneys per paralegal is falling. In 1995, the average number of attorneys to paralegal in firms of 31-60 attorneys was 5.4. This number has decreased with every report for firms of the same size. By 2008, the table above shows this number has dropped to 3 attorneys per paralegal.

Duties and Responsibilities

The next series of tables report findings regarding legal assistant duties and responsibilities.

**Table 2.12
Participation in Attorney Meetings (N=1409)**

Frequency	Responses	Percentage
Always	196	14%
Never	205	15%
Invited Occasionally	835	59%
Not applicable	173	12%

Table 2.13
Participation in Attorney/Client Meetings (N=1402)

Frequency	Responses	Percentage
Always on my cases or with assigned attorney	198	14%
Occasionally depending on the case or client	901	64%
Never	131	9%
Not applicable	172	11%

Table 2.14
Attendance at hearings or trials on cases on which you work? (N=1380)

Frequency	Responses	Percentage
Always attend with attorney or on cases worked on	128	9%
Sometimes, depending on case	414	30%
Seldom accompany	254	19%
Never	584	42%

Table 2.15
Do you appear before administrative hearings? (N=1406)

Frequency	Responses	Percentage
Yes	54	4%
No	792	56%
Occasionally	72	5%
Not applicable to my work	488	35%

The following tables present data describing the duties and responsibilities of paralegals.

The survey form presented a list of 21 general duties and asked respondents to rate each one from 1-4 based on the following scale: 1 = Rarely; 2=Monthly; 3=Weekly; 4=Daily. Respondents were asked to skip the item if their work does not require the duty.

Table 2.16
Functions and Duties/Frequencies
Number of Responses and % of Responses Shown

Duties	Rarely	Monthly	Weekly	Daily	Total Responses
Assist at trial	79%	17%	2%	2%	753
Assist with client contact	16%	17%	30%	38%	1134
Automation systems/computers	17%	12%	18%	53%	937
Calendaring deadlines	12%	9%	23%	57%	1135
Case management	5%	7%	18%	70%	1094
Cite checking	49%	25%	18%	8%	823
Client/Witness interviews	39%	26%	25%	11%	858
Court filings	22%	13%	33%	32%	968
Deposition summaries	59%	24%	11%	6%	770
Document analysis/summary	14%	19%	32%	36%	1076
Draft correspondence	5%	6%	22%	68%	1247
Draft pleadings, etc.	12%	15%	31%	43%	1006
Fact checking	14%	17%	31%	38%	982
General, factual research	11%	18%	36%	35%	1173
Investigation	23%	22%	32%	23%	882
Law library maintenance	76%	15%	5%	5%	560
Personnel management	53%	11%	12%	24%	635
Prepare/attend depositions	49%	34%	15%	3%	711
Prepare/attend closings	64%	19%	9%	9%	544
Train employees	48%	28%	13%	12%	714
Other	24%	11%	15%	50%	273

An easy way to analyze this data is to look at it in response to two questions - how many duties did the legal assistant select, and which areas consumed the most time of the respondents (on a scale of 1-4). The findings are summarized below in Table 2.17, by the number of duties selected.

Table 2.17
Number of Duties and Responsibilities Selected

Number Selected	Responses	Percentage	Cumulative Percentage
1	22	2%	2%
2	26	2%	4%
3	32	2%	6%
4	54	4%	10%
5	44	3%	13%
6	49	4%	16%
7	72	5%	22%
8	66	5%	26%
9	61	5%	31%
10	63	5%	35%
11	52	4%	39%
12	57	4%	43%
13	63	5%	48%

14	65	5%	53%
15	63	5%	57%
16	84	6%	63%
17	73	5%	68%
18	67	5%	73%
19	88	6%	80%
20	193	14%	94%
21	91	7%	100%

The next table presents each duty in descending order of popularity. For example, “draft correspondence” was selected by most respondents. Next to the duty is the average value of the estimate of time spent on the scale of 1-4 where 1=Rarely and 4=Daily.

