



JD ADVANTAGE CAREER GUIDE

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National Association for Law Placement, Inc. (NALP)
1220 19th Street NW, Suite 401
Washington, DC 20036-2405
Phone: (202) 835-1001
www.nalp.org

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INTRODUCTION

This Resource Guide Represents the dedicated work of the JD Advantage Work Group of the NALP's JD Career Advisors Section from 2018-2020 (the team is listed in Appendix III, with particular thanks to Rhonda Rittenberg, Director of New Markets at Northeastern University School of Law and Irina Gomelskaya, Senior Director of Employer and Alumni Relations at New York Law School).

The Resource includes profiles of 10 JD Advantage career areas, and each profile includes an overview of the area “In a Nutshell,” key search terms, typical employers, job titles, a list of related professional associations with links, and certification bodies to the extent they exist in the area. Appendices also include required Professional Competencies, Characteristics, and Skills (Appendix I) as well as relevant NALP salary data for JD Advantage jobs (Appendix II).

The percentage of JD Advantage jobs taken by new law school graduates almost doubles during the 10-year period from 2006-2016, increasing from 8.8% of jobs in 2006 to 16.9% of jobs in 2016. However, this percentage has since declined to 13.9% for the Class of 2018. Nevertheless, JD Advantage jobs continue to be a sizable share of jobs in the entry-level legal market and accounted for almost 1,000 more jobs taken by the Class of 2018 in comparison to the Class of 2006.

Overall, the vast majority of JD Advantage jobs for the Class of 2018 — nearly 77% — were high-quality jobs in terms of being both long-term and full-time, with jobs in government and business both exceeding this percentage. Nearly half of all entry-level JD Advantage jobs are found in business and industry. In 2018 the median salary for all JD Advantage jobs was \$65,000, which is \$5,000 less than the overall median salary (\$70,000) for the class. As seen in Appendix II, median salaries for JD Advantage jobs can vary considerably by employment sector, type of job, and type of employer.

COMPLIANCE AND ETHICS

KEY THINGS TO KNOW

- **In a Nutshell:** The term compliance describes the ability to act according to an order, set of rules or request. Compliance professionals ensure that businesses abide by all applicable laws, regulations and rules, and help to preserve the integrity and reputation of a corporation. In the context of financial services, businesses compliance encompasses (1) compliance with the external rules that are imposed upon an organization as a whole, and (2) compliance with internal systems of control that are imposed to achieve compliance with the externally imposed rules.

Source: www.int-comp.org/careers/your-career-in-compliance/what-is-compliance

- **Key Search Terms:** compliance, compliance and ethics officer, chief compliance officer
- **Typical Employers:** banks and other financial institutions, pharmaceutical companies, hospitals/health care companies, higher education
- **Job Titles:** Ethics Compliance Officer, Director of Compliance and Ethics, Compliance Officer, Chief Compliance Officer, Compliance Analyst, Senior/Compliance Manager, Business Compliance Project Manager, Risk and Regulatory Compliance Manager, AML Policy Advisory Analyst, Compliance Associate, Compliance/AML Training Consultant, Fraud Investigator.

