

Topic: Professional Titles

Prepared and Submitted by: Missy Hirst, MSLA (Association of Legal Administrators/Mile High Chapter), Treasurer-Elect, Membership Committee Chair

*As specified by Mianne L. Besser, Paralegal, Otten Johnson Robinson Neff + Ragonetti PC
Ad Hoc Committee Chairperson*

There are many titles applied to Paralegals. In addition to “Paralegal”, what other titles are in use; and how/when are they applied? As a resulted/companion discussion, Exempt v. Non-Exempt status for Paralegals may be affected by title.

Recommendation from Ad Hoc Committee for State of the Paralegal Profession Report

It is this Ad Hoc Committee’s recommendation that the NFPA should include in its State of the Paralegal Profession Report analysis and recommendations on the topic of professional titles in the Paralegal profession to include:

- A comprehensive study of the various professional titles historically and currently used for those individuals performing paralegal and quasi-paralegal duties across the US. The NFPA should take this opportunity to publish the definitive report in the legal industry to provide HR Directors, Legal Managers, Law Firm Administrators, and Court Administrators with guidelines to follow when affixing the Paralegal title vs. alternative titles to positions within their organizations.
- The NFPA should provide specific recommendations regarding exempt vs. non-exempt status in the Paralegal profession and provide analysis regarding how job title relates to exempt status. The NFPA should include recommendations for best practices in handling scenarios which might arise after implementing a change in exempt status for employees, as well as sample policy language for establishing procedures and protocol within an organization as it relates to the scope of responsibilities unique to Paralegals.
- The NFPA should include sample job descriptions specifically for the Paralegal title to further delineate between a true Paralegal position and any other title which may be being used. This is a much-needed resource in the legal industry which would provide legal managers with NFPA’s recommendations in setting scopes of responsibility.

It is this Ad Hoc Committee’s belief that the cost associated with producing a report on the topic of professional titles in the Paralegal profession is negligible. Several reports on the use of Paralegal and other professional titles in the legal industry have already been produced. If the NFPA felt compelled to perform its own survey on this topic, however, it could be executed in connection with other surveys which might already be scheduled. The recommendations and documentation suggested to be included in the report (i.e., sample policy language and sample job descriptions) would best be written by NFPA’s expert and experienced staff or by members of this Ad Hoc Committee. While the investment in time and effort would be substantial, it is this Ad Hoc Committee’s belief that the investment in monetary resources for this initiative would be negligible.

This is an excellent opportunity for the NFPA to position itself once again as the leading authority in the Paralegal industry by producing a definitive report on these topics.

Paralegals work alongside lawyers in almost every facet of the legal industry. While some practice areas, such as litigation and immigration, may be well-versed in the value of paralegal professionals and have used them historically, other areas of law, such as criminal, civil, corporate, and real estate also provide opportunities for lawyers and law firms to tap into the resource of Paralegals in providing value to clients. And, Paralegals are not just found in private law firms. Corporations, judicial and court systems, local, state and governmental agencies, banks, mortgage companies and other financial institutions are also rich fields of opportunity for Paralegals. In these wide and varied environments, para-professionals may hold different titles, such as litigation assistant, legal assistant, judicial assistant, legal aid or legal document specialist. Inconsistencies in the application of titles can lead the Paralegal profession to become a melting pot of various calibers of employees, which may result in a dilution of the otherwise high stature of Paralegals.

While different backgrounds, education and experience can enhance any single industry, it is critical for the integrity of the legal profession to ensure titles and job responsibilities for Paralegals are consistently applied for positions which warrant such an esteemed title and stature.

