

Thank you for participating in the **2022 ALPMA New Zealand Legal Industry Salary and HR Issues Survey**.

By participating in this research, you will receive a complimentary copy of the **2022 ALPMA New Zealand Legal Industry Salary & HR Issues Report**.

The report provides comprehensive data on salaries paid for 55+ legal, management and support roles at New Zealand law firms, broken down by city and size of firm, that will help you benchmark your compensation strategy with like firms and assist with salary reviews. The survey also provides valuable insight on employment trends and the HR issues and challenges facing New Zealand law firms.

### **Who should complete this survey?**

ALPMA recommends each firm nominates one person to complete this survey on behalf of the firm. If your firm spans multiple cities, you may wish to nominate one person per office to complete the survey for their city.

Salary information is highly sensitive. To retain a high level of quality control, the survey should be completed by staff who have the appropriate authority to provide accurate information (e.g. HR Managers, Practice Managers, Managing Partners etc).

### **Before commencing the survey**

Before commencing the survey, we recommend you review the [Preparation Checklist](#) to ensure you have all the information you need at your fingertips to complete the survey. This makes completing the survey much easier and quicker!

### **Completing the survey**

To ensure the final results provide reliable and comprehensive information, we ask you to allow plenty of time to complete the survey (at least 30-60 minutes) and to take care when entering data to ensure its accuracy.

If your legal firm operates in more than one city, please complete the survey **separately for each location**.

The first section includes questions about your firm's staff employment profile, employment benefits, bonuses, recruitment and salary projections for the next 12 months, and the HR practices and issues facing the legal community in 2022.

The second section covers salary data for 55+ support, management and legal roles at law firms. You need to enter the highest, lowest and average salary for each position type at your firm. You can use the [ALPMA Calculations Spreadsheet](#) to assist with gathering this data and calculating the salary information for each position type.

## Privacy

**Survey Matters** has been engaged to conduct the survey on behalf of ALPMA, to ensure independence and confidentiality of data.

Survey Matters is a member of the Australian Market and Social Research Society (AMSRS) and is bound by the AMSRS Code of Professional Behaviour and the Australian Privacy Principles in the Privacy Act 1988.

All data submitted to this survey will be held as strictly confidential and used for the sole purpose of compiling the survey report for participating firms. Individual responses will not be identified; the information you provide will be consolidated with that provided by other industry participants and provided to ALPMA in aggregate only. All data you provide will be de-identified immediately following the provision of results to ALPMA.

You can view our [Privacy Policy](#) and [Terms of Use](#) at the bottom of each page of the survey.

## Need help?

If you have any queries or require further information to assist with completing the survey, please contact Emma Elliott, CEO, ALPMA on +613 8644 7055 or via [e.elliott@alpma.com.au](mailto:e.elliott@alpma.com.au).

Thank you for your participation.

## Contact details

Please provide your contact details in case we have any queries regarding the data you have provided. We also require your email address to forward you a copy of the final report.

Your details will remain confidential and will only be used for the purposes specified above.

First Name	
Last Name	
Position	
Company Name	
Telephone Number	
Email Address	

## Demographics

If your legal firm has operations in more than one location, please complete this survey separately for each location.

### 1. In which area is your firm located?

	Auckland
	Wellington
	Christchurch
	Other location: North Island
	Other location: South Island

**Staff Employment Profile**

**2. How many total staff were employed at your legal firm on 1 January 2022?**

(If you are completing the survey prior to 1 January 2022, please provide your best estimate of what your staffing arrangements will be on 1 January 2022, and include full time, part time, permanent, casual and contracted staff)

**3. What were your staff employment arrangements on 1 January 2022?**

(If you are completing the survey prior to 1 January 2022, please provide your best estimate of what your staffing arrangements will be on 1 January 2022 and ensure the total number of staff equals that entered at the previous question. Where you have no staff in the employment category, please enter '0')

	No. of Staff
No. of permanent full-time staff	
No. of permanent part-time staff	
No. of contracted/temporary full-time staff	
No. of contracted/temporary part-time staff	
No. of casual staff	

**4. How many fee earners did your firm have (including Partners, Lawyers/Solicitors & Legal Executives) on 1 January 2022?**