Source: www.int-comp.org/careers/your-career-in-compliance/job-roles-salaries

PROFESSIONAL ASSOCIATIONS

NAME OF ASSOCIATION	DESCRIPTION
Society of Corporate Compliance and Ethics	Offers a variety of certifications in general compliance (CCEP), healthcare privacy compliance (CHPC), Healthcare Compliance (CHC), Healthcare Research Compliance (CHRC), and more.
Association of Insurance Compliance Professionals	The Association of Insurance Compliance Professionals serves the insurance compliance community by promoting relationships, exchanging information, and providing learning opportunities within a dynamic regulatory environment.
Association of Trade Compliance Professionals	The Association of Trade Compliance Professionals serves the trade compliance professional community by promoting relationships, exchanging information, and providing learning opportunities within the global trade compliance environment, all via the web.
Compliance Professionals Forum	A membership organization for anyone tasked with managing consumer debt. CPF offers practical, timely answers to your toughest compliance questions – when you need them, in the format you want them.
Corporate Compliance Insights	Launched in December 2008, Corporate Compliance Insights is a knowledge-sharing forum designed to educate and encourage informed interaction within the corporate compliance, governance and risk community.
International Association of Risk and Compliance Professionals	The IARCP offers standard, premium and lifetime membership, weekly updates, instructor-led and distance learning training and certification programs, and other services.
Health Care Compliance Association	The Health Care Compliance Association (HCCA) is a 501(c)(6) member-based association for compliance professionals in the healthcare provider field. HCCA was established in 1996 with headquarters in Minneapolis, MN. We provide training, certification, networking, and other resources to compliance officers and staff from a wide range of healthcare organizations.
Life & Health Compliance Association	Meets twice a year to find solutions to their compliance problems.
National Association for Athletics Compliance	NACDA (National Association of College Directors of Athletics) serves as the professional association for those in the field of athletics administration, providing educational opportunities and serving as a vehicle for networking and the exchange of information to others in the profession. The National Association for Athletics Compliance (NAAC) is Community of NACDA.
Higher Education Compliance Alliance	The Higher Education Compliance Alliance (HECA) provides the higher education community with a centralized repository of information and resources for compliance with federal laws and regulations.

COMPLIANCE AND ETHICS *(Continued)*

CERTIFICATIONS

Society of Corporate Compliance and Ethics

- Certified Compliance and Ethics Professional
- Certified in Healthcare Compliance
- Certified in Healthcare Research Compliance

International Association of Risk and Compliance Professionals

- Certified Risk and Compliance Management Professional
- Certified Risk and Compliance Management Professional in Insurance and Reinsurance

Compliance Certification Board (CCB)

CCB provides certifications in two different tracks. The Certified Compliance & Ethics Professional (CCEP) program is geared toward compliance and ethics laws in the United States, while the Certified Compliance & Ethics Professional–International (CCEP-I) program focuses on the international sphere. To complete the CCEP, the candidate must have at least one year of work experience in a full-time compliance position (or 1,500 hours within two years) before applying, plus 20 approved continuing education units (CEUs). Once the candidacy requirements are completed, one may sit for the requisite two-hour exam. The process is similar for the CCEP-I.

In the healthcare space, there are the Certification in Healthcare Compliance (CHC), Certification in Healthcare Research Compliance (CHRC), and the Certification in Healthcare Privacy Compliance (CHPC). The CHC is geared toward general healthcare compliance, while the CHRC is aimed at those working in the healthcare research area. The CHPC is designed for careers in healthcare privacy. The work and CEU requirements for the healthcare certifications are like those of the CCEP and CCEP-I. As with the CCEP and CCEP-I, a two-hour exam is required.

CONTRACT MANAGEMENT/VENDOR/PROCUREMENT MANAGEMENT

KEY THINGS TO KNOW

- **In a Nutshell:** Contract management involves taking on the responsibility of managing the legal and financial aspects of contracts for employees or vendors or other parties. Contract managers use legal knowledge to accurately lead the contract management process, which may include contract creation, execution, analysis, negotiation, and delivery of services, revisions/amendments, auditing and reporting, and renewal.

Source: www.businessnewsdaily.com/4813-contract-management.html

- **Key Search Terms:** contact management, procurement management, vendor management
- **Typical Employers:** any type of company or business may be interested to hire specialists to manage its contacts and vendor relations
- **Job Titles:** Contract Manager, Senior Contract Manager, Senior Contract Specialist, Contract Administrator, Acquisition Specialist, Manager of Procurement, Director of Contracts

Source: www.ncmajobs.com/jobs

PROFESSIONAL ASSOCIATIONS

NAME OF ASSOCIATION	DESCRIPTION
Financial Industry Regulation Authority	FINRA is dedicated to investor protection and market integrity through effective and efficient regulation of broker-dealers. FINRA is not part of the government. It is a not-for-profit organization authorized by Congress to protect America's investors by making sure the broker-dealer industry operates fairly and honestly.
National Contract Management Association	Nearly 20,000 members strong, the National Contract Management Association (NCMA) is the world's leading resource for professionals in the Contract Management field.

