

Job Architecture for Law Departments - Optimizing Your Organization Structure

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AGENDA

- **What is Job Architecture?**
- **What is Current Market Practice?**
- **How Optimize the Organization Structure?**

Job Architecture Impacts Both Career and Compensation



Employee Value Proposition of Law Firm and Corporate Law Very Different

Component	Law Firm	In-House Corporate
Mission	Client service; legal excellence	Align with corporate goals; legal and business integration
People	Collaboration with legal experts; competitive environment	Collaboration with business teams; diverse professional environment
Work Environment	High-pressure; focus on billable hours	More predictable hours; opportunity for work-life balance
Career	Path to equity partner; tenure-driven progression	Opportunities for varied legal roles; merit-driven progression
Rewards	Salary; profit sharing; performance bonuses	Salary; annual incentives; long-term incentives

What is Job Architecture?

Job architecture is a structured framework that organizes and defines job roles, levels, families, and career pathways within an organization to ensure clarity, consistency, and alignment with people and business goals.

Element	Definition
Job Function	A grouping of jobs involving similar professional disciplines. Example: In a large company, a job function might be Legal Services, encompassing roles related to legal advising and litigation.
Job Family	The specific category within a job function that describes the nature of work performed. Example: Contract Law, Intellectual Property, Compliance, etc., within the Legal Services function.
Job Level	Defines the hierarchy within the job family and function, indicating the level of responsibility and authority. Example: Associate Counsel (entry), Senior Counsel (mid), Chief Counsel (senior).
Job Role	The specific title and position held by an employee, detailing unique responsibilities. Example: Senior Counsel - Intellectual Property. Role: Individual Contributor
Job Titles	Specific designations given to job roles within the organization. Example: Legal Assistant, Associate Counsel, Legal Manager, Chief Legal Officer.
Job Grade	A classification system that assigns a value to each job role based on responsibilities, complexity, and qualifications. Example: Grade 5 for Junior Paralegals, Grade 10 for Senior Counsels.
Career Path	Planned routes for employee advancement within or across job families. Example: A an Associate Counsel might advance to Intermediate Counsel and potentially to Senior Counsel.