(If you are completing the survey prior to 1 January 2022, please provide your best estimate of how many fee earners your firm will have on 1 January 2022)

**5. How many individuals did you employ in the following positions as at 1 January 2022?**

(If you are completing the survey prior to 1 January 2022, please provide your best estimate of what staffing numbers will be at your firm on 1 January 2022)

	Male	Female	Other
Equity Partners			
Salaried Partners			
Solicitors / Lawyers			
Legal Executives			
Executive / Senior Management			
Secretarial Support (Legal Team)			
Administration (Office Support)			
Other Roles			

**6. How many staff departed your legal firm last year (between 1 January 2021 and 31 December 2021)?**

(If you are completing the survey prior to 31 December 2021, please provide your best estimate)

**7. How many departures were a result of a redundancy?**

## Employee Benefits, Bonuses and Incentives

8. In addition to salaries, does your firm offer other employment benefits, bonuses or incentives?

	Yes
	No (Go to Q21)

9. What other employment benefits do you offer?

### Allowances & salary packaging options

	Car and / or car allowance
	Car park
	Mobile phone / mobile allowance
	Connectivity (home internet, remote access)
	Gym / health club membership
	Health care subsidies (including vaccines, programs, massage, skin checks or cash payments)
	Meal allowances (fruit, daily lunches, other meals)
	Insurances (including salary continuance, life, death & disability)
	Allowance for home office set up (desk, chair, computer etc)
	None of the above

### Flexible work arrangements

	Extra annual leave
	Additional leave (study, short term career breaks, RDOs)
	Paid maternity leave
	Paid paternity leave
	Flexible working hours
	Overtime payments
	Ability to work from home
	None of the above

### Training and professional development

	Company paid training
	Study allowances
	Professional association membership
	Employee Assistance Program
	Mental Health First Aid training
	None of the above

### Other benefits

	Celebrations (Christmas, birthdays, anniversaries, staff recognition)
	Social activities
	Legal services (in house)
	Other (Please specify)
	None of the above

**10. On top of salaries, which of the following bonuses and incentives do you offer?**

(Select all that apply)

<input type="checkbox"/>	Bonuses
<input type="checkbox"/>	Client Referral Incentives
<input type="checkbox"/>	Recruitment Referral Incentives
<input type="checkbox"/>	Other (Please specify)
<input type="checkbox"/>	None of the above (Go to Q21) [Excl]

**11. You indicated that you pay bonuses. Are all roles eligible for bonus?**

<input type="checkbox"/>	Yes, all staff (Go to Q13)
<input type="checkbox"/>	Yes, some staff

**12. Which position groups include roles that are eligible for bonus.**

<input type="checkbox"/>	Equity Partners
<input type="checkbox"/>	Salaried Partners
<input type="checkbox"/>	Solicitors / Lawyers
<input type="checkbox"/>	Legal Executives
<input type="checkbox"/>	Executive / Senior Management
<input type="checkbox"/>	Secretarial Support (Legal Team)
<input type="checkbox"/>	Administration (Office Support)
<input type="checkbox"/>	Other / Specific Roles

**13. Please indicate the bonus type that each position group is eligible for:**

	Firm Financial Performance	Team Financial Performance	Individual Financial Performance	Individual Performance (Discretionary)
Equity Partners				
Salaried Partners				
Solicitors / Lawyers				
Legal Executives				
Executive / Senior Management				
Secretarial Support (Legal Team)				
Administration (Office Support)				

14. For bonuses paid in the last 12 months, please indicate the AVERAGE bonus that was achieved (as a % of base remuneration)

	Less than 2%	3-5%	6-7%	8-10%	More than 10%
Equity Partners					
Salaried Partners					
Solicitors / Lawyers					
Legal Executives					
Executive / Senior Management					
Secretarial Support (Legal Team)					
Administration (Office Support)					

15. When considering individual financial metrics used to define performance, when paying a bonus, what financial metrics does your firm still use?

