2017
COMPENSATION TRENDS IN LEGAL TECHNOLOGY

Survey Results Report
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SURVEY RESPONDENT DEMOGRAPHICS

Respondents Demographics

- Large Law Firm: 44%
- Mid-Size Law Firm: 18%
- Corporation: 7%
- Service Provider: 26%
- Software Company: 2%
- Small Law Firm: 3%

Respondents by Title

- Manager
- Specialist Analyst
- Consultant
- Coordinator
- Client Customer Success
- C-Level Executive

Respondent Experience

- Average Years of Experience: 14
- Average Years at Current Org: 10
## NEW POSITIONS IN 2018

<table>
<thead>
<tr>
<th>Position</th>
<th>Service Provider</th>
<th>Corporation</th>
<th>Large Law Firm</th>
<th>Mid Size Law Firm</th>
<th>Small Law Firm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialist/Analyst</td>
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<tr>
<td>37 new hires</td>
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<tr>
<td>Project Manager</td>
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<tr>
<td>32 new hires</td>
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<tr>
<td>eDiscovery Attorney/Counsel</td>
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<tr>
<td>16 new hires</td>
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<tr>
<td>Consultant</td>
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<tr>
<td>10 new hires</td>
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<tr>
<td>Coordinator</td>
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<tr>
<td>8 new hires</td>
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<tr>
<td>Data Scientist</td>
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<tr>
<td>8 new hires</td>
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<tr>
<td>Manager</td>
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<tr>
<td>6 new hires</td>
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<tr>
<td>Forensic Specialist/Professional</td>
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<tr>
<td>5 new hires</td>
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<tr>
<td>Legal Operations</td>
<td></td>
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</tr>
<tr>
<td>5 new hires</td>
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<tr>
<td>Client/Customer Success Professional</td>
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<tr>
<td>3 new hires</td>
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<tr>
<td>Director</td>
<td></td>
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<tr>
<td>3 new hires</td>
<td></td>
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<tr>
<td>Solutions Architect</td>
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<tr>
<td>3 new hires</td>
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<tr>
<td>Application Developer/Engineer</td>
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<tr>
<td>2 new hires</td>
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</tbody>
</table>
COMPENSATION TRENDS

<table>
<thead>
<tr>
<th>Role</th>
<th>2008-2017</th>
<th>2016 Bonus</th>
<th>Days of PTO</th>
<th>Mean Compared to 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialist/Analyst</td>
<td>$65K-$90K</td>
<td>4.2%</td>
<td>18</td>
<td>1%</td>
</tr>
<tr>
<td>Project Manager</td>
<td>$90K-$120K</td>
<td>7.7%</td>
<td>21</td>
<td>2%</td>
</tr>
<tr>
<td>Manager</td>
<td>$110K-$155K</td>
<td>7.6%</td>
<td>22</td>
<td>-3%</td>
</tr>
<tr>
<td>Director</td>
<td>$150K-$225K</td>
<td>10.3%</td>
<td>25</td>
<td>1%</td>
</tr>
<tr>
<td>eDiscovery Attorney/Counsel</td>
<td>$135K-$248K</td>
<td>18.3%</td>
<td>20</td>
<td>10%</td>
</tr>
</tbody>
</table>
Growth positions reported over the last 2 years

We included additional titles in our salary survey in 2016 to reflect a wider range of roles across our industry, as well as emerging positions. As we are only in our 2nd year of collecting data for these titles, we are only reporting the max to min range that respondents provided, as well as a comparison between 2016 and 2017’s numbers. We anticipate providing a more robust analysis on these roles in future salary surveys.

Additional positions reported this year

We included additional titles in our salary survey this year to capture responses from a larger variety of respondents in different organizations. Due to a lower initial sample size we are only reporting the max to min range for these roles. We anticipate providing a more robust analysis on these roles in future salary surveys.