It Matters to Lawyers and Legal Managers

“The ABA categorizes legal assistant and paralegal into the same career bucket, stating their definition of a legal assistant/paralegal is as follows: *“A legal assistant or paralegal is a person, qualified by education, training or work experience who is employed or retained by a lawyer, law office, corporation, governmental agency or other entity and who performs specifically delegated substantive legal work for which a lawyer is responsible.”* This current definition of “legal assistant/paralegal,” adopted in 1997, replaces the definition adopted by the ABA Board of Governors in 1986. It adds the term “paralegal” since “legal assistant” and “paralegal” are supposedly, in practice, used interchangeably. According to the ABA Standing Committee on Paralegals, the current definition more accurately reflects how legal assistants are presently being utilized in the delivery of legal services. The term that is preferred and most frequently used generally depends on what part of the country one is from.”¹

This Ad Hoc Committee’s belief is that continuing to use multiple titles interchangeably is not best practice for the legal industry. Specifically, the term “legal assistant” can encompass too many other roles within a legal organization, which is leading to the potential diluting of the stature of highly-experienced and highly-educated Paralegals.

The NFPA understands the costs involved in properly training and mentoring Paralegals to elevate themselves in their profession to the betterment of their employers and the attorneys they support. Other facets of the legal industry also understand this concept. Charles A. Volkert, Esq., Executive Director of Robert Half Legal, published an opinion as recently as April 2014 which states, “Organizations that fail to keep up with trends and changes in the industry and in legal careers will find themselves lagging behind their competitors. To thrive in today’s highly competitive business environment, law firms and corporate legal departments must recruit

¹ LexisNexis Paralegal Community, Paralegal Career Forum, August 28, 2007, <http://law.lexisnexis.com/communityportal/forum/default.aspx?g=QfsTyLJ1USs=&b=ODMAKri/VAI=>>, accessed June 10, 2014.

employees with specialized talent, and then enhance their business acumen. And once they've put time and effort into hiring and training, successful law offices will work hard to retain their valued employees and recruit top legal professionals."² The type of investment cited by Attorney Volkert is substantial and would not be typically considered for every level of support staff personnel. Only those individuals with specialized skills, an advanced pay grade, and a professional title such as Paralegal are typically recipients of this type of investment.

A lawyer or law firm manager performing a simple internet search will quickly find Lawyers.com's opinion regarding law firm titles and states, "Paralegals: A paralegal is someone who has legal training but who is not a lawyer. Paralegals can serve a very important role in a law firm by providing critical support to lawyers when they are working on cases. In many instances, paralegals can have a practical working knowledge of the law that can make them more valuable to a law firm than a new associate. They are able to work under the supervision of a lawyer on the detail work that has to be done on every case... Legal Assistants: This is really a catchall term that is sometimes used by law firms to describe anyone in a law office who assists in working on legal matters. It may include paralegals, legal secretaries, and other support staff."

It Matters to Clients

NFPA knows the true value of Paralegals in terms of billable hours. NFPA understands that proper titles affixed to Paralegal positions can have an effect on appropriate billing rates assigned to Paralegals versus other support staff personnel. Clients are discussing this topic and oftentimes without benefit of a knowledge base such as NFPA can provide. Clients are concerned about billing rates of attorneys and support staff. Savvy clients tend to understand the value when reviewing billing entries from Paralegals. But, even the most sophisticated clients may be unclear as to the value of billing entries from Legal Assistants, Legal Secretaries, etc.

For example, The LawCost Management Group has created a specific website to provide an outline for corporate general counsels in regulating attorney fees and costs as it relates to the use of Paralegals specifically. "One of the most significant factors inflating legal costs is the use of people with seniority (and billing rates) higher than is necessary. For example, in case after case we find partners and associates performing paralegal tasks (and, of course, billing them at partner and associate rates). You have every right to insist that your firms permit paralegal tasks to be performed only by paralegals. At the very least, you have the right to insist that, if paralegal tasks are performed by attorneys, those tasks should nevertheless be billed to you at paralegal rates."³ The Association of Corporate Counsels has also weighed in definitively regarding the proper use of Paralegals, referring to the effective use of Paralegals (not any other para-professional) as a way to achieve a higher efficiency rate in a continuing difficult economic climate.⁴

The cost of properly utilizing Paralegals, and the return on investment of same, is being discussed by savvy clients, including in-house counsels. NFPA should draw a white line between uses of the Paralegal title versus other para-professional titles and how titles can be reflected in billing rates and in scopes of responsibilities within specific practice areas. This

² Three Trends Affecting Legal Careers Today, Charles A. Volkert, Esq., April 1, 2014.