Table 2.18
Duties and Responsibilities In Order of Popularity
Average Ranking

Rank 2004 Survey	Duty and 2008 Rank	Average Estimate of Time
1	1. Draft correspondence	3.5
2	2. General, factual research	2.9
4	3. Calendaring deadlines	3.3
3	4. Assist with client conference/client contact	2.9
5	5. Case management	3.6
8	6. Document analysis/summary	2.9
7	7. Draft pleadings/document responses/discovery	3
	8. Fact checking	2.9
10	9. Court filings	2.8
11	10. Automation systems/computerized support	3.1
12	11. Investigation	2.5
13	12. Client/witness interviews	2.1
	13. Cite checking	1.9
15	14. Deposition summaries	1.6
14	15. Assist at trial	1.3
16	16. Training employees	1.9
17	17. Prepare for/attend depositions	1.7
18	18. Personnel Management	2.1
19	19. Law library maintenance	1.4

Specialty Area of Practice

The next area of the survey requested information about the respondents specialty area of practice. The survey presented a list of 38 practice areas and asked respondents to indicate all the areas that apply to their work. The question also asked respondents to estimate how much time they spend working in the practice area based on the following scale:

- 1= less than 20% of the time
- 2= more than 20% of the time, less than 40%
- 3= more than 40% of the time, less than 60%
- 4= more than 60% of the time, less than 80%
- 5= from 80% to 100% of the time

On the first level of analysis, we were interested in the number of specialty areas selected, and found:

Table 2.19
Frequency of Specialty Areas Selected (N=1398)

Number of Specialties Selected	Number of Respondents	Percentage of Respondents	Cumulative Percent
1	250	18%	
2	259	19%	37%
3	205	15%	52%
4	174	13%	65%
5	125	9%	74%
6	95	7%	81%
7	65	5%	86%
8	52	4%	90%
9	29	2%	92%
10	18	1%	93%
11	16	1%	94%
12	15	1%	95%
13	10	1%	96%
14	6	1%	97%

In looking at the individual practice areas selected, the percentage of responses is shown below. This table reports the percent of the respondents selecting each of the specialty areas, ordered from high to low:

Table 2.20
Specialty Areas of Practice
by Number of Responses
2008, 2004, 2002, 2000, 1997

Specialty Area	2008 Number of Respondents	2008 Percent of Respondents	2004 Percent of Respondents	2002 Percent of Respondents	2000 Percent of Respondents	1997 Percent of Respondents
Civil Litigation	715	51%	45%	50%	51%	54%
Corporate	449	32%	29%	35%	33%	33%
Contracts	402	29%	24%	28%	26%	27%
Real Estate	382	27%	23%	29%	30%	32%
Personal Injury	368	26%	26%	32%	34%	37%
Administrative/ Government/Public	327	23%	19%	23%	25%	24%
Employment/Labor Law	282	20%	17%	20%	20%	20%
Insurance	272	20%	17%	19%	21%	24%
Trusts & Estates	267	19%	18%	24%	23%	n/a
Probate	259	19%	18%	26%	26%	28%
Office Management	251	18%	17%	19%	21%	22%
Medical Malpractice	214	15%	16%	21%	21%	22%
Collections	209	15%	13%	20%	n/a	n/a
Family Law	206	15%	13%	21%	21%	24%
Banking/Finance	201	14%	11%	17%	14%	16%
Bankruptcy	199	14%	15%	20%	19%	20%
Products Liability	186	13%	13%	18%	n/a	n/a
Criminal	185	13%	10%	16%	17%	17%
Workers Compensation	185	13%	12%	17%	17%	18%
Intellectual Property	175	13%	12%	16%	15%	14%
Mergers Acquisitions	154	11%	9%	14%	n/a	n/a
Employee Benefits	152	11%	12%	11%	13%	4%
Mass Tort Litigation	141	10%	n/a	n/a	n/a	n/a

Specialty Area	2008 Number of Respondents	2008 Percent of Respondents	2004 Percent of Respondents	2002 Percent of Respondents	2000 Percent of Respondents	1997 Percent of Respondents
Elder Law	129	9%	12%	11%	12%	n/a
Environmental Law	129	9%	13%	13%	14%	6%
Tax	126	9%	8%	13%	13%	14%
Securities/Antitrust	123	9%	12%	11%	11%	3%
Immigration	105	8%	10%	9%	14%	n/a
Oil & Gas	103	7%	10%	11%	11%	3%
Multi-state Litigation	103	7%	n/a	n/a	n/a	n/a
Energy/Utility	92	7%	10%	9%	10%	n/a
Legislative Lobbying	85	6%	9%	n/a	n/a	n/a
Social Security	81	6%	10%	n/a	n/a	n/a
Admiralty/Maritime	71	5%	10%	10%	10%	n/a
Entertainment	69	5%	8%	8%	9%	n/a
Native American/Tribal	69	5%	9%	9%	9%	n/a
Aviation	66	5%	9%	n/a	n/a	n/a
Tele- communications	62	5%	9%	n/a	n/a	n/a

There are several factors at work here which result in the fairly large differences in percentages of respondents selecting the various specialty areas through the years. Generally, respondents select 3 areas. In comparing responses of previous years, keep in mind that the list of areas changes somewhat from year to year.