CERTIFICATIONS

National Contract Management Association (NCMA)

NCMA provides [three different certifications](#) via examinations: the CCCM (knowledge of the Uniform Commercial Code, one year experience and 80 CPEs); the CPCM (five years of prior work experience and 120 hours of continuing professional education credits (CPEs)); and the CFCM (focus on federal acquisition regulations; one year of prior work experience and 80 CPEs).

CORPORATE GOVERNANCE/ RESPONSIBILITY/SUSTAINABILITY

KEY THINGS TO KNOW

- **In a Nutshell:** Corporate Governance includes many professionals, such as corporate secretaries and business executives in governance, ethics and compliance functions at public, private, and not-for-profit organizations. These professionals are responsible for supporting their board of directors and executive management in matters such as board practices, compliance, regulation and legal matters, shareholder relations and subsidiary management. Many companies are also concerned with their community relations and public image and hire professionals who can advise on matters relating to corporate responsibility and sustainable practices.

Source: www.societycorpgov.org/about76/aboutus91

- **Key Search Terms:** corporate governance, corporate audit, corporate responsibility, corporate engagement, board relations
- **Typical Employers:** all types of companies, universities, consulting firms, accounting firms
- **Job Titles:** Director of Governmental and External Relations; Associate Director of Corporate Governance, Manager of Corporate Responsibility, Senior Manager – Thought Leadership, Corporate Secretary, Associate Director, Board and Member Relations

Source: careers.societycorpgov.org

PROFESSIONAL ASSOCIATIONS

NAME OF ASSOCIATION	DESCRIPTION
Association of Corporate Counsel	The Association of Corporate Counsel (ACC) is a global bar 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.
Corporate Compliance Insights	Corporate Compliance Insights is a professionally designed and managed forum dedicated to online discussion and analysis of corporate compliance, risk assessment, ethics, audit, and corporate governance topics. Additionally, CCI is a focused knowledge-sharing forum designed to educate and encourage informed interaction within the corporate compliance community.
Society of Corporate Compliance & Ethics	The Society of Corporate Compliance and Ethics (SCCE) is a 501(c)(6) member-based association for compliance professionals. SCCE was established in 2004 with headquarters in Minneapolis, MN. It provides training, certification, networking, and other resources to compliance officers and staff from a wide range of corporations.
Corporate Legal Operations Consortium	CLOC is a leader in helping in-house legal teams on their journey to operational excellence. (See Legal Operations Section.)

CORPORATE GOVERNANCE/RESPONSIBILITY/ SUSTAINABILITY *(Continued)*

CERTIFICATIONS

Society for Corporate Governance

The [Society for Corporate Governance, Inc.](#) (“the Society”) is a 501 (c)(6) non-profit organization comprised principally of corporate secretaries and business executives in governance, ethics and compliance functions at public, private and not-for-profit organizations. Members are responsible for supporting their board of directors and executive management in matters such as board practices, compliance, regulation and legal matters, shareholder relations and subsidiary management. The Society provides an array of professional development opportunities to its members via regular conferences and seminars.

Higher Education

A variety of universities offer certificate programs in corporate governance and sustainability, including [Harvard Extension School](#), [Tufts University](#), and [New York University’s Leonard N. Stern School of Business](#).

DATA PRIVACY/SECURITY

KEY THINGS TO KNOW

- **In a Nutshell:** With speed-of-light technological innovation, information privacy is becoming more complex by the minute as more data is being collected and exchanged. As the technology gets more sophisticated (indeed, invasive), so do the uses of data. And that leaves organizations facing an incredibly complex risk matrix for ensuring that personal information is protected. As a result, privacy has fast-emerged as perhaps the most significant consumer protection issue — if not citizen protection issue — in the global information economy.

While data privacy and security are often used interchangeably, they are related but not the same. Data privacy is focused on the use and governance of personal data — things like putting policies in place to ensure that consumers' personal information is being collected, shared and used in appropriate ways. Security focuses more on protecting data from malicious attacks and the exploitation of stolen data for profit. While security is necessary for protecting data, it's not sufficient for addressing privacy.