Examples of Function, Family, and Level

Function	Sub-Function	Job Family	Survey Job Title	Job Family Description	Level	Level Profile
Law	Attorney	Attorney	Senior Attorney	Provides legal advice and recommendations for action to executives and management regarding matters which have or may have impact on business activities and operations. Primarily leverages knowledge of a legal specialty in providing counsel as it builds its knowledge of the business context in which it operates. Researches legal principles and precedents, consults with outside counsel, drafts and executes legal documents, gathers relevant case related information using multiple sources and methods, provides work guidance to other professional, paraprofessional and support staff in developing solutions to problems presented. Incumbents are likely to have post bar experience in a combination of law firm and corporate settings. May be a member of the bar of multiple states.	L4	Working under general direction, provides legal advice and recommendations to executives and management regarding complex legal matters which have or may have a material dollar impact on business activities and operations. Performs assignments characterized by specialized depth and breadth, and many Attorneys “top out” at this career level. Works on complex issues, problems, or assignments of large scope, impact, and importance where business acumen, leadership and ingenuity are required. May work in a broad legal discipline(s), or narrow, intensely specialized field(s). Trains and mentors staff and may lead or manage sizable projects. Possesses advanced knowledge in a specialized legal discipline(s) AND has a seasoned understanding of the business and industry environment and the strategic business context. Demonstrates exceptional initiative, creativity, communication, and "technical" skills. Possesses project management skills and may act in a lead capacity. Negotiates, and applies a variety of complex methods and tactics with significant autonomy to develop customized solutions. Keeps abreast of innovations in relevant fields to introduce concepts to promote customized legal and business solutions. Incumbents research legal principles and precedents, consults with outside counsel, drafts, and executes legal documents, and gathers relevant case information. Troubleshoots complex issues referred from above and below, handles large, high volume/high impact cases, and may independently perform major segments of large, long term, or high impact projects or cases. Recommends legal solutions making significant contributions to operational and law department policy and procedures. Trains, assists, and provides technical direction to less experienced Attorneys and paraprofessionals. Qualifications: JD degree from an accredited program is required plus 8-10 years of combined law firm and corporate post bar legal experience. May be a member of the bar in multiple states.
Law	Attorney	Attorney	Intermediate Attorney	Provides legal advice and recommendations for action to executives and management regarding matters which have or may have impact on business activities and operations. Primarily leverages knowledge of a legal specialty in providing counsel as it builds its knowledge of the business context in which it operates. Researches legal principles and precedents, consults with outside counsel, drafts and executes legal documents, gathers relevant case related information using multiple sources and methods, provides work guidance to other professional, paraprofessional and support staff in developing solutions to problems presented. Incumbents are likely to have post bar experience in a combination of law firm and corporate settings. May be a member of the bar of multiple states.	L3	Relying on judgment gained from legal and corporate experience, continues to build legal expertise and knowledge of the operational and business context. Provides advice, documentation, and action recommendations to executives, management, or outside counsel regarding legal matters of intermediate to moderate complexity. These matters have or may have a sizable operational or dollar impact. May train and assist less experienced staff and may resolve technical issues or inquiries referred upward or downward for a large portion of the job. May work on assignments in multiple business, practice, or technical areas, applying knowledge of corporate law in the designated specialty area(s). Consistently demonstrates sound judgment and initiative and is relied on to be proactive in identifying and communicating legal needs and business impact. Has a broad knowledge of the legal specialty(s) coupled with a solid and growing understanding of business dynamics, goals, constraints, and variables. Applies a broad understanding of goals, tactics, resources, precedents, and practices to effectively negotiate or efficiently respond to service needs. Technically assists and supervises junior staff as directed. With an understanding of the short-, and longer-term strategic business context, may take initiative to conduct specialized research, consult with outside counsel, or draft and execute legal documents of moderate complexity. Gathers or consolidates information for management review, decisions, and action. Learns to independently set priorities for high volume and moderately complex work and integrates resources and interim actions to meet deadlines. Demonstrates initiative and exercises effective interpersonal, communication, training, and problem-solving skills to optimize outcomes. May independently lead a non-complex, small term project or assist with and coordinate a portion of a large, complex, or high impact case or project. May participate on more complex projects or assignments with longer term strategic impact under closer "technical" or managerial direction. Visibility and contacts may be both internal and external, in collaboration with outside counsel. Builds and maintains effective working relationships and may interface at the leadership level; independently resolves a variety of problems that have moderate impact on business cost, liability protection or exposure, and/or operational efficiency. Qualifications: JD degree from an accredited program is required plus 5-7 years of combined law firm and corporate post bar legal experience. May be a member of the bar in multiple states.
Law	Attorney	Attorney	Associate Attorney	Provides legal advice and recommendations for action to executives and management regarding matters which have or may have impact on business activities and operations. Primarily leverages knowledge of a legal specialty in providing counsel as it builds its knowledge of the business context in which it operates. Researches legal principles and precedents, consults with outside counsel, drafts and executes legal documents, gathers relevant case related information using multiple sources and methods, provides work guidance to other professional, paraprofessional and support staff in developing solutions to problems presented. Incumbents are likely to have post bar experience in a combination of law firm and corporate settings. May be a member of the bar of multiple states.	L2	Provides professional legal services, professional support, and recommendations, generally by working in concert with more senior staff, on varied assignments of limited scope and complexity. Knowledge at this level is broader than entry and may include solid exposure and experience in one or more operational and/or specialty areas. Quickly and independently resolves various routine and non-routine problems, seeking assistance on complex matters. Has some latitude to set work priorities and may assist on special projects or may independently perform a small non-complex section of a larger project. Generally, receives specific direction from management or more senior law professionals as to expected outcomes, processes, and schedules. Handles a sizable caseload and executes non-complex assignments with accuracy and relative speed. Incumbents may deal directly with management and executives on more routine legal and operational matters. Casework and legal activities support the basis for advice, counsel, filings, actions, and decisions on the part of legal staff or legal and operational management. Applies knowledge and experience in one or more legal specialties, while developing a deeper and broader understanding of the company’s business operations and departmental goals and objectives. Employs standard research methods, techniques, case law, and other professional concepts to resolve a wide variety of non-complex but specialized problems or inquiries. May independently research principles and precedents, consult with inside or outside counsel, draft or execute legal documents, and consolidate relevant information. May provide work guidance to paraprofessional and/or support staff. Possesses solid written, verbal, interpersonal, analytical, research and application skills where incumbents can work autonomously on non-complex matters. Qualifications: JD degree from an accredited program plus 3-5 years of combined post bar law firm and corporate experience is typically required. May be a member of the bar in multiple states.