Another way of looking at this data is by looking at the percentage of time respondents estimate they work in the practice area. For example, while over 50% of respondents indicated they work in the area of litigation, how much time do they spend on litigation matters?

**Table 2.21 Specialty Practice Area by Time Spent
Percentage of Respondents Shown**

Scale of 1-5 to estimate average time; 1 is less than 20%; 5 is 80 to 100% of time

Number Response	Av. Time 1-5 scale	Specialty Area	Less than 20% of Time (1)	More than 20% of time; less than 40% (2)	More than 40% of time; less than 60% (3)	More than 60% of time; less than 80% (4)	More than 80 to 100% of time (5)
715	3.3	Litigation-civil	22%	15%	13%	11%	38%
449	2.3	Corporate	42%	22%	11%	9%	15%
402	2.2	Contract	43%	28%	10%	7%	13%
382	2.4	Real estate	44%	19%	11%	7%	19%
368	2.8	Personal injury	33%	21%	9%	13%	25%
327	2.6	Administrative/government /public	43%	15%	11%	7%	25%
282	2.4	Employment/labor law	53%	16%	7%	4%	20%
272	2.7	Insurance	38%	17%	11%	10%	25%
267	2.2	Trusts & estates	49%	17%	12%	9%	13%
259	2	Probate	53%	18%	12%	8%	9%
251	1.9	Office management	56%	24%	8%	4%	9%
214	2.4	Medical malpractice	52%	8%	12%	8%	21%
209	1.6	Collections	68%	19%	5%	3%	6%
206	2.7	Family law/domestic relations	40%	16%	10%	7%	27%
201	2.1	Banking/finance	58%	15%	7%	5%	17%
199	1.9	Bankruptcy	65%	16%	4%	3%	14%
186	1.9	Product liability	57%	20%	10%	5%	9%
185	2.2	Criminal	55%	15%	9%	6%	16%
185	2	Workers compensation	55%	18%	11%	4%	13%
175	2.2	Intellectual property	56%	13%	7%	6%	19%
154	1.6	Mergers/acquisitions	65%	19%	9%	4%	3%
152	1.2	Employee benefits	77%	14%	7%	2%	0%
141	2.2	Mass tort litigation	55%	12%	11%	7%	16%
129	1.7	Elder law	68%	15%	9%	4%	6%
129	1.6	Environmental law	69%	16%	6%	3%	6%
126	1.6	Tax	74%	10%	7%	1%	9%
123	1.8	Securities/antitrust	65%	15%	6%	7%	8%
105	1.5	Immigration	73%	12%	8%	2%	5%
103	1.8	Oil & gas	73%	7%	5%	2%	14%
103	1.5	Multi-state litigation	71%	17%	7%	0%	6%
92	1.8	Energy/utility	71%	10%	6%	0%	14%
85	1.3	Legislation/lobbying	84%	7%	6%	1%	2%
81	1.4	Social security	87%	3%	1%	4%	6%
71	1.4	Admiralty/maritime	86%	3%	3%	4%	4%
69	1.4	Entertainment	83%	7%	3%	3%	4%
69	1.2	Native American/tribal	89%	10%	0%	2%	0%
66	1.2	Aviation	89%	5%	2%	3%	2%
62	1.3	Telecommunications	86%	7%	3%	3%	2%

In analyzing this table, it is interesting to see the variations in estimates of time spent working in the practice area. For example, of those who work in the area of litigation, selected by over half of the respondents, 38% indicate that they spend almost all of their time working on litigation matters. Contrasting that with the findings of those who report they work in the area of real estate 19% of those who report that they work in the area of real estate estimate that they

spend almost 100% of their time working on real estate matters. This is quite a difference among these two specialty areas of practice. Survey results of previous years have shown the same patterns.

Since the first survey in 1986, the findings have consistently reported that legal assistants spend time working in several specialty areas of practice. Another way of analyzing Table 2.21 is by looking at the percentage of those who indicate they spend 80 to 100% of their time working in a particular area. Most of the values in this column are well under 20% of the respondents, with some exceptions such as those working in the area of litigation or family law.

The data reporting salary levels also looks at specialty areas of practice as one of the variables influencing compensation levels.