(Please select all that apply)

<input type="checkbox"/>	Fees billed as a multiple of salary
<input type="checkbox"/>	Average hours recorded per day
<input type="checkbox"/>	Average hours billed per day
<input type="checkbox"/>	Fees recovered as a % of fees billed
<input type="checkbox"/>	Matter profitability
<input type="checkbox"/>	Metrics are agreed individually (Please specify)
<input type="checkbox"/>	Other (Please specify)

16. Do you take into consideration non-financial metrics when paying a bonus?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No (Go to Q18)

17. Please advise the metrics that are considered.

(Please select all that apply)

<input type="checkbox"/>	Mentoring of junior staff
<input type="checkbox"/>	Business development activity
<input type="checkbox"/>	Attending external events
<input type="checkbox"/>	Internal referrals
<input type="checkbox"/>	Running internal CPD/training sessions
<input type="checkbox"/>	Writing articles
<input type="checkbox"/>	Client feedback/relationships
<input type="checkbox"/>	Precedent development
<input type="checkbox"/>	Firm fit (e.g. upholding firm values)
<input type="checkbox"/>	Technical knowledge leadership
<input type="checkbox"/>	Other (Please specify)



**18. You indicated that you provide client referral incentives. Please select the position groups that are eligible for client referral incentives:**

(Select all that apply)

<input type="checkbox"/>	Equity Partners
<input type="checkbox"/>	Salaried Partners
<input type="checkbox"/>	Solicitors / Lawyers
<input type="checkbox"/>	Legal Executives
<input type="checkbox"/>	Executive / Senior Management
<input type="checkbox"/>	Secretarial Support (Legal Team)
<input type="checkbox"/>	Administration (Office Support)
<input type="checkbox"/>	Other / Specific Roles (Please specify)

**19. Please indicate the method of reward for client referrals:**

(Select all that apply)

<input type="checkbox"/>	Commission on total value of referral 1-5%
<input type="checkbox"/>	Commission on total value of referral 6-10%
<input type="checkbox"/>	Commission on total value of referral >10%
<input type="checkbox"/>	Donation to charity
<input type="checkbox"/>	Financial reward (e.g. cash, Visa gift card, store gift vouchers)
<input type="checkbox"/>	Gift (e.g. gift baskets, movie tickets)
<input type="checkbox"/>	Lunch/dinner
<input type="checkbox"/>	Reciprocal referral
<input type="checkbox"/>	Thank you card/email/letter
<input type="checkbox"/>	Other (Please specify)

**20. You indicated that you pay recruitment referral incentives. What is the AVERAGE amount paid for these referrals?**

	<\$500	\$1-\$3K	\$3-\$5K	\$5-\$10K	Over \$10K	Do not pay
Fee Earner Referrals						
Other / Support Staff Referrals						

## Parental Leave

21. Does your firm pay additional entitlements for parental leave?

	Yes
	No (Go to Q24)

22. Please specify the additional entitlements paid for parental leave.

(Select all that apply)

	Top up to government parental leave payments
	Extended maternity leave (paid)
	Extended maternity leave (unpaid)
	Extended paternity leave (unpaid)
	Bonus on return to work
	Other (Please specify)

23. Is KiwiSaver continuity offered whilst on parental leave?

	Yes
	No

24. For employees returning from parental leave, what is the capacity (average number of working days) these employees return to?

	1 day per week
	2 days per week
	3 days per week
	4 days per week
	5 days per week

## Recruitment and Salary Projections

25. Over the last 12 months (1 January 2021 - 31 December 2021), has the number of staff at your firm:

<input type="checkbox"/>	Increased
<input type="checkbox"/>	Stayed the same
<input type="checkbox"/>	Decreased
<input type="checkbox"/>	Don't Know

26. Over the next 12 months (1 January 2022 - 31 December 2022), do you expect staff levels at your firm to:

<input type="checkbox"/>	Increase
<input type="checkbox"/>	Stay the same
<input type="checkbox"/>	Decrease
<input type="checkbox"/>	Don't Know

27. What is the likelihood of recruiting staff into the following roles over the next 12 months?

	Not at all likely	Unlikely	Unsure	Likely	Highly Likely
Solicitors / Lawyers					
Legal Executives					
Executive / Senior Management					
Secretarial Support (Legal Team)					
Administration (Office Support)					
Human Resources					
Information Technology					
Finance					
Knowledge Management					
Marketing & Business Development					
Operations / Project Management					

**28. You indicated that you are likely to recruit staff into the following roles over the next 12 months. Please indicate if this is to:**