Examples of Specialty

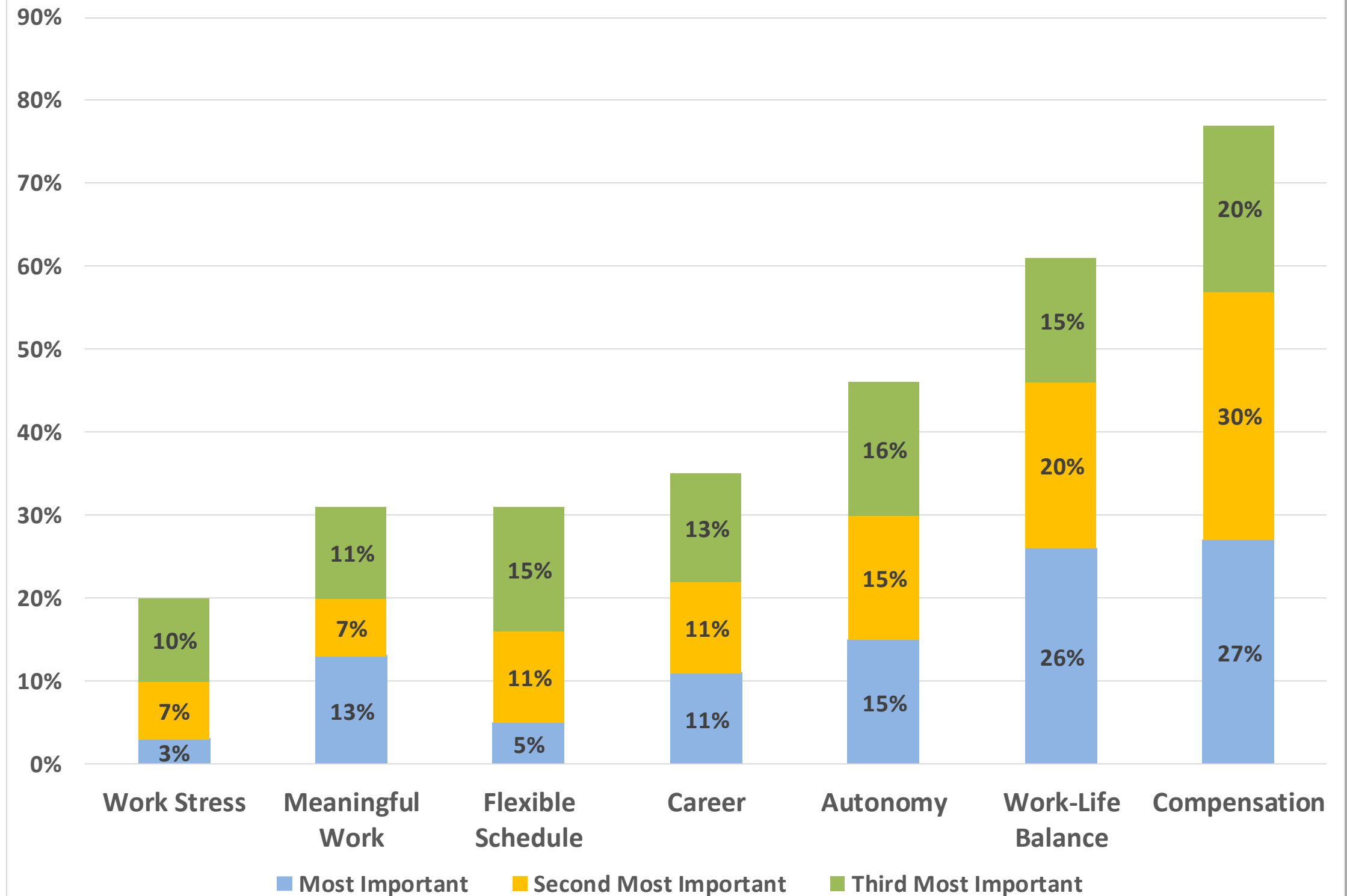


Area	Description
Litigation	Manages all litigation involving the company, including lawsuits and disputes, and oversees outside legal counsel.
Employment Law	Handles legal matters related to employment, including contracts, employee disputes, and compliance with labor laws.
Intellectual Property	Oversees the protection and management of the company's intellectual property, such as patents, trademarks, and copyrights.
Corporate Governance	Deals with issues related to corporate governance, including board of director affairs and compliance with corporate laws.
Contract Law	Manages the drafting, negotiation, and enforcement of company contracts with suppliers, clients, and partners.
Mergers & Acquisitions	Handles legal aspects of mergers, acquisitions, and divestitures, including due diligence and integration processes.
Compliance	Ensures that the company complies with all regulatory requirements and internal policies.
Real Estate	Manages legal issues related to the company's real estate assets, including acquisitions, leasing, and disposals.
Environmental Law	Addresses legal matters related to environmental regulations and the company's environmental impact.
Tax Law	Oversees legal issues related to taxation, including corporate tax planning and disputes with tax authorities.