³ The LawCost Management Group, What Paralegals Do (and What Lawyers Shouldn't Do?), <<http://www.lawcost.com/paras.htm>>, accessed June 12, 2014.

⁴ Association of Corporate Counsel, Legal Resources, Top Ten Reasons to Use Paralegals, October 3, 2011, <<http://www.acc.com/legalresources/publications/topten/rup.cfm>>, accessed June 12, 2014.

would translate well to clients and assist clients in understanding appropriate billing rates and proper utilization of those professionals with the specific Paralegal title.

It Matters to Paralegals

According to *Paralegal Today*, the issue stems from many legal secretaries being called legal assistants, although they do not necessarily have the legal background that legal assistants and paralegals do. An online poll conducted by *Legal Assistant Today* showed that the majority of legal assistants and paralegals felt slighted by secretaries taking on this title. One poll-taker said: "Numerous secretaries with no legal training ... and none of the responsibilities of the paralegals in our office use the title legal assistant because they don't want to be called just secretaries."⁵

CollegeGrad.com cites that most Paralegals have an associate's degree in paralegal studies, or a bachelor's degree coupled with a certificate in paralegal studies and that employment is projected to grow much faster than average throughout 2014. They go on to say that competition for jobs should continue, with experienced and formally trained paralegals having the best employment opportunities.⁶

"In order to be a successful paralegal, an individual should possess not only a common core of legal knowledge, but also must have acquired vital critical thinking, organizational, research, writing, oral communication, and interpersonal skills." This is according to the American Association for Paralegal Education.

Paralegals care about title. It's a reflection of their chosen career path as a learned professional and sets their position apart from other legal support staff positions which do not require, nor routinely utilize, the level of legal skills which are typically required of Paralegals. The title of Paralegal and corresponding exempt status protects many Paralegals from potentially being taken advantage because of a misunderstanding of their professional responsibilities and capabilities.

It Should Matter to the NFPA

The title "Paralegal" and other position titles have been typically used interchangeably. However, in the past decade or so, paralegals and legal assistants (in particular) have been looking to redefine their career titles in an effort to make differences between positions and responsibilities clear. Para-professionals such as legal assistants, legal secretaries, document specialists, and Paralegals may have a few similar duties, but the title of Paralegal comes with extra responsibilities and additional ethical obligations not necessarily indicative of other titles.

The NFPA was founded in 1974 and was the first national paralegal association. The NFPA proclaims that they are, "...an issues-driven, policy-oriented professional association directed by its membership." This topic matters to lawyers and legal managers. It matters to clients. And, most importantly, it matters to Paralegals. Therefore, it should matter to the NFPA.

⁵ Paralegal Today, "Paralegal or Legal Assistant?", Rod Hughes, 2002, originally appeared in print as "A Rose By Any Other Name", <http://paralegaltoday.com/issue_archive/features/feature1_nd02.htm>, accessed June 13, 2014.

⁶ Career Information, Paralegals and Legal Assistants, <<http://www.collegegrad.com/careers/proft61.shtml>>, accessed June 12, 2014.

Topic: Ethical Violations

*Prepared and Submitted by: Kathy Connell, NFPA Secondary and Association Parliamentarian
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*As specified by Mianne L. Besser, Paralegal, Otten Johnson Robinson Neff + Ragonetti PC
Ad Hoc Committee Chairperson*

I have conducted a good amount of research on the Ethical Violations Topic. What I have found is that ethical violation accusations against paralegals are kept confidential up until the time there is a formal charge brought in a court of law against a paralegal (research proves that there are only a few of these types of cases).