*(Presented if selected "Likely" or "Highly likely" at Q27)*

	Replace existing staff	Grow firm by adding staff
Solicitors / Lawyers		
Legal Executives		
Executive / Senior Management		
Secretarial Support (Legal Team)		
Administration (Office Support)		
Human Resources		
Information Technology		
Finance		
Knowledge Management		
Marketing & Business Development		
Operations / Project Management		

**29. Please indicate if you have, or intend to, recruit for Solicitors / Lawyers into the following practice areas :**

Practice Areas	Recruited for in past 12 months	Expect to recruit for in coming 12 months
Business & Commercial Law		
Government & Planning Law		
Personal Injury		
Litigation, Mediation & Dispute Resolution		
Family Law		
Taxation Law		
Criminal Law		
M&A Corporate Advisory		
Wills & Estates		
Insolvency & Restructuring		
Insurance		
Banking & Finance		
Property Law & Construction		
Intellectual Property		
Employment, Industrial & WH&S		
Competition, Consumer Law & Trade Practices		
Immigration		
Other		

**30. In general, how have you found your recruitment process over the past 12 months:**

	Much harder than last year
	Slightly harder than last year
	About the same as last year
	Slightly easier than last year
	Much easier than last year
	Don't know

**31. Overall, would you say that your recruitment activities over the last 12 months have been:**

	Very unsuccessful
	Somewhat unsuccessful
	Neither successful nor unsuccessful
	Somewhat successful
	Very successful
	Don't know

**32. In general, what are your expectations for your recruitment process over the next 12 months:**

	I do not expect to be able to obtain the staff that we need
	I am concerned that it will be difficult to find the staff we need
	I am confident that we will be able to recruit the staff we need
	Don't know / Unsure

**33. Compared to last year, what proportion of new staff are likely to be employed on the following employment arrangements**

	A lower proportion	About the same	A higher proportion
Permanent full-time			
Permanent part-time			
Contracted / temporary full-time			
Contracted / temporary part-time			
Casual			

**34. Do you have a talent sourcing strategy?**

	No
	Yes, we have a reactive talent sourcing strategy
	Yes, we have a proactive talent sourcing strategy
	Other (Please specify)

**35. When considering external hires is your firm willing to increase remuneration packages to secure this talent over local talent?**

	No, we pay the same
	Yes, we will pay / have paid up to 10% more
	Yes, we will pay / have paid up to 20% more
	Yes, we will pay / have paid over 20% more
	Don't know

**36. Please describe your REACTIVE talent sourcing strategy.**

(Select all that apply) (Present if 'Yes, we have a reactive sourcing strategy' is selected at Q30)

	We go to the market by advertising when the firm need arises
	We go to our own network, staff referrals
	We work exclusively with a recruitment agency
	We multi-list the vacancy with several recruitment agencies
	Other (Please specify)

**37. Please describe your PROACTIVE talent sourcing strategy.**

(Select all that apply) (Present if 'Yes, we have a proactive sourcing strategy' is selected at Q30)

	We have our own database of potential candidates
	We have developed a pool of candidates for unique talent
	We have built our brand on social media to attract future talent
	We have an ongoing engagement strategy with potential talent
	Other (Please specify)

**38. What proactive retention strategies do you have in place to ensure you retain your staff (in particular top performers)**

(Select all that apply)

	Well defined career pathways
	Mentoring
	Above market salaries
	Additional flexibility
	High calibre client work
	Other

**39. Overall, what movement do you anticipate to your firm’s salaries over the next 12 months?**

	Wage freeze. No increases
	Limited freeze. Increases for some positions only
	Consumer Price Index (CPI) adjusted increases only
	Individual employee negotiated increases – above CPI rates
	Other (Please specify)

**40. How often are salaries reviewed at your firm?**

	Annually
	Bi-annually (Go to Q37)
	Other (Please specify)
	Don’t Know (Go to Q37)

**41. Please indicate the date on which salaries are reviewed at your firm each year.**

	1 <sup>st</sup> January
	1 <sup>st</sup> February
	1 <sup>st</sup> March
	1 <sup>st</sup> April
	1 <sup>st</sup> May
	1 <sup>st</sup> June
	1 <sup>st</sup> July
	1 <sup>st</sup> August
	1 <sup>st</sup> September
	1 <sup>st</sup> October
	1 <sup>st</sup> November
	1 <sup>st</sup> December
	Employment Anniversary
	Other (Please specify)