Source: www.iapp.org/about/what-is-privacy

- **Cybersecurity** is the process of, and the protection against, criminal or unauthorized use of electronic data. Online retailers are required to protect consumers' payment information from hackers and other nefarious individuals and organizations.
- **Privacy** is typically a regulation or statute that protects a person's right to be left alone as well as how an individual's financial, medical, and other personal information may be collected, stored, and released.
- **Data protection** is the safeguarding of important information from corruption, compromise, or loss. For example, when your doctor's office has a duty to safeguard data regarding your medical history, insurance, and payment information.

Source: www.nalp.org/uploads/CybersecurityChecklist_2018.pdf

- **Key Search Terms:** Cybersecurity, privacy, data protection
- **Job Titles:** Chief Privacy Officer, Government Privacy Analyst, Cybersecurity Trainer, Vulnerability Analyst, Threat Intelligence Analyst, Security Engineer
- **Typical Employers:** banks, hospitals, higher education institutions, or corporations

Source: www.iapp.org/connect/career-central

PROFESSIONAL ASSOCIATIONS

NAME OF ASSOCIATION	DESCRIPTION
ACAMS	ACAMS offers a Certified Anti-Money Laundering Specialist certification that is considered a useful credential when applying to banking compliance positions. There are also local ACAMS chapters you can join after joining the larger national ACAMS organization.
CFE	CFE offers a Certified Fraud Examiner credential that enables you to work in compliance, risk management, investigations, and governance.

DATA PRIVACY/SECURITY *(Continued)*

NAME OF ASSOCIATION	DESCRIPTION
IAPP	The International Association of Privacy Professionals is the largest and most comprehensive global information privacy community and resource. Founded in 2000, the IAPP is a not-for-profit organization that helps define, support and improve the privacy profession globally. IAPP offers several privacy law certifications to demonstrate your command of relevant laws and regulations.
ABA Cybersecurity, Privacy & Data Protection Committee	ABA Cybersecurity, Privacy & Data Protection Committee provides timely information to the legal community on developments involving cybersecurity, privacy, and data protection in the context of government contracting; monitors, reviews, and comments on developments in these areas as they relate to government contracting and associated activities; and proposes best practices and practical solutions to legal and contractual challenges associated with government contracting in these areas.
ISSA	Information Systems Security Association (ISSA) is a not-for-profit, international organization of information security professionals and practitioners. It provides educational forums, publications, and peer interaction opportunities that enhance the knowledge, skill, and professional growth of its members.

CERTIFICATIONS

International Association of Privacy Professionals (IAPP)

The IAPP offers the most encompassing, up-to-date and sought-after global training and certification program for privacy and data protection. The [Certified Information Privacy Professional \(CIPP\)](#) helps organizations around the world bolster compliance and risk mitigation practices, and arms practitioners with the insight needed to add more value to their businesses.

CompTIA Cybersecurity Analyst (CySA+)

This is an international, vendor-neutral cybersecurity certification that applies behavioral analytics to improve the overall state of IT security. CySA+ validates critical knowledge and skills that are required to prevent, detect and combat cybersecurity threats.

Certified Cyber Forensics Professional (CCFP)

CCFP certification indicates expertise in forensics techniques and procedures, standards of practice, and legal and ethical principles to assure accurate, complete, and reliable digital evidence admissible in a court of law. It also indicates the ability to apply forensics to other information security disciplines, such as e-discovery, malware analysis, or incident response.

GOVERNMENT AFFAIRS/RELATIONS

KEY THINGS TO KNOW

- **In a Nutshell:** Government affairs professionals can work in the private or public sector, serving as liaisons between a group of government members and its private citizens or corporate entities. They include public relations specialists who coordinate legislative efforts by working with state, local, and federal governments as well as the media. They help their organization meet legislative goals by creating policy proposals and working with government agencies and citizens. Government affairs managers conduct research and monitor legislation. They also track happenings within the government that could affect their organization. Proactively, they research policies to see what changes could be advantageous and which trends could negatively impact their company in the future.

Conducting both internal and external communications is another duty performed by government affairs managers. To ensure message continuity, they work internally with other management staff members and oversee employees. They may also participate in financial matters including budgeting and management of their department's finances. Externally, they work with government officials, including U.S. Senators and members of the House of Representatives, advocacy groups and citizens to convey their legislative goals.