Until there is fairly uniform regulation/licensure of paralegals, where a formal grievance / disciplinary procedure is in place; I do not believe that there is sufficient data available to include in a written report on any type of scheduled, regular basis.

Topic: Trends in the Delivery of Legal Services

Prepared and Submitted by: Melanee Cottrill, RP, Association Director and Webmaster (Region I - Sacramento Valley Paralegal Association)

*As specified by Mianne L. Besser, Paralegal, Otten Johnson Robinson Neff + Ragonetti PC
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This committee has been charged with investigating the feasibility of preparing a comprehensive report on the state of the paralegal profession, which report could potentially include a section on trends in the delivery of legal services.

Trends in the delivery of legal services will undoubtedly have an impact on paralegals. As our profession's representative on a national level, it is crucial that NPFA play a role in shaping our future. Considering trends and what they indicate for the future can be a key step in that process. It is therefore my recommendation that NPFA proceed with the report and include a section on trends in delivery of legal services in said report.

There are two key topics which could be considered in such a report: the evolving role of the paralegal in the delivery of legal services, and the alternative ways in which non-paralegals are providing services. Both of these topics will have long-reaching implications for our profession.

Evolving Role of the Paralegal

NPFA has put effort in the past into creating a table of paralegal regulations by state. The latest update was in 2012. The report could start with an update of this document. The most recent one is available by clicking the "Regulation chart by state" link on this page:

<http://paralegals.org/default.asp?page=30>

One state, Washington, has implemented a new "limited license" program that will allow qualified paralegals to work directly with their own clients, without the supervision of an attorney. The Washington state program is based on a similar endeavor undertaken in Canada, and has sparked discussion in other states around enacting similar programs. California has taken steps to investigate, New York may have also. The report could look further into the Canada and Washington programs, the discussion in California and New York, and research whether similar discussions are being undertaken in other states.

Information on the Washington program can be found here:

<http://www.wsba.org/licensing-and-lawyer-conduct/limited-licenses/legal-technicians>

Information on the California efforts can be found here:

<http://www.calbar.ca.gov/AboutUs/BoardofTrustees/LimitedLicenseWorkingGroup.aspx>

Alternative Delivery of Legal Services

The evolution of the paralegal role is only the latest in a decades long string of creative ways to provide legal solutions. A brief overview of the ways in which legal services are now being provided outside the traditional law firm would be valuable to paralegals.

Many states have other defined legal support roles – for instance, California has “Legal Document Assistants” and “Immigration Consultants.” One aspect of the report could look further into non-paralegal, non-secretarial legal support roles.

Every state has also established some sort of self-help center, pro bono program, or similar endeavor to increase access to the justice system. These programs include attorneys, paralegals, and other support staff. An overview of the various types of programs that have been implemented could be included in the report. AS these programs continue to evolve and be introduced in new locations, an understanding of them will be valuable to our member paralegals.

Topic: Paralegal Certification, Credentialing, Licensing and Having a Paralegal Certificate

Prepared and Submitted by: Jessica Mieles, NFPA Primary (Region V - New York City Paralegal Association)

As specified by Mianne L. Besser, Paralegal, Otten Johnson Robinson Neff + Ragonetti PC Ad Hoc Committee Chairperson

For the benefit of all on the Committee, I believe it important to remind everyone of start with NFPA's explanation of Certification, Credentialing, Licensing and being Certified? The following is taken from NFPA's website:

<http://www.paralegals.org/default.asp?page=62>. The purpose of this is to establish what is known to us in the paralegal community.