Duties and Responsibilities

Beginning in 2000, we added a few more questions related to duties and responsibilities of legal assistants. Specifically, we are looking at the utilization of legal assistants in supervision of other employees and steps legal

assistants are taking to increase their responsibilities. We further analyzed the findings in relation to years of experience to see if there are differences related to this factor.

**Table 2.22
Supervision of Other Employees**

Does your work involve supervision of other employees?		
Responses	Frequency	Percent
Yes	468	34%
No	929	67%
If so, what employees are under your supervision?		
Support staff only	280	62%
Legal assistants and others	63	14%
Both	113	25%

**Table 2.23
Does your work involve supervision of other employees?
Grouped by: Years Total Legal Experience**

Years legal experience	Supervise other employees	Percent	Does not supervise others	Percent	Total
1-5 years	39	18%	176	82%	215
6-10 years	64	26%	183	74%	247
11-15 years	77	35%	146	66%	223
16-20 years	111	39%	177	62%	288
21-25 years	71	41%	103	59%	174
Over 25 years	100	43%	135	58%	235

Table 2.24
If so, what employees are under your supervision?

Years legal experience	Support staff	Percent	Legal assistants and others	Percent	Both	Percent	Total
1-5 years	24	62%	6	15%	9	23%	39
6-10 years	35	57%	5	8%	21	35%	61
11-15 years	50	66%	11	15%	15	20%	76
16-20 years	65	59%	14	13%	31	28%	110
21-25 years	47	68%	6	9%	16	23%	69
Over 25 years	58	61%	18	19%	20	21%	96

Table 2.25
Duties and Responsibilities Change

If you have been employed as a legal assistant over 5 years, have the duties and responsibilities of your job increased throughout your employment history? (N=1368)		
Responses	Frequency	Percent
Yes	1040	76%
No	125	9%
Not applicable	203	15%
If yes, please indicate the areas in which your duties and responsibilities have increased. (N=1040)		
Increase in work which involves independent judgment	547	53%
Increase in the level of sophistication of the work, i.e., more complex cases	926	89%
More client involvement	788	76%
Increase in case management responsibilities	377	36%
More specialization - either area of law or assigned to one attorney	634	61%
More supervisory duties/ administrative duties	358	36%
Other	68	7%

Table 2.26
Duties and Responsibilities Change
Grouped by Years of Experience

1 - More client involvement
2 - Increase in work which involves independent judgment
3 - Increase in the level of sophistication of the work, i.e., more complex cases
4 - More supervisory duties/administrative duties
5 - Increase in case management responsibilities
6 - More specialization - either area of law or assigned to one attorney
7 - Other

Total Years		1	2	3	4	5	6	7	Total
1-5 Years	Frequency	22	35	31	12	21	14	5	140
	Percent	16%	25%	22%	9%	15%	10%	4%	
6-10 Years	Frequency	96	163	138	70	122	77	11	677
	Percent	14%	24%	20%	10%	18%	11%	2%	
11-15 Years	Frequency	99	173	149	65	118	76	8	688
	Percent	14%	25%	22%	9%	17%	11%	1%	
16-20 Years	Frequency	141	233	193	81	152	77	20	897
	Percent	16%	26%	22%	9%	17%	9%	2%	
21-25 Years	Frequency	76	126	104	57	84	51	9	507
	Percent	15%	25%	21%	11%	17%	10%	2%	
Over 25 Years	Frequency	106	186	164	86	129	59	14	744
	Percent	14%	25%	22%	12%	17%	8%	2%	

The last two tables of this section look at tools and techniques that paralegals use to demonstrate professional growth. This data is useful to see several factors at work within the profession. Most are involved in some program that helps them professionally (almost all respondents answered this question) and they stick with these programs. We present the general findings of this question, and the same responses broken down by years of experience. The data in terms of years of experience is interesting in that it shows few differences related to experience.

Table 2.27
Tools and Techniques for Professional Growth
General Findings (1335)

Responses	Frequency	Percent
Attend continuing legal education seminars	1201	89%
Ask/seek more complex work in your practice area	836	62%
Seek the CLA/CP, Advanced Paralegal Certification, or state certification credential	743	55%
Become involved in your professional association	736	54%
Change in practice areas	476	35%
Switch work environments, such as move from large to small firm	456	34%
Attend work-related courses at community colleges or online	360	27%
Serve as a speaker at continuing legal education seminars	243	18%
Teach course in paralegal program	117	9%
Develop opportunities for freelance work	107	8%
Author educational article for a law related publication	101	8%

Table 2.28 appears on the next page. This looks at the tools for professional growth used based on years of experience.