As part of their jobs, government affairs managers prepare reports and presentations to deliver within their organization; they may also present these findings externally. They write talking points and often serve as a point of contact for the media. They must also represent their organization at industry forums and events. They may be required to travel in order to fulfill this job duty.

Source: www.study.com/articles/Government_Affairs_Manager_Job_Description_Outlook_and_Duties.html

- **Key Search Terms:** government/public affairs/relations/communications
- **Typical Employers:** companies and financial institutions, pharmaceutical companies, hospitals/health care companies, higher education, lobbying committees, not-for-profit organizations, Capitol Hill
- **Job Titles:** Vice President, Public Relations, Director of Public Affairs, Manager of Communications, Manager/Director of Government Relations, Lobbyist Manager, Director of Public Policy, Public Relations Strategist, Legislative Representative

Source: www.grassociation.org (GR Jobs page)

PROFESSIONAL ASSOCIATIONS

NAME OF ASSOCIATION	DESCRIPTION
American Association of Political Consultants	<p>The AAPC is a multi-partisan organization of political and public affairs professionals dedicated to improving democracy. The AAPC has over 1,350 members hailing from all corners of the globe. It is the largest association of political and public affairs professionals in the world. AAPC members consist of political consultants, media consultants, pollsters, campaign managers, corporate public affairs officers, professors, fund-raisers, lobbyists, congressional staffers and vendors.</p> <p>Student Membership Dues cost: \$60</p>

GOVERNMENT AFFAIRS/RELATIONS *(Continued)*

NAME OF ASSOCIATION	DESCRIPTION
American Society of Association Executives	<p>ASAE is the essential organization for association management, representing both organizations and individual association professionals. ASAE believes associations have the power to transform society for the better. Their passion is to help association professionals achieve previously unimaginable levels of performance. They do this by nurturing a community of smart, creative, and interesting people: their members. In short, ASAE is the Center for Association Leadership.</p>
Directory of Political Advocacy Groups	<p>A list of national “cause lobbyist” organizations.</p>
Government Relations Association	<p>Founded in 2017 and based in Washington, DC, GRA is the only organization in the world focused solely on supporting and championing the government relations profession. The Association is dedicated to (1) protecting the First Amendment of the Constitution that seeks to ensure the right of all parties to appeal to their US Government for a “redress of grievances”; (2) promoting the social value, educating the public, supporting the professional development and encouraging the highest ethical standards of today’s practicing lobbyists and government relations professionals; and (3) connecting the world of government relations practitioners in order to foster dialogue, understanding and transparency so that free governments around the world can most effectively represent the constituents they have been elected to serve.</p> <p>Student Membership Dues cost: \$49</p>
Public Affairs Council	<p>The Public Affairs Council is the leading nonpartisan, nonpolitical association for public affairs professionals worldwide.</p>
State Government Affairs Council	<p>The State Government Affairs Council is the premier national association for multi-state government affairs professionals for major U.S. corporations, trade associations and service providers.</p> <p>No individual memberships.</p>
Washington Government Relations Group Foundation	<p>WGRGF is charged with generating funding and support resources for minority undergraduate and graduate students pursuing careers in public policy, public administration, political science, community engagement or other advocacy disciplines.</p>
Washington Network Group	<p>The Washington Network Group (WNG) is a membership organization of professionals in business, finance, technology, foreign and government affairs, established in 1995. WNG is dedicated to helping its members advance their business and professional objectives by convening networking events, educational forums and career development opportunities.</p>
Women in Government Relations	<p>Women in Government Relations (WGR) is dedicated to advancing and empowering women by fostering professional development and growth opportunities through a community that supports women’s leadership in government relations.</p> <p>Student Membership Dues cost: \$45</p>