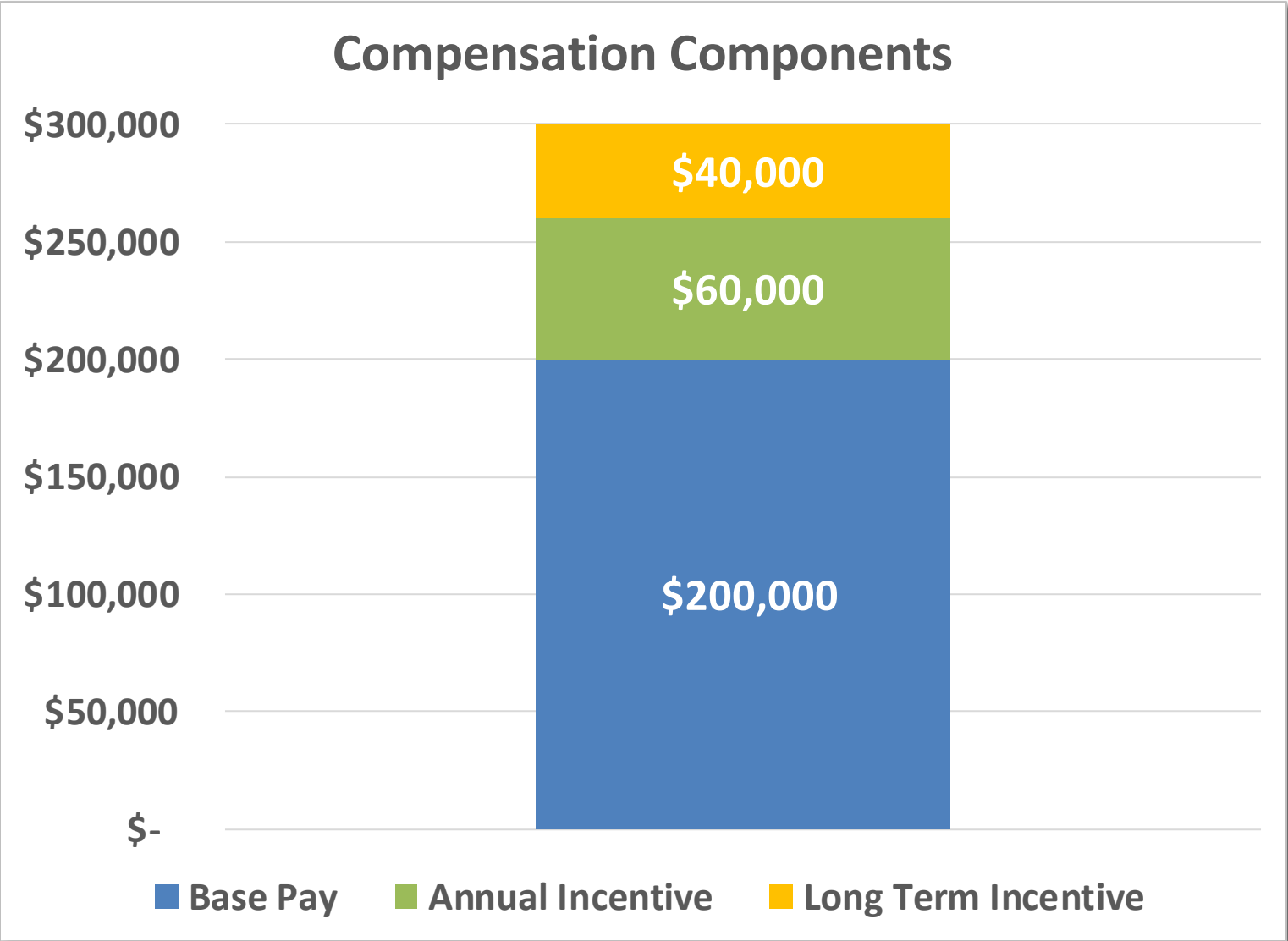
Compensation and Work-Life Are Two Most Important Issues to In-House Counsel