**42. Please indicate the performance review cycles employed within your firm.**

	Annual performance review cycles directly linked with remuneration discussions
	Bi-annual performance review cycle
	Quarterly performance review cycle (linked to KPIs/objectives)
	Ongoing performance review cycles (e.g. more regular conversations)
	Other

## Diversity and Inclusion

43. Do you have a Diversity and Inclusion program at your legal firm?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No (Go to Q41)
<input type="checkbox"/>	Don't Know (Go to Q41)

44. Which of the following does your Diversity and Inclusion program include?

(Select all that apply)

<input type="checkbox"/>	Work – life flexibility
<input type="checkbox"/>	Disability
<input type="checkbox"/>	Gender equality
<input type="checkbox"/>	Generational / mature age
<input type="checkbox"/>	Cultural diversity
<input type="checkbox"/>	Indigenous
<input type="checkbox"/>	Multi-faith
<input type="checkbox"/>	Sexuality
<input type="checkbox"/>	LGBTIQ
<input type="checkbox"/>	Other (Please specify)

45. Do you believe there is a gender pay gap issue in the legal industry?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

46. Do you believe there is a gender pay gap at your firm?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

47. Is your firm planning on conducting a gender pay gap analysis in the next 12 months?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know



## HR Issues

48. Please rate the level of importance of the following HR issues to your firm, from a HR perspective in 2021.

### Practice Management

	Not at all important	Of little importance	Neutral	Of some importance	Highly important
Changing partnership models					
Developing organisational leadership capabilities					
Managing expectations of partners					
Managing cultural change					
Managing a remote or distributed workforce					
Managing communication & staff management skills of partners					
Managing intergenerational expectations					
Managing professionals and non-professionals					
Innovation & change management					

### Acquisition, Management & Retention

	Not at all important	Of little importance	Neutral	Of some importance	Highly important
Managing poor work performance					
Finding quality staff / talent acquisition					
Employee retention / talent management					
Managing workloads and employee flexibility					
Managing employee engagement					

### Resources & Policy

	Not at all important	Of little importance	Neutral	Of some importance	Highly important
Ageing of the profession / Succession Planning					
Effective social media usage					
Managing a mobile/remote connected workforce					

Workforce diversity & equal employment opportunities					
Managing mental health & wellbeing in the workplace					
Parental leave					
Flexible hours					
Managing Risk & Policy Reviews (Including COVID safe & vaccination policies)					
Managing or developing diversity program/initiatives					

**49. Please identify any other issues that have not been identified in the previous question, that you expect will impact on HR policy, strategies and procedures in your firm in the next 12 months.**

**50. From the following list, please rank where you anticipate spending most of your HR resources in the next 12 months, where 1 indicates the highest level of spending.**

(Please rank at least the TOP THREE (3) priority spending areas)

	Recruitment
	Training & Development
	Performance Management
	Salary Reviews
	Cultural/Change Programs (Including Technology/Innovation)
	Reward & Remuneration Strategies
	Succession Planning
	Retention Programs
	Work Health & Safety
	Policy Development
	Social Media Branding
	Environmental, Social and Corporate Governance Programs
	Managing Staff Expectations
	Managing Remote Workforce
	Workload/Workflow Management

## Salary Data

### Instructions for entering Salary Data

The next part of the survey involves a series of questions related to the salary rates for each position within your legal firm.

**You will be asked to enter the number of staff, the lowest salary, the highest salary and the average salary paid for each type of position you have at your firm.** For positions where there are more than two staff, the **AVERAGE** salary gives more accurate data for the analysis. By utilising all salaries in a position (not just the lowest and highest), you will be providing the true cost per person for each position at your firm. Instructions for calculating the average are given below.

### When entering salary data, please note the following:

1. If you have no staff in a particular position type, leave the salary boxes EMPTY.
2. If you have only one employee in a particular position, then place their salary in the **LOWEST and AVERAGE** salary box.
3. Please select the CLOSEST match to the role. You may wish to review all of the [position types](#) prior to entering data.
4. Salary rates should **EXCLUDE** Kiwisaver and superannuation.
5. Part-time or casual staff salaries should be calculated out to the FTE rate for your firm, or **37.5 hours per week** to obtain their FTE rate.
6. Additional employment benefits and bonuses should be EXCLUDED from the Full Time Equivalent (FTE) salary calculation.
7. Salaries should be entered in New Zealand dollars. Each salary should be entered as a WHOLE NUMBER, with no commas, currency symbols or decimal places. For example, \$68,750.40 should be entered as 68750.
8. Average salary for each position is calculated by totalling all salaries in the position type and then dividing by the number of staff. For example:

Position X has 4 people with salaries:

- \$73,000 + \$60,500 + \$69,000 + \$72,500 = total of \$275,000
- Total \$275,000 divided by 4 people = \$68,750 average
- Enter 68750 into the average salary box

NB. An Excel spreadsheet is available which calculates the survey data and averages for you. You can access this [here](#).

If you have any queries or require further information, please call Emma Elliott, CEO, ALPMA on +613 8644 7055 or via [e.elliott@alpma.com.au](mailto:e.elliott@alpma.com.au).

## Salary Details

### 51. SOLICITORS/LAWYERS

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

(\* For partners please just average their regular drawings into an annual amount and include these figures. Do not include any additional profit share or top up payments received throughout the year.)

	No. of staff	Lowest Salary	Highest Salary	Average Salary
Graduate				
0-1 years Post Qualification Experience (PQE)				
1 years PQE				
2 years PQE				
3 years PQE				
4 years PQE				
5 years PQE				
6 years PQE				
Associate / Senior Solicitor				
Senior Associate				
Special Counsel				
Salaried Partner*				
Equity Partner*				
Managing Partner*				
Consultant				

### 52. LEGAL EXECUTIVES

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
Legal Executive (less than 5 yrs experience)				
Legal Executive (5+ yrs experience)				
Law Clerk				

### 53. SECRETARIAL SUPPORT (Legal Team)

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
Legal Secretary (less than 5 years' experience)				
Legal Secretary (5+ years' experience)				
Legal Assistant				
Trainee Legal Assistant				
Word Processor (less than 5 years' experience)				
Word Processor (5+ years' experience)				

**54. ADMINISTRATION (Office Support)**

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest salary	Highest salary	Average
Office Manager / Administration Manager				
Office Services Supervisor				
PA (less than 5 years' experience)				
PA (5+ years' experience)				
Receptionist (less than 5 years' experience)				
Receptionist (5+ years' experience)				
AML Administrator				
AML Officer/Manager				
Administration Assistant (less than 5 years' experience)				
Administration Assistant (5+ years' experience)				
Office Junior				

### 55. HUMAN RESOURCES

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
HR Manager				
HR Consultant / Advisor				
HR Assistant / Administrator				
Recruitment Manager				
Payroll				

### 56. INFORMATION TECHNOLOGY

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
IT Manager				
IT Trainer				
IT Project Manager				
Helpdesk/Desktop/Support Officer				
Programmer/Analyst				

### 57. FINANCE

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
Financial Controller / CFO				
Finance Manager				
Trust Accountant				
Assistant Accountant				
Accounts Staff (AR/AP/Reconciliations)				
Credit Control Staff				

### 58. KNOWLEDGE MANAGEMENT

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
Precedent Manager				
Librarian / Records Management				



### 59. MARKETING AND BUSINESS DEVELOPMENT

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
Marketing Manager				
Marketing Coordinator				
Events Coordinator				
Desktop Publisher				
Business Development Manager				

### 60. EXECUTIVE AND SENIOR MANAGEMENT

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
CEO/COO				
General Manager				
Practice Manager				

**Thank you for participating in the 2022 ALPMA New Zealand Legal Industry Salary and HR Issues Survey, proudly supported by Fluid Recruitment.**

The survey results will be made available free to participants in the week commencing 1 March 2022. We will send you an email with a link to the full survey report.

If your legal firm operates in more than one location, please complete the survey again for each additional location.

If you have any queries, or require further information about this survey, please call Emma Elliott, CEO, ALPMA on +613 8644 7055 or via [e.elliott@alpma.com.au](mailto:e.elliott@alpma.com.au).

**If you are ready to submit your answers, please complete the secure online survey form:**

[Open the online survey here](#)