Table 2.28
Tools For Professional Growth
Grouped by Years of Experience

- | |
|--|
| 1 – Change in practice area |
| 2 - Ask/seek more complex work in your practice area |
| 3 - Switch work environments, such as move from large to small firm |
| 4 - Develop opportunities for free lance work |
| 5 - Attend continuing legal education seminars |
| 6 - Serve as a speaker at continuing legal education seminars |
| 7 - Author educational article for law related publication |
| 8 - Seek the CP or Advanced Certified Paralegal, or state certification credential |
| 9 - Become involved in your professional association |
| 10 - Attend work related courses at community college or on-line |
| 11- Teach course in paralegal program |

Total Years		1	2	3	4	5	6	7	8	9	10	11	Total
1-5 Years	Frequency	49	128	53	13	161	9	4	120	109	58	9	713
	Percent	7%	18%	8%	2%	23%	1%	1%	17%	15%	8%	1%	
6-10 Years	Frequency	89	148	87	14	188	21	8	129	113	56	7	860
	Percent	10%	17%	10%	2%	22%	3%	1%	15%	13%	7%	1%	
11-15 Years	Frequency	80	139	78	15	201	38	13	133	122	64	21	904
	Percent	9%	15%	9%	2%	22%	4%	2%	15%	14%	7%	2%	
16-20 Years	Frequency	111	173	111	23	260	58	26	136	155	72	30	1155
	Percent	10%	15%	10%	2%	23%	5%	2%	12%	14%	6%	3%	
21-25 Years	Frequency	59	91	57	17	157	37	12	88	95	45	20	678
	Percent	9%	14%	9%	3%	23%	6%	2%	13%	14%	7%	3%	
Over 25 Years	Frequency	80	145	65	23	222	76	36	129	130	58	30	994
	Percent	8%	15%	7%	2%	22%	8%	4%	13%	13%	6%	3%	

The Participants

The data is based on analysis of the responses to the 2008 National Utilization and Compensation Survey report which was collected by a web based survey from October 15, 2007-February 15, 2008. There were 1434 responses received and utilized for this report. 5% of the population are males; 95% are females. The average age of survey participants is 45. 66% of the participants are members of NALA; 67% have received the Certified Legal Assistant/ Certified Paralegal credential.

Respondents are from a diverse geographical area. Forty-eight states, the Virgin Islands and the District of Columbia are represented by the population. Among the regions of the United States, the Southeast region was represented by 42% of the respondents; Southwest region was represented by 20%; Far West was represented by 11%; Plains States was represented by 14%; Great Lakes was represented by 5%; Rocky Mountain states were represented by 4%; and New England/Mid East was represented by 4% of the respondents. The average population of the cities represented is 544,897. The regions and states are defined in the table below.

The respondents have about 18 years of legal experience; 8 years with the same employer. Most (64%) of respondents work for a private law firm, and, of those, 61% work in firms of 1-10 attorneys; 18% of the respondents work for corporations. With reference to educational backgrounds, 42 of respondents have a bachelor's degree; 36 have an associate's degree.

The 2008 National Utilization and Compensation Survey presents information concerning the work environment, duties and responsibilities, billing rates and compensation levels of legal assistants. Conducted bi-annually since 1986, the survey analysis includes a review of current findings in comparison with findings of previous surveys. Economic data is presented in terms of such factors as size of city, size of firm, educational backgrounds, years of experience, and specialty area of practice.

Region			Number	Percentage
Region 1 - New England/Mid East			57	4%
Connecticut Maine Massachusetts	Maryland New Hampshire New Jersey	New York Pennsylvania Rhode Island		
Region 2 - Great Lakes			64	5
Illinois Indiana	Michigan Ohio	Wisconsin		
Region 3 - Plains States			197	14
Iowa Kansas	Minnesota Missouri	Nebraska North Dakota South Dakota		
Region 4 - Southeast			605	42%
Alabama Arkansas Florida Georgia	Kentucky Louisiana Mississippi North Carolina	South Carolina Tennessee Virginia West Virginia		

Region 5 – Southwest			289	20
Arizona New Mexico	Oklahoma	Texas		
Region 6 - Rocky Mountains			58	4
Colorado Idaho	Montana Utah	Wyoming		
Region 7 - Far West			157	11%
Alaska California	Hawaii Nevada	Oregon Washington		

End of Section 2 of 4