Importance of Work Elements for In-House Counsel

Based on 2023 Survey of Approximately 2,000 Attorneys in over 300 Organizations



Compensation Consists of Primarily Three Elements



All Three Together = Total Direct Compensation

Base + Annual Incentive = Total Cash

Career and Compensation Data from Approximately 150 Leading Organizations

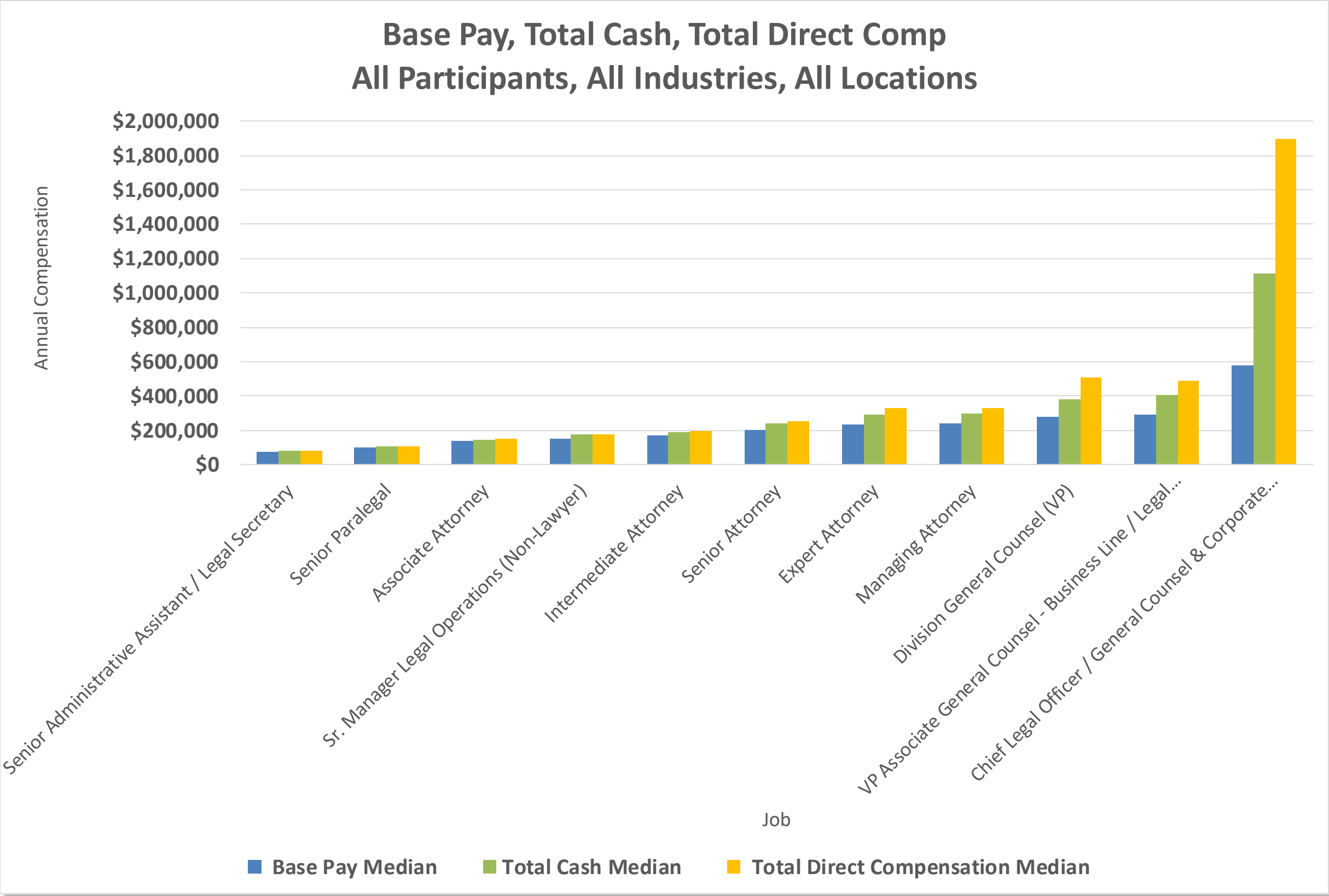
AbbVie Inc.
Advance
Aflac Inc
Alaska Airlines
Allstate Corporation
Altria Group, Inc.
Ameren
American Airlines
American Axle & Manufacturing, Inc.
American Century Investments
American Express
American National Insurance Company
AmerisourceBergen
ASCAP
Assured Partners
Asurion
AT&T
Automobile Club of Southern California
AutoZone Parts, Inc.
Avnet Inc
Ball Corporation
BASF
Bath & Body Works
Baxter
Belk, Inc.
Best Buy
BJs Wholesale Club, Inc
Blattner Company
BNSF Railway
Board of Governors of the Federal Reserve System
BP
Bread Financial
Brighthouse Financial
Burlington Stores
Caleres, Inc.
Calpine Corporation
Cargill Inc.
Caterpillar Inc.
CBRE, Inc.
CenterPoint Energy
Charter Communications
Chevron; Phillips 66
Chick-fil-A, Inc.
Chubb
Church & Dwight Inc
Cigna Corporation
Cincinnati Financial Corp
Citizens Bank
Colgate-Palmolive
Collective Health
Colliers International
Comcast
Community Health Network
Conde Nast
Corteva Agriscience

Costco
Crowe LLP
Crown Castle
CSX
DaVita
Deere and Company
Deloitte Services LLP
Designer Brands
Discover Financial Services
DISH Network
Dollar General
Dominion Energy
DraftKings
DTE
Duke Energy Corporation
Elevance Health, Inc
Energy
Equitable Financial Life Insurance Company
Equity Residential
Expro Group Holdings NV
Farmers Insurance
Fedex
Fifth Third Bank
FirstEnergy Service Company
Fortune Brands Innovations, Inc.
Freddie Mac
Freeport-McMoRan Inc.
GAF
GATX Corporation
General Motors
Genuine Parts Company
Gordon Food Service
Graco Inc
Great Lakes Dredge and Dock Corp
Great-West LifeCo
Guardian Life
Harris Health System
HD Supply
Health Care Service Corporation
HealthPartners
H-E-B Grocery Co
Henkel
Hewlett Packard Enterprise
Hilton Grand Vacations
Houston Methodist
Humana Inc
International Paper
ITW Inc.
Jackson
James River Group Holdings LTD
JM Family Enterprises, Inc.
John Wiley & Sons, Inc
Johnson & Johnson
Kaiser Permanente
KB Home
Keurig Dr Pepper
Kimberly Clark Corporation
KONE Inc.
Lakeshore Learning
Lamb Weston
Larry H Miller Mgmt Corp
Leidos
Lennar Corporation
Liberty Mutual Insurance Group
L'Oreal

Lowe's Companies, Inc.
Lumen
Lyondellbasell
Macy's, Inc.
Marriott International
MarshMcLennan
Mary Kay Inc.
MassMutual
Mattel, Inc.
McKesson Corporation
Mercury Insurance
MetLife
Micron Technology, Inc
Moody's Corporation
MT Bank
Mutual of Omaha
Nasdaq
National Basketball Association
National Railroad Passenger Corporation
Nationwide
Navient
Navy Federal Credit Union
Nestle
New York Life Insurance Co.
NextEra Energy, Inc.
Niagara Bottling, LLC.
Nordstrom
Northwestern Mutual
NRG Energy, Inc
NuStar Energy L.P.
OnSemi
Organon
Pacific Life
Panda Restaurant Group
Paramount Global
Peloton Interactive, Inc.
Perdue Farms Inc
Plains All American
PricewaterhouseCoopers, LLC
Primerica, Inc
Principal Financial Group
Prologis
Prudential
Publix Super Markets, Inc.
Republic National Distributing Company
Robert Half International, Inc.
Rockwell Automation
Royal Bank of Canada
RR Donnelley
Sanofi
Saudi Aramco
Scholastic, Inc.
Securian Financial
Selective Insurance Company of America
Sentry Insurance Company
Serco Inc
Sherwin Williams
Sonoco Products Company