GOVERNMENT AFFAIRS/RELATIONS *(Continued)*

NAME OF ASSOCIATION	DESCRIPTION
Government Affairs Industry Network	<p>Founded in the Spring of 2016, GAIN brings together dedicated professionals who transform and define the government affairs industry in Washington, DC. GAIN is focused on providing development and networking opportunities to professionals in advocacy at all levels of their careers. We are cultivating a vibrant network and forging strong business partnerships with the various membership organizations, professional non-profit organizations, and other thought leaders in Washington, DC.</p>
Resource for Jobs as a Lobbyist	<p>Dedicated Lobbying Job Board focused on delivering recruitment assistance and lobbying career opportunities for Local, State and Federal Lobbyists, Advocacy, Public Policy, Public Affairs, and Government Relations professionals. The site serves as a platform to hire lobbyists and search, review and apply for open Government Affairs jobs posted by lobbying firms, corporations, recruiters, nonprofits, trade associations, PACs, and grassroots organizations.</p>
Council on Government Relations	<p>COGR is an association of leading research universities, affiliated medical centers, and independent research institutes. It is the national authorities on the financial and regulatory infrastructure, and the corresponding compliance requirements associated with managing federal research grants and contracts within research institutions. COGR provides information, analyses, advice, policy perspective, and historical context to its members in the areas of research administration and compliance, financial oversight, and intellectual property. COGR communicates the viewpoint and concerns of its members and fosters productive relationships between the research community and federal policymakers, advocating for innovation and change that avoid unnecessary regulatory burden.</p>
International City/County Management Association (ICMA)	<p>ICMA is the world’s leading association of professional city and county managers and other employees who serve local governments.</p>
Municipal Management Association of Northern California	<p>MMANC is “Municipal Management Association of Northern California” — a membership organization of local government management professionals located throughout the 49 counties of Northern California.</p>
National Association of County Administrators	<p>NACA is an affiliate of ICMA (International City / County Management Association). ICMA’s mission is to create excellence in local governance by developing and fostering professional management to build better communities around the world.</p>
The National Forum for Black Public Administrators	<p>The National Forum for Black Public Administrators (NFBPA) is the principal and most progressive organization dedicated to the advancement of black public leadership in local and state governments.</p>
Women Leading Government	<p>Helping women succeed in public service by enhancing career-building models that develop leadership skills and by networking professional women in government.</p>

GOVERNMENT AFFAIRS/RELATIONS *(Continued)*

NAME OF ASSOCIATION	DESCRIPTION
National Academy of Public Administration	The Academy is an independent, non-profit, and non-partisan organization established to assist government leaders in building more effective, efficient, accountable, and transparent organizations.
National Association of State Auditors, Comptrollers and Treasurers	The National Association of State Auditors, Comptrollers and Treasurers is an organization for state officials tasked with the financial management of state government. NASACT's membership is comprised of officials who have been elected or appointed to the offices of state auditor, state comptroller or state treasurer in the 50 states, the District of Columbia, and the U.S. territories.
National Association of Counties	The National Association of Counties (NACo) unites America's 3,069 county governments. Founded in 1935, NACo brings county officials together to advocate with a collective voice on national policy, exchange ideas and build new leadership skills, pursue transformational county solutions, enrich the public's understanding of county government and exercise exemplary leadership in public service.
National League of Cities	The National League of Cities (NLC) is dedicated to helping city leaders build better communities. Working in partnership with the 49 state municipal leagues, NLC serves as a resource to and an advocate for the more than 19,000 cities, villages, and towns it represents.

CERTIFICATIONS

Public Affairs Council

With a 60+ year history, the PAC has over 10,000 members representing over 700 institutions. It provides two certifications: the more junior [Certificate in Public Affairs Management](#), and the [Certificate in PAC and Grassroots Management](#) for more senior, mid-career professionals. The expectation with each is that the candidate will complete all requirements within two to three years of starting the certification process. The candidate must attend a variety of workshops and seminars, as well as complete service obligations within the industry to obtain the requisite credits toward the certification.

State Government Affairs Council (SGAC)

SGAC offers the State Government Affairs Certificate. The Candidate must earn credit in six mandatory (e.g., Ethics and Ethical Leadership, Inside the Legislative Process, State Lobbying Compliance, Media and Communications Training) and six elective (e.g., Developing a Proactive Advocacy Agenda, Effective Advocacy Tools, Grassroots and Grass-Tops Advocacy, Leading a State Government Affairs Department, Managing Contract Lobbyists, Mounting a Multi-State Advocacy Campaign) competencies.