Paralegal Certification, Credentialing, Licensing and Having a Paralegal Certificate

This is frequently a source of confusion. In short:

- If you have completed a paralegal education program for which you have a certificate hanging on your wall, you could say you are *certificated*. This is different from being certified.
- *Licensing* is how a governmental authority controls certain professions. There is no single authority in the United States which oversees the paralegal profession. Also, at the time of this writing, no state has paralegal licensure.
- If you have successfully passed a paralegal certification exam, such as NFPA's PCCE or PACE, you are *certified*. This confers a *credential* which you put after your name, such as Jane Doe, RP®. Maintaining that credential requires ongoing [Continuing Legal Education](#) (CLE) and keeping your address current with the organization that issued the credential. These credentials can be verified by prospective employers by contacting the issuing organization. Note that being a certified paralegal (generic term) and being a Certified Paralegal (a credential by NALA) are not necessarily the same, although if you are the latter you are also the former.

Another resource found on NFPA's website was a chart on Regulation by state (region was provided as well).

http://www.paralegals.org/associations/2270/files/REGULATION_CHART_02_09.pdf

23 states don't have any regulation listed. As you can see this list was last provided in 2009. We would have to go state by state in order to provide a more accurate and up-to-date information. There is mention in the list that in most cases when a "paraprofessional" or a "non-attorney" is present there needs to be direct supervision from an attorney. I think this should be common

knowledge but it may be more an assumption. Information such as this should be known throughout the state not only because it's an attorney's duty to take responsibility of when a paralegal is hired but on an ethical standpoint it's necessary.

Something to consider as well is what does every state consider a paralegal to be? Does the state bar consider it the same as NFPA and the ABA? The American Bar Association considers a paralegal "A legal assistant or paralegal is a person, qualified by education, training or work experience who is employed or retained by a lawyer, law office, corporation, governmental agency or other entity and who performs specifically delegated substantive legal work for which a lawyer is responsible."

I would highly suggest having the definition of what a paralegal is and does be the same nationwide and shared amongst the different Associations. I do understand that every state has different laws and that those should be defined within each state but a streamlined definition would help to get the ball rolling. "A legal assistant or paralegal is a person, qualified by education, training or work experience who is employed or retained by a lawyer, law office, corporation, governmental agency or other entity and who performs specifically delegated substantive legal work for which a lawyer is responsible." American Bar Association.

Not all states expect certification to happen or for paralegals to register. Without bringing importance to this and possibly having the state bar or the state in general to acknowledge the paralegal profession nationwide and what their expectations are then I don't see how getting certified would be taken seriously. I think banding with other associations such as NALA and possibly having reps in all bar associations this could be a start. The Wikipedia link below expresses how Canadian paralegals are regulated just like attorneys are. I know that Wikipedia isn't the best as a resource but this particular information is helpful to our cause. I know that this would take a long time to pass here in the states but understanding why this is possible could help our efforts. We can't outright say "If they have it there then we should too!" without fully understanding how other countries like Canada and England are making it happen.

Also, having the LLLT designation studied and seeing what it means to the paralegal status and what it does in our states if adopted. I have attached below some interesting articles on licensure. I draw special attention to the one from the National Association of Legal Assistants. They have some good questions to consider when thinking of licensure. What it means to the public, to the firms, to courts. These are questions we should be able to respond. When I say "we" I not only mean as paralegals but as a legal community.

All these questions that arise when speaking about licensure and one that stands out as well is education. The idea of having a firm with a certified paralegal is that you are getting the best service from a paralegal because they went ahead and got certified and have continuing education be a big part of their lives so they could be at the cutting edge of the profession. Once again though, without being able to find proof as to why this is important and banding together as a nation will definitely prohibit us from moving forward in the aspect of licensure. We would need to conduct surveys not only with paralegals and paraprofessionals but with attorneys,

courts, corporations, hospitals and paralegal/law schools to see what keeps them ticking and would have them welcome the idea of licensure or why they are so greatly opposed to it. These are 50 states with different needs but with one common goal, seeing paralegals viewed and treated like professionals.

An article from the American Bar Association looks at the question of paralegal regulation. The following stands out and makes me think that attorneys have a big say not only paralegals in what the profession will develop into:

“Whether the paralegal regulation is voluntary or mandatory, lawyers are ultimately accountable for the work done by a paralegal under their supervision. Needless to say, lawyers must verify academic credentials and prior work history when considering a paralegal and must ensure that their paralegals are informed of changing laws and ethical concerns.