Sony Corporation
Southern CA Edison
Southern Company
Southern Glazer's Wine & Spirits
Southwest Airlines
Staples Inc.
Starbucks
Stryker
Swiss Re
Takeda Pharmaceuticals
Target Corporation
Textron, Inc
The Coca-Cola Company
The Estee Lauder Company
The EW Scripps Company
The Hanover Insurance Group
The Hertz Corporation
The Kroger Co
The Procter and Gamble Company
The Progressive Corporation
The Travelers Companies, Inc.
The Walt Disney Company
The Wonderful Company
Thrivent
Trinet Group Inc
True Value Hardware
Tyson Foods
UFG Insurance
ULINE
Unisys Corporation
United Rentals
UnitedHealth Group
Unum
Valero
VF Corporation
Victoria's Secret & Co.
Vivint
Voya
W.R. Grace & Co
Walgreens
Washington University in St. Louis
Western Digital Corporation
Westfield
Williams
WM
World Kinect Corporation
Zurich Insurance Group

Market Pay Levels and Pay Mix By Job



Source- ACC/EmpSight 2023 Survey of Large Companies Legal Counsel

Market Pay Levels and Pay Mix By Job

Job	Companies	Employees	Base Pay Median	Total Cash Median	Total Direct Compensation Median
Chief Legal Officer / General Counsel & Corporate Secretary (EVP)	98	101	\$580,000	\$1,110,000	\$1,895,820
VP Associate General Counsel - Business Line / Legal Specialty	62	350	\$290,141	\$403,104	\$485,452
Division General Counsel (VP)	28	204	\$279,013	\$381,702	\$506,061
Managing Attorney	73	592	\$240,655	\$295,606	\$329,843
Expert Attorney	104	1,542	\$231,500	\$292,305	\$332,232
Senior Attorney	142	2,240	\$199,293	\$240,307	\$250,546
Intermediate Attorney	130	1,399	\$167,728	\$191,615	\$192,772
Sr. Manager Legal Operations (Non-Lawyer)	18	85	\$153,766	\$174,958	\$174,958
Associate Attorney	79	394	\$136,028	\$147,069	\$148,539
Senior Paralegal	135	1,025	\$97,815	\$103,665	\$103,763
Senior Administrative Assistant / Legal Secretary	53	773	\$75,816	\$80,798	\$80,798



Source- ACC/EmpSight 2023 Survey of Large Companies Legal Counsel

Job Hierarchy- Executives



Career Stream		Executive		
Level and Job	Companies	Employees	Median Salary	
EVP	99	102	\$580,000	
Chief Legal Officer / General Counsel	99	102		
SVP	205	597	\$371,315	
Deputy General Counsel	64	143		
Assoc GC Business Line / Spec	57	295		
Chief Compliance Officer / Top Compliance Exec	27	35		
Division General Counsel	22	78		
Compliance	18	22		
Top Government Relations	17	24		
VP	259	951	\$288,318	
Assoc GC Business Line / Spec	64	358		
Compliance	48	162		
Division General Counsel	28	204		
Corporate Secretary	24	28		
Gov't Relations Federal	22	29		
Deputy General Counsel	22	44		
Privacy	15	15		
Regulatory	13	34		
Associate General Counsel - Intellectual Property	12	40		
Claims Litigation Regional/Division General Counsel	11	37		
Grand Total	563	1,650	\$334,769	

Data for jobs with greater than 10 companies reporting.

Job Hierarchy- Directors and Managers

Career Stream		Management		
Level and Job	Companies	Employees	Median Salary	
Senior Director	41	152	\$234,194	
Compliance	28	131		
Legal Operations	13	21		
Director	212	1,320	\$219,061	
Compliance	77	563		
Attorney	69	658		
Privacy	22	27		
Legal Operations	16	28		
Corporate Secretary	16	21		
IP Attorney	12	23		
Senior Manager	20	94	\$153,766	
Legal Operations	20	94		
Manager	182	1,056	\$152,582	
Attorney	74	606		
Paralegal	24	48		
Legal Operations	23	58		
Claims Litigation Trial Attorney	17	153		
Contract Administrator	16	135		
Privacy	15	33		
Legal Administration	13	23		
Grand Total	455	2,622	\$187,787	



Data for jobs with greater than 10 companies reporting.