HUMAN RESOURCES/DIVERSITY & INCLUSION/WAGE & EMPLOYEE BENEFITS

KEY THINGS TO KNOW

- **In a Nutshell:** A Human Resource office handles a broad portfolio ranging from compensation and benefits, training and development, employee engagement and retention, learning and development, diversity and inclusion, global and cultural awareness, risk management, and talent acquisition. Much of the work in the human resources area involves interpreting and advising on employment and labor and employment laws and regulations, including wage and employee benefits, ERISA plans, workplace safety, discrimination and disability, privacy, workers' compensation and unemployment insurance.

Source: www.bls.gov/ooh/business-and-financial/human-resources-specialists.htm#tab-1; <https://www.diversitycrossing.com/article/1450009/A-Career-as-a-Diversity-Specialist>

- **Key Search Terms:** Human Resources, Diversity & Inclusion, Wages and Employee Benefits, Compensation, HR
- **Typical Employers:** Various types of private sector and public sector organizations, Human Resource Consultant groups, labor and employment law firm practice groups, federal and state agencies, such as US Department of Labor.
- **Job Titles:** Human Resources Generalist, Human Resources Specialist, Compensation Analyst, Benefit Analyst, Talent Acquisition Analyst, Diversity and Inclusion Officer

Sources: www.jobs.shrm.org/jobseeker/search/results; www.higheredjobs.com/admin

PROFESSIONAL ASSOCIATIONS

NAME OF ASSOCIATION	DESCRIPTION
HR Certification Institute	The HR Certification Institute offers several human resources certification options.
International Personnel Management Association for Human Resources	IPMA-HR is the leading public sector human resource organization in the world. It represents the interests of human resource professionals at all levels and strive to promote excellence in HR management.
Society for Human Resources Management	SHRM, the Society for Human Resource Management, creates better workplaces where employers and employees thrive together. As the voice of all things work, workers and the workplace, SHRM is the foremost expert, convener and thought leader on issues impacting today's evolving workplaces. With 300,000+ HR and business executive members in 165 countries, SHRM impacts the lives of more than 115 million workers and families globally.

CERTIFICATIONS

Society for Human Resource Management (SHRM)

The [SHRM-CP](#) and [SHRM-SCP](#) exams and credentials are available to applicants who meet specific educational and work experience criteria at the time they submit their application in order to be eligible to sit for one of the exams.

INSURANCE/RISK MANAGEMENT

KEY THINGS TO KNOW

- **In a Nutshell:** Insurance and Risk Management are inter-related fields which involve identifying and analyzing risk of loss or damage, and, regarding risk management, taking steps to reduce or eliminate the exposures to loss faced by an organization or individual. The insurance industry is a highly regulated field with each state having its own set of laws and regulations.

Source: www.irmi.com/term/insurance-definitions/risk-management

- **Key Search Terms:** Risk Management, Insurance Risk Management, Risk, Risk Control
- **Typical Employers:** Financial Services, Insurance, Healthcare, Technology
- **Job Titles:** Underwriter, Claims Analyst, Contract Analyst, Risk Analyst, Insurance Analyst, Risk Consultant, Risk Manager, Risk Specialist, Risk Management Associate

Sources: www.aria.org/rmi-academic-research-professional-job-postings; www.rims.org/resources/career-center

PROFESSIONAL ASSOCIATIONS

NAME OF ASSOCIATION	DESCRIPTION
American Risk & Insurance Association	Premier academic organization devoted to the study and promotion of knowledge about risk management and insurance, and publishes two peer-reviewed journals.
The Risk Management Society	Preeminent organization dedicated to educating, engaging and advocating for the global risk community, RIMS, the risk management society™, is a not-for-profit organization representing more than 3,500 corporate, industrial, service, nonprofit, charitable, and government entities throughout the world.
PRMIA	The Professional Risk Managers' International Association provides an open forum for the development and promotion of the risk profession.

CERTIFICATIONS

RIMS - Certified Risk Manager

The [RIMS-Certified Risk Management Professional](http://www.rims.org) (RIMS-CRMP) is a credential that demonstrates your achievement of risk management competencies, knowledge and commitment to quality. Add RIMS-CRMP to your professional profile to show you can successfully manage risk and create value for your organization.