An established certification or licensure system will be helpful for lawyers to ascertain paralegals' qualifications and their continuing education. As employers and consumers of paralegal services, lawyers have a strong voice in making changes in paralegal regulation.” <http://apps.americanbar.org/buslaw/blt/2007-01-02/durgin.shtml>

Additional reading:

http://paralegaltoday.com/issue_archive/features/feature1_ma06.htm

<http://www.nala.org/licissues.htm>

http://wspaonline.org/index.php?option=com_content&view=article&id=57&Itemid=54/.htm

<http://en.wikipedia.org/wiki/Paralegal>

Topic: Education/CLE Topics and Modes of Delivery of Training for Paralegals

Prepared and Submitted by: Beth Bialis, RP, Vice President and Director of Profession Development

*As specified by Mianne L. Besser, Paralegal, Otten Johnson Robinson Neff + Ragonetti PC
Ad Hoc Committee Chairperson*

Paralegal Education:

There are many choices for education opportunities to enter the paralegal profession. Information regarding entering the paralegal profession is currently available on the NFPA website at <http://paralegals.org/default.asp?page=17>.

There are many short-term and on-line programs for paralegal education. NFPA has a position paper regarding these paralegal programs which can be found on the website [http://paralegals.org/associations/2270/files/Short Term Paralegal%20Program Position Statement.pdf](http://paralegals.org/associations/2270/files/Short_Term_Paralegal%20Program_Position_Statement.pdf).

Because there is such diversity in educational opportunities throughout the country it is very difficult to gather a comprehensive list of Paralegal programs. An individual can obtain a Paralegal certificate, an Associate's degree or Bachelor's degree in Paralegal/Legal Studies. The American Bar Association ("ABA") does have an approval process for Paralegal programs however not all Paralegal programs are approved by the ABA. The ABA has a list of approved programs on their website, <http://apps.americanbar.org/legalservices/paralegals/directory/home.html> and there is a link on the NFPA website to the list of ABA approved programs.

CLE for Paralegals:

The topics and modes of delivery for CLE for paralegals is almost endless. There are many commercial vendors that offer CLE to paralegals as well as NFPA, NALA, many Bar Associations and the American Bar Association.

There are many national commercial vendors that offer paralegal CLE seminars and webinars. A few examples are the Institute for Paralegal Education ("IPE"), Lorman and Thomson Reuters. There are also many local vendors that offer CLE in different areas of the country. For example, in Western New York there is a local vendor, Counsel Press that does appellate work. They offer CLE seminars to paralegals in our area regarding appellate procedures. Also, local paralegal associations, bar associations and national organizations, including NFPA, offer CLE to paralegals.

It is very difficult to know if the programs being offered by various vendors are quality programs. NFPA as well as NALA and bar associations evaluate seminars and webinars individually to grant CLE for the program. For example, if a program has been approved for

NFPA CLE credit it does meet the criteria to be utilized toward maintaining your credentials if you are a PACE Registered Paralegal (“RP”) or CORE Registered Paralegal (“CRP”).

Although there are many modes of delivery for CLE programs, currently one of the most popular modes is on-demand webinars. This mode of delivery allows the individual to choose a quality program whenever they have the time. Again, there are several vendors and associations that offer this mode of delivery, including NFPA.

If the final recommendation of this Committee is to move forward with a full Report on the State of the Paralegal Profession, I believe that a short survey should be conducted to gather information regarding paralegal education and CLE for paralegals. The information gathered could be utilized to conduct further research to write the most comprehensive report possible.