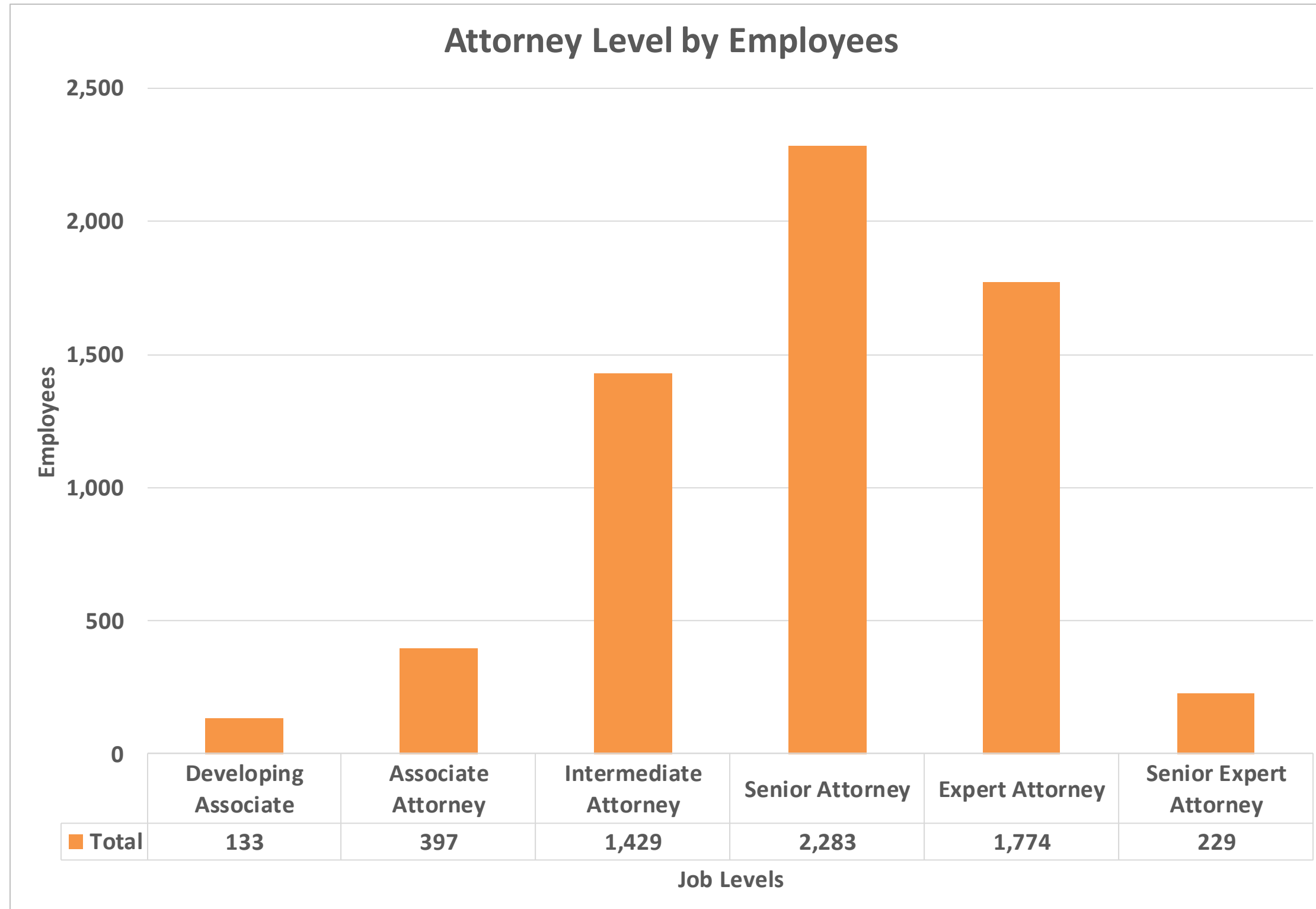
Job Hierarchy- Attorneys



Career Stream		Attorney		
Level and Job	Companies	Employees	Median Salary	
Senior Expert Attorney	25	229	\$269,423	
Attorney	25	229		
Expert Attorney	138	2,229	\$214,085	
Attorney	109	1,774		
IP Attorney	17	204		
Claims Litigation Trial Attorney	12	251		
Senior Attorney	185	2,867	\$187,594	
Attorney	147	2,283		
IP Attorney	26	155		
Claims Litigation Trial Attorney	12	429		
Intermediate Attorney	165	2,341	\$156,462	
Attorney	133	1,429		
IP Attorney	17	112		
Claims Litigation Trial Attorney	15	800		
Associate Attorney	80	397	\$136,028	
Attorney	80	397		
Developing Associate	34	133	\$115,796	
Attorney	34	133		
Grand Total	627	8,196	\$182,972	

Data for jobs with greater than 10 companies reporting.

Job Hierarchy- Attorneys



Data for jobs with greater than 10 companies reporting.