Society of Actuaries: Chartered Enterprise Risk Analyst (CERA)

To attain the [CERA credential](http://www.soa.org), a candidate must successfully complete the requirements shown below. Requirements include examinations, an e-Learning module, validation of educational experiences outside the SOA Education system (VEE), and a professionalism seminar. In addition, candidates who have the Application for Admission as an Associate approved by the SOA Board of Directors will be granted membership as an ASA.

INTELLECTUAL PROPERTY, TECHNOLOGY AND LICENSING

KEY THINGS TO KNOW

- **In a Nutshell:** Roles in the intellectual property field involve establishing and protecting intellectual capital including literary and artistic works including books, plays, music, artwork, product names, slogans, logos and designs used in commerce. IP law and related areas include patents, copyright, trademark law, licensing, franchising, distribution, technology transfers, trade secrets and unfair competition matters.

Source: www.aipla.org/about/what-is-ip-law; www.wipo.int/sme/en/ip_business/licensing/licensing.htm

- **Key Search Terms:** Intellectual Property, IP, Licensing, Intellectual Property Licensing, Technology Licensing, Technology Transfer
- **Typical Employers:** Higher Education, Biotechnology, Pharmaceutical companies, Hospitals, Technology, Entertainment and Media organizations
- **Job Titles:** IP Counsel, Intellectual Property Associate, Intellectual Property Solution Consultant, Intellectual Property Attorney, Licensing Analyst, Licensing Specialist

Sources: www.careers.aipla.org; www.dice.com

PROFESSIONAL ASSOCIATIONS

NAME OF ASSOCIATION	DESCRIPTION
Intellectual Property Owners Association	Intellectual Property Owners Association (IPO), established in 1972, is a trade association for owners of patents, trademarks, copyrights and trade secrets. IPO serves all intellectual property owners in all industries and all fields of technology.
American Intellectual Property Law Association (AIPLA)	Founded in 1897, AIPLA is a national bar association constituted primarily of lawyers in private and corporate practice, in government service, and in the academic community. AIPLA represents a wide and diverse spectrum of individuals from law firms, companies, and institutions involved directly or indirectly in the practice of patent, trademark, copyright, trade secret, and unfair competition law, as well as other fields of law affecting intellectual property. Members represent both owners and users of intellectual property.
IAOIP	The International Association of Innovation Professionals (IAOIP) is the world's only innovation certification body, providing members with the knowledge, skills, and opportunities to deliver real change in their industry or field.
SIIA	The Software & Information Industry Association is the principal trade association for the software and digital content industry. SIIA provides global services in government relations, business development, corporate education and intellectual property protection to the leading companies that are setting the pace for the digital age.

INTELLECTUAL PROPERTY, TECHNOLOGY AND LICENSING *(Continued)*

CERTIFICATIONS

CLP, Inc.

CLP, Inc. administers the [Certified Licensing Professional \(CLP\) credential](#), which requires an undergraduate degree plus three years of professional experience in the fields of licensing, business development and commercialization of intellectual property. The required, three-hour examination covers eight major areas, including intellectual property protection, opportunity assessment and development, valuation, marketing, agreement development and drafting, negotiation and agreement management.

LEGAL OPERATIONS, INNOVATION & TECHNOLOGY

(INCLUDES E-DISCOVERY/KNOWLEDGE MANAGEMENT)

KEY THINGS TO KNOW

- **In a Nutshell:** “Legal Operations” describes a set of business processes, activities, and the professionals that enable legal departments to serve their clients more effectively by applying business and technical practices to the delivery of legal services. Legal Operations provides strategic planning, financial management, project management, and technology portfolio investment expertise that allows legal professionals to focus on providing legal advice. Legal Operations is a multidisciplinary profession that includes backgrounds like finance, marketing, data analytics, learning and development, and engineering. These professionals work with leadership to identify strategic investments that build capacity for the organization. Their capabilities allow the legal organization to more effectively manage risks, monitor compliance, incorporate the right technological tools, and deliver more value to the enterprise by accelerating the business. A proactive Legal Operations team can anticipate and plan for challenges before they arrive.

Source: [What is Legal Operations