Topic: Salary Survey

Prepared and Submitted by: Jeff Watts, CP (NFPA Advisory Council Member) and Mianne L. Besser, Committee Chair (Region II - Rocky Mountain Paralegal Association)
NFPA Primary and Association Board Advisor

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Ad Hoc Committee Chairperson*

Jeff and I collaborated on the research necessary to bring forward the means and methodologies needed to produce a detailed NFPA-generated salary survey inclusive of salary and billing rates as well as a comparison of billing rates of NFPA-credentialed paralegals vs. non-credentialed. What we found was nearly overwhelming and for purposes of this report, the information found has been truncated (we are happy to provide all of the information upon request).

Ad Hoc Committee members are cautioned that an NFPA-created salary survey would be rolled out into an already saturated market with well-known and long-standing “competition”. Moreover, in some markets, NFPA’s publication of a Salary survey may put it in competition with associations with whom it shares a professional relationship as well as client/support base (e.g., ALA and IPMA). Further, to create a Salary survey, it is recommended that NFPA sell the survey results to non-NFPA members; however, as stated previously, given that there are many free and fee-based surveys available, NFPA would enter the market with an unproven product, potentially in competition with professional allies, and without a market to sell/buy a salary survey in order to recoup any associated costs.

Free Resources for Third-Party Salary Surveys

There are a significant number of no-cost resources for salary surveys completed by third-party entities regarding paralegal salary surveys. Many of these documents are in the public domain and are available to any legal or non-legal professional through email request. Some of the survey are quite comprehensive, but do not drill down to the level of the matter of billing hours/rates based on credentialing. Examples of where third-party salary survey information can be found (not an inclusive list): Robert Half Legal, *Paralegal Today*, Glassdoor.com, Bureau of Labor Statistics (current as of 2013).

Fee-Based Resources for Third-Party Salary Surveys

Again, there are a number of avenues for obtaining salary detail through fee-based services. Specifically, the National Association of Legal Assistants (NALA) provides a detailed salary survey to its members. Paralegals invited to participate include members of NALA, non-members, and members of NALA affiliated associations. The findings are divided into 4 sections: participant background; employers and practice areas; billing rates; and compensation levels. Given that NALA is a competing organization to NFPA for membership

Association of Legal Administrators

The Association of Legal Administrators' (ALA) 2013 edition of its Compensation and Benefits Survey contains information collected from legal organizations throughout the United States and Canada. This Survey, conducted in collaboration with ALM Legal Intelligence focuses on salaries and benefits for legal administrators, functional specialists, paralegals and legal secretaries. The Survey features data breakouts for each management position by: type of organization, number of lawyers, geographic location, supervisory responsibility, experience, education, and state/province, including and excluding metropolitan areas.

Member participant: \$150

Member nonparticipant: \$250

Nonmember participant: \$200

Nonmember nonparticipant: \$400

International Practice Management Association

IPMA/ALM 2014 Survey is now available. The survey, in partnership with ALM Legal Intelligence, tracks compensation, billing rates and billable hours for paralegals and other practice support positions. This salary survey includes: Hourly compensation data; Bonus; Benefits; Billable hours; and Billing rates. Pricing is as follows:

\$650 - For those who did not participate in the Survey data collection process; or

\$250 - IPMA Participants in the 2014 Survey

Altman Weil

Altman Weil provides management consulting services exclusively to legal organizations. They have the ability to craft detailed salary surveys specific to the needs of its clients. It is difficult to determine the costs associated with a salary survey crafted by Altman Weil without retaining them for an entire suite of consulting services.

Internet/Web-based Salary Surveys

During the research related to Survey Monkey and Zoomerang, we came across information on Google Forms and SurveyGizmo which can also be used to create Surveys. Information about both of these offerings is also provided:

Survey Monkey (free BASIC plan):

Survey Design Features:

- Create an unlimited number of surveys

- Allows up to 10 questions per survey

- Choose from 15 available question types

- 20+ basic survey templates available (Upgrade to a paid plan to use all templates).