Job Hierarchy- Professional

Career Stream		Professional		
Level and Job	Companies	Employees	Median Salary	
Lead	42	259	\$120,781	
Contract Administrator	14	155		
Legal Operations	14	47		
Contract Negotiator	14	57		
Senior	126	557	\$111,309	
Contract Administrator	40	312		
Legal Operations	20	80		
Assistant Corporate Secretary /Analyst	14	38		
Privacy	14	22		
Legal Records Administrator	14	60		
eDiscovery	12	20		
Patent Agent	12	25		
Intermediate	81	472	\$85,990	
Contract Administrator	44	307		
Legal Records Administrator	20	88		
Legal Operations	17	77		
Associate	14	95	\$67,686	
Contract Administrator	14	95		
Grand Total	263	1,383	\$104,797	



Data for jobs with greater than 10 companies reporting.

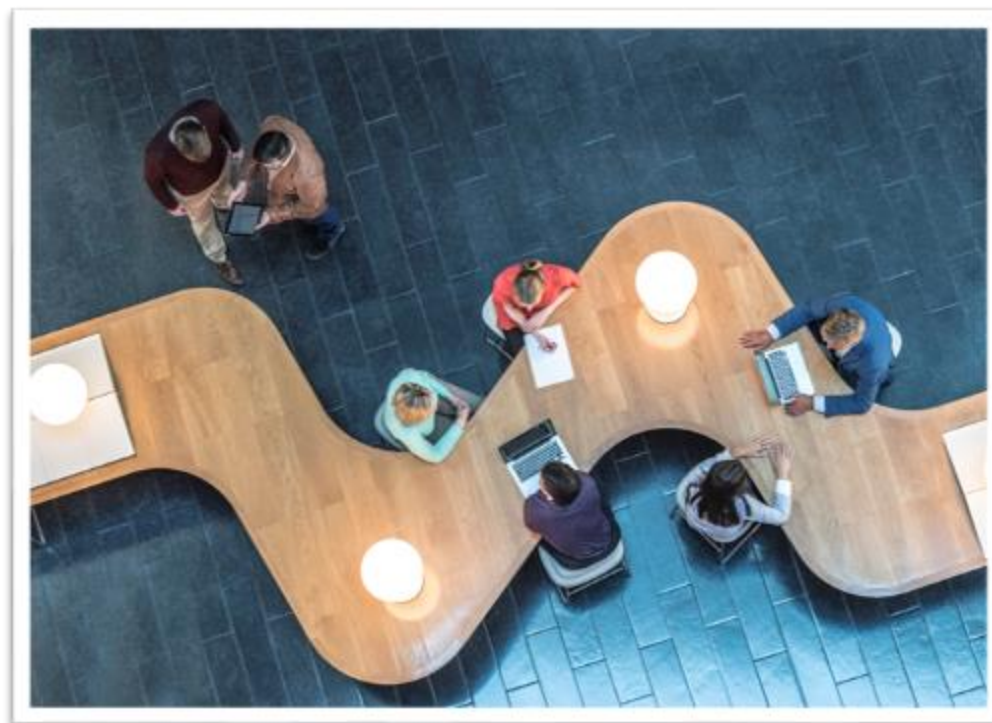
Job Hierarchy- Paralegal



Career Stream		Paralegal		
Level and Job	Companies	Employees	Median Salary	
[-] Lead Paralegal	37	158	\$117,350	
Paralegal	37	158		
[-] Senior Paralegal	142	1,082	\$97,815	
Paralegal	142	1,082		
[-] Paralegal	134	927	\$82,350	
Paralegal	134	927		
[-] Associate Paralegal	50	218	\$70,573	
Paralegal	50	218		
Grand Total	363	2,385	\$92,022	

Data for jobs with greater than 10 companies reporting.

A Process to Determine Optimal Job Architecture



1	Conduct a Job Inventory: Collect and document all existing job roles, titles, descriptions, responsibilities, and reporting structures.
2	Benchmark Roles: Compare existing roles against market standards using industry-specific salary surveys and job description databases.
3	Define Job Families: Group similar jobs into families based on shared functions, skills, or career paths.
4	Establish Job Functions: Identify different functions within each job family that describe the nature of work and align with organizational goals.
5	Create Job Levels: Develop clear career progression paths by establishing job levels from entry-level to senior management, reflecting increasing responsibility and scope.
6	Assign Job Grades: Link roles to a grading system that reflects their level of responsibility and market competitiveness in compensation.
7	Draft and Review Job Descriptions: Write detailed job descriptions for each role including duties, necessary qualifications, and their role within the organization.
8	Stakeholder Consultation: Engage with key stakeholders to gather input and ensure alignment with strategic objectives and operational needs.
9	Implement and Communicate: Roll out the new job architecture with clear communication about the changes and their benefits, including training sessions for understanding.



Emerging Job Architecture Considerations: Changes on the Horizon

Remote and Virtual Work: The Future is Here

AI and Automation: Replacing or Enhancing Jobs?

- Research
- Drafting Documents
- Analyzing Documents

Gig Economy: A Major Trend in Labor Work

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ABOUT ACC

The Association of Corporate Counsel (ACC) is a global legal association that promotes the common professional and business interests of in-house counsel who work for corporations, associations and other organizations through information, education, networking opportunities and advocacy initiatives. With more than 45,000 members employed by over 10,000 organizations in 85 countries, ACC connects its members to the people and resources necessary for both personal and professional growth.

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