<table>
<thead>
<tr>
<th>Role</th>
<th>2016</th>
<th>2017</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vice President</td>
<td>$100,000</td>
<td>-</td>
<td>$206,250</td>
<td>-</td>
</tr>
<tr>
<td>Coordinator</td>
<td>$70,000</td>
<td>-</td>
<td>$90,000</td>
<td>-</td>
</tr>
</tbody>
</table>
GEOGRAPHIC TRENDS

<table>
<thead>
<tr>
<th>Location</th>
<th>Specialist / Analyst</th>
<th>Project Manager</th>
<th>Firm-wide Manager</th>
<th>Firm-wide Director</th>
<th>eDiscovery Attorney / Counsel</th>
<th>Data Scientist</th>
<th>Forensic Analyst / Specialist</th>
<th>eDiscovery Consultant</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Average</td>
<td>$78k</td>
<td>$107k</td>
<td>$136k</td>
<td>$190k</td>
<td>$173k</td>
<td>$167k</td>
<td>$110k</td>
<td>$142k</td>
</tr>
<tr>
<td>Columbus, OH</td>
<td>65k -17%</td>
<td>90k -16%</td>
<td>146.7k +8%</td>
<td>202.5k +7%</td>
<td>234.4k +24%</td>
<td>185.3k</td>
<td>185k 31%</td>
<td>147.6k 4%</td>
</tr>
<tr>
<td>New York</td>
<td>87.4k +12%</td>
<td>118.2k +10%</td>
<td>169.6k +25%</td>
<td>197.4k +9%</td>
<td>224.4k +30%</td>
<td>150k 41%</td>
<td>300k 173%</td>
<td>135k 5%</td>
</tr>
<tr>
<td>Chicago</td>
<td>94.1k +21%</td>
<td>102.5k +4%</td>
<td>159.2k +17%</td>
<td>169.3k -11%</td>
<td>132.5k -24%</td>
<td>185.5k -0%</td>
<td>220k 27%</td>
<td>147.6k 4%</td>
</tr>
<tr>
<td>Washington, DC</td>
<td>72.6k -6%</td>
<td>114.9k +7%</td>
<td>117.3k -14%</td>
<td>146.3k -23%</td>
<td>135k -23%</td>
<td>185.5k -0.2%</td>
<td>220k 27%</td>
<td>135k 5%</td>
</tr>
<tr>
<td>Detroit</td>
<td>85k +9%</td>
<td>102.3k -4%</td>
<td>172k +27%</td>
<td>146.3k -23%</td>
<td>135k -23%</td>
<td>185.5k -0.2%</td>
<td>220k 27%</td>
<td>135k 5%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>76.8k -1%</td>
<td>100k -7%</td>
<td>142.3k +47%</td>
<td>185.5k -0.2%</td>
<td>220k 27%</td>
<td>185.5k -0.2%</td>
<td>220k 27%</td>
<td>135k 5%</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>85k +9%</td>
<td>118.9k +11%</td>
<td>150k +10%</td>
<td>207.1k +10%</td>
<td>206.4k +19%</td>
<td>107k +10%</td>
<td>90k -18%</td>
<td>90k -18%</td>
</tr>
<tr>
<td>Minneapolis</td>
<td>60k -23%</td>
<td>80k -25%</td>
<td>103.8k -24%</td>
<td>244k +29%</td>
<td>114.8k -34%</td>
<td>150k -21%</td>
<td>150k -21%</td>
<td>90k -18%</td>
</tr>
<tr>
<td>Portland, Oregon</td>
<td>75k -3%</td>
<td>106.7k -22%</td>
<td>195k +28%</td>
<td>195k +28%</td>
<td>195k +28%</td>
<td>195k +28%</td>
<td>195k +28%</td>
<td>195k +28%</td>
</tr>
<tr>
<td>Boston</td>
<td>76.3k -2%</td>
<td>106.7k -22%</td>
<td>195k +28%</td>
<td>195k +28%</td>
<td>195k +28%</td>
<td>195k +28%</td>
<td>195k +28%</td>
<td>195k +28%</td>
</tr>
<tr>
<td>Phoenix, Arizona</td>
<td>85k -21%</td>
<td>95k -30%</td>
<td>105k -45%</td>
<td>95k -45%</td>
<td>95k -45%</td>
<td>95k -45%</td>
<td>95k -45%</td>
<td>95k -45%</td>
</tr>
<tr>
<td>Kansas City</td>
<td>100k -7%</td>
<td>131.3k -03%</td>
<td>195k +26%</td>
<td>195k +26%</td>
<td>195k +26%</td>
<td>195k +26%</td>
<td>195k +26%</td>
<td>195k +26%</td>
</tr>
<tr>
<td>Atlanta</td>
<td>73.8k -4%</td>
<td>103k -4%</td>
<td>107.1k -21%</td>
<td>173.3k -9%</td>
<td>104k -40%</td>
<td>50k -53%</td>
<td>85k 126%</td>
<td>141k</td>
</tr>
<tr>
<td>Los Angeles</td>
<td>74.4k -5%</td>
<td>106.1k -01%</td>
<td>205k +51%</td>
<td>230.7k +22%</td>
<td>292.5k +69%</td>
<td>155k 9%</td>
<td>155k 9%</td>
<td>155k 9%</td>
</tr>
<tr>
<td>San Francisco</td>
<td>135k +26%</td>
<td>85k -37%</td>
<td>186.7k -016%</td>
<td>186.7k -016%</td>
<td>110k -42%</td>
<td>110k -42%</td>
<td>110k -42%</td>
<td>110k -42%</td>
</tr>
<tr>
<td>New Harbor, Maine</td>
<td>120k +12%</td>
<td>100k -26%</td>
<td>110k -42%</td>
<td>110k -42%</td>
<td>110k -42%</td>
<td>110k -42%</td>
<td>110k -42%</td>
<td>110k -42%</td>
</tr>
<tr>
<td>St. Louis</td>
<td>65k -17%</td>
<td>80k -25%</td>
<td>115k -15%</td>
<td>115k -15%</td>
<td>115k -15%</td>
<td>115k -15%</td>
<td>115k -15%</td>
<td>115k -15%</td>
</tr>
<tr>
<td>New Orleans</td>
<td>50k -36%</td>
<td>100k -26%</td>
<td>100k -26%</td>
<td>100k -26%</td>
<td>100k -26%</td>
<td>100k -26%</td>
<td>100k -26%</td>
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</tbody>
</table>
ORGANIZATIONAL TRENDS

**Specialist / Analyst**
National average: $77,923

-18% SERVICE PROVIDER
-12% CORPORATION
-12% LARGE LAW
-12% MID LAW
-12% SMALL LAW

**Project Manager**
National average: $107,152

-1% SERVICE PROVIDER
-1% CORPORATION
-1% LARGE LAW
-1% MID LAW
-1% SMALL LAW

**Manager**
National average: $135,940

-19% SERVICE PROVIDER
-19% CORPORATION
-19% LARGE LAW
-19% MID LAW
-19% SMALL LAW

**Director**
National average: $189,655

-32% SERVICE PROVIDER
-14% CORPORATION
-14% LARGE LAW
-14% MID LAW
-14% SMALL LAW

**eDiscovery Attorney/Counsel**
National average: $173,202

-47% SERVICE PROVIDER
-39% CORPORATION
-39% LARGE LAW
-39% MID LAW
-39% SMALL LAW

**Data Scientist**
National average: $106,667

-2% SERVICE PROVIDER
-2% CORPORATION
-2% LARGE LAW
-2% MID LAW
-2% SMALL LAW

**Forensic Analyst/Specialist**
National average: $109,167

-18% SERVICE PROVIDER
-18% CORPORATION
-18% LARGE LAW
-18% MID LAW
-18% SMALL LAW

**eDiscovery Consultant**
National average: $141,705

-3% SERVICE PROVIDER
-3% CORPORATION
-3% LARGE LAW
-3% MID LAW
-3% SMALL LAW
There was a weak correlation among education and compensation for four positions. The information that we received for the remainder of the survey did not reflect noteworthy educational impact on salary.
OTHER FACTORS

Years of Experience

No correlation was found between number of years of experience and compensation, either in direct reporting or in averages by title. Only 40% of respondents reported on years of experience, so the smaller samples size may have impacted these results.

Certifications

The certifications below were the top certifications across all positions and all organization types. The popularity of each certification is reflected in the size of the graphic below.
THE COWEN GROUP
2017 SALARY SURVEY REPORT

SPECIALIST/ANALYST

Base Salary

$65,000 – $90,000

5% AVERAGE Annual Bonus + 18 AVERAGE Days of PTO

The roles of Litigation Support Specialist and Analyst carry the most variation in responsibilities across organizations, ranging from entry level positions to professionals with authority and specific technical skills. The Analyst and Specialist titles are both used for technical professionals that specialize in a particular area of litigation support, such as preservation, collection, legal hold, corporate IT environments, processing and culling, trial support, database administration, and other technical roles. In the past, we have seen some consistency with Analyst being an entry-level title, and Specialist being the next step up. Currently these titles are being applied interchangeably or in reverse, with “Specialist” being the most junior position. Many organizations have levels for these roles, and technologists can progress along Analyst I, II, and III tiers after acquiring specific skills and experiences. This position most frequently falls under the direction of the department Director or Manager, but can be supervised on particular projects by Project Managers.

Technical Specialists and Analysts provide support to the legal team, including but not limited to, data processing and loading, database management, data manipulation and conversion, document productions, imaging, and case management and trial technology support. They are often responsible for tracking data, technical troubleshooting, writing custom scripts, and a range of maintenance of administrative functions of various software. At times, this role can assist with the collection and preservation of ESI and help assure compliance with litigation holds and documentation of evidentiary collection.

Technical Analysts and Specialists need strong organizational and technical skills, need to be well versed in operating litigation technology systems, and need to understand key concepts of electronic discovery. More experienced technicians are expected to have exceptional ability to communicate clearly in response to requests for information, and familiarity with client IT environments.

Top Certifications

- ACEDS Certified eDiscovery Specialist
- LAW Prediscovery Certification

www.cowengroup.com
PROJECT MANAGER

Base Salary

$90,000 - $120,000

eDiscovery Project Managers are responsible for the execution of litigation support projects and ensuring the quality and timeliness of each project. This includes coordinating all phases of electronic discovery for a matter, from preservation and collection to production of ESI and beyond (deposition prep and coordinating documents and witnesses for trial in some cases). Project Managers provide in-house eDiscovery support by developing recommendations, plans, cost estimates, budgets, procedures, and specifications for case-specific eDiscovery projects. Project Managers are responsible on a case level for handling multiple projects concurrently and provide solutions to meet the specific matter requirements. Many organizations (especially law firms and corporations) look to their Project Managers to provide technical support as well, ranging from strategic level collection methodologies and effective database design, to loading data into review platforms, running searches, back-end operational support, and utilizing case or project management software.

Most Project Managers are required to have at least 3-5 years of experience in litigation support with advanced knowledge of best-of-breed applications, best practices, and the EDRM as well as an understanding the phases of litigation. The ability to work within scheduling constraints in high pressure situations is critical, as is the ability to handle multiple priorities and work under tight deadlines with minimal supervision. Professionals in this role need excellent communication skills and high emotional IQ to be able to interact with all levels of personnel on a case. Many organizations prefer that project managers have technology certifications (such as a RCA), PMP certifications or six sigma training as a part of their continued career growth.

Project Managers are a hot commodity in the market, valued as high-margin knowledge workers, with many organizations spending time planning how to attract and retain top performers. This is also still an evolving role, and can be either exempt or nonexempt depending on the employer. In the past few years, more companies are in search of the “unicorn project manager,” someone with excellent communication, organization and time management skills, technical prowess, and advisory skills. This demand is elevating the PM role from a liaison between parties to a crucial utility player. Those project managers who can “do it all,” command higher salaries than their counterparts.

Top Certifications

- ACEDS Certified eDiscovery Specialist
- Relativity Certified Administrator

Range of Years at Current Organization: 5-10

Average Years of Overall Industry Experience: 17
MANAGER

Base Salary

$110,000 - $155,000

7% Annual Bonus + 22 Days of PTO

A Firm-wide or Company-wide Litigation Support Manager is responsible for the day-to-day operations of an organization’s electronic discovery/litigation technology department and supervises the provision of services to firm attorneys and clients. This role is charged with development and execution of procedures and workflows, management of department staff, billing for department tasks, selection and management of litigation technology applications, and the oversight of user support and delivery of services.

Typically, a Firm-wide Manager must demonstrate thorough knowledge of industry-standard applications and best practices, the ability to manage multiple requests and assess priorities, and the insight to achieve client solutions under tight deadlines. Effective management skills are a must, including a proven ability to lead and motivate staff. Managers are usually expected to have an accredited degree and at least five to ten years working in the eDiscovery space at a senior level. Some Managers are not required to bill their time, however, more often we are seeing the rise of the “working Managers,” where senior staff are combining operational leadership and individual contribution. Working Managers typically have lower billable requirements than their staff to accommodate for their other responsibilities.

In larger organizations (especially at service providers), Managers typically report up to a Director, but in smaller organizations (especially law firms) they might report to the Managing Partner, Head of Litigation, or C-level officer, such as the CIO, CPO, or COO.

Top Certifications

- LexisNexis LAW Prediscovery Certification

Range of Years at Current Organization: 2-16
Average Years of Overall Industry Experience: 15
A Firm-wide, or Company-wide Director is responsible for the oversight of their organization’s eDiscovery or litigation support services function, strategic planning and execution, budgeting and financial management (department profitability), utilization of resources, allocation of workload, leadership of staff and talent development, the overall quality in the delivery of services, innovation and growth, risk management, and business development.

In comparison to Managers, Directors typically have a larger staff, distributed nationally, and an organization structure that includes an intermediate level (managers, senior PMs, etc.) to manage various parts of their team. Directors also have accountability for company strategy and vision, and take ownership of the financial performance of their group. Frequently, Directors have responsibilities for several departments or functions, including litigation technology operations, project management teams, litigation paralegals (in a law firm), conflicts and new business intake (in a law firm), client success, consulting teams, cyber-security or information governance policy and support.

Directors must have complex problem-solving skills, strong verbal and written communication skills, intellectual curiosity, a high business IQ and financial acumen, the ability to manage up (to officers and boards), down (to staff) and out (to clients and vendors), well developed political, social and emotional IQs, and a deep understanding of eDiscovery best practices. Some organizations look for Directors who have past technical subject matter expertise, which allows them to connect intellectually with their team, serve as a point of escalation for clients, and lean into projects or matters as necessary.

Top Certifications

**ACEDS Certified eDiscovery Specialist**

**Range of Years at Current Organization:** 1-10

**Average Years of Overall Industry Experience:** 10
The eDiscovery Attorney role can vary widely between organizations, particularly with service providers, where Attorneys play more of a consultative, business development and thought leadership role. This description focuses primarily on the role of the eDiscovery Counsel, Associate or Senior Attorney within a law firm or corporate environment, where responsibilities are more consistent across organizations. Typically, an eDiscovery Attorney in these organizations may have one of two primary roles, that of a Senior Project Manager/Consultant, or that of an eDiscovery litigator. The former is more common than the latter. All eDiscovery Attorneys are responsible for advising and counseling clients and case teams on discovery strategy, tactics and organization, maintaining up-to-date knowledge on relevant case law and regulations, and training/educating their peers on best practices for eDiscovery matters. Attorneys with this specialization are also responsible for drafting and responding to discovery requests, interviewing custodians and witnesses, spearheading the eDiscovery element of meet and confer conferences, drafting briefs and motions on dispositive discovery issues, vendor selection and management, developing and implementing preservation plans, issuing and tracking legal hold notices, preparing review protocols, overseeing and directing review teams, preparing for depositions, and in some cases negotiating with opposing counsel or arguing discovery motions in courts.

In some organizations, eDiscovery Counsel/Attorneys have expanded their experience and specialization in one of several areas, most commonly information governance, or analytics, predictive coding and other forms or technology assisted review. Attorneys in this space take ownership of the discovery process, shepherding cases through the various phases of discovery, including the ultimate use of productions in depositions, motion practice and trials. Professionals play a key role in working with case teams to develop the facts of the case, estimating costs and timetables for the discovery phase, and create and execute upon project planning, scheduling, deployment of resources and technical requirements. eDiscovery Attorneys often assist in relevancy scoping and provide analytical advice to teams for getting to information faster and more efficiently. Attorneys often directly interface with clients, serving as the expert in electronic evidence, and sitting in all crucial planning meetings.

Most firms and corporations require eDiscovery Attorneys to have at least 5 years or more of hands-on experience coordinating the eDiscovery phases of complex litigation, as well as experience practicing as a substantive litigator. Some organizations require additional technical experience, fluency with review platforms and other eDiscovery tools, or a background in process-driven management as well. It goes without saying that all eDiscovery Attorneys must have outstanding written and verbal communication skills, as well as substantial knowledge of eDiscovery rules, case law, and best practices.

**Top Certifications**

- ACEDS Certified eDiscovery Specialist

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**Base Salary**

$135,000 – $248,000

- 18% **Average** Annual Bonus
- 20 Days of **Average** PTO