- Supports any language, including Unicode

- Survey completion progress bar
- Automatic numbering for pages/questions
- 12 pre-built survey themes.
- Validate/require survey responses
- Randomize/sort answer choices
- Accessible and 508 compliant and certified surveys (U.S. only)

Data Collection Features:

100 responses per survey (There is a delete limit of 50 responses across the account. Upgrade to a paid plan in order to view additional responses).

- Collect responses via weblink
- Collect responses via email
- Collect responses via Facebook
- Embed a survey within your website
- Create up to 3 Collectors per survey

Analysis Features:

- View live results as they are recorded
- Browse through individual responses
- View open-ended comments from the Response Summary page

Zoomerang (free BASIC plan):

Features include:

10 questions per survey

100 responses per survey

- Easy-to-use web-based survey tool
- Collect data via weblink, email, Facebook, or embed on your site or blog
- Real-time results
- 24x7 email customer support

Google Forms

Forms is basically a way to conduct a survey, with responses added automatically to a spreadsheet. Since its launch, Google Forms has been an easy and accessible way to collect large amounts of data. Best of all, it is absolutely free!

Although Google Forms only offers six types of questions, you do have the ability to add skip logic and branching questions. Likewise, Google Forms offers an unlimited amount of surveys and space for well over 1,000 responses. (You can reach up to 200,000, depending on the number of questions you have). Survey themes are robust; e-mail- or web-embedding is easy; and there are a number of ways to visualize your data.

You can either embed surveys into a blog post or site or share a link to the survey. Any responses are collected in a spreadsheet. As recipients complete the form, rows in a Google spreadsheet are populated, including a timestamp.

Currently the company is upgrading its Forms tool in Google Docs, adding a number of new features. Users now have a more compact, grid-like form in which to collect data. They can now

quickly gather responses for a group of similar questions by simply labeling a few columns and creating as many rows as they like.

Summary charts also have clearer formatting of statistics and now support right-to-left text input, helping out those users whose written languages go from right-to-left. Developers can also integrate forms with their own applications and pre-populate a form with data.

SurveyGizmo

SurveyGizmo offers a free version, as well as a low-cost pro solution (\$19/month) with some advanced features, supporting up to 1,000 responses per month and basic logic. A range of more advanced packages are available from \$49/month to \$160/month.

At all levels, SurveyGizmo offers basic piping, fully customizable survey look and feel, and the ability to embed images and videos hosted on your own website. More advanced levels offer many randomization options (question options, questions per survey page, and pages themselves), skip logic, and more.

SurveyGizmo offers an API for integrating survey functionality into websites, blogs and other applications, including integration with Salesforce.com. With a fresh contemporary look and feel, SurveyGizmo allows for a build that immediately attracts the eye and imagination.

Another advantage is the Dashboard, which neatly displays all your surveys. It provides an instant view of the current number of surveys completed and in process with a map, daily response rate and satisfaction chart. SurveyGizmo provides a comprehensive training library, including videos, and you can have the starter course delivered by e-mail over 7 days. (A 25-50% discount is available for nonprofits; NFPA is a 501(c)(6); further research would be needed to determine if NFPA would qualify for any discount).

This tool offers 23 question types along with an unlimited number of surveys and questions. The response limit is relatively generous at 250 per survey. Cannot email survey like. offers a wide range of packages for small to large organizations.

Statistical Package for the Social Sciences

SPSS is a software program which will crunch numbers for a more in depth statistical analysis. It is a high end statistical calculation software that allows researchers to calculate statistics for writing articles that appear in academic journals. The fees to purchase SPSS are not specifically known at this time. Other considerations for SPSS include:

*Relatively user friendly and resembles an excel spreadsheet, but unlike Excel its main purpose is performing high end statistical analysis. SPSS can export graphs, charts, and tables that can be inserted into any word document. Additionally, SPSS has a function that allows data to be imported from Excel.

*Number of people necessary to input the data would vary dependent on the number of responses and the level of detailed analysis that the end users of the information desire.

It is believed that SPSS is “too much” for what NFPA would want, need; further investigation on SPSS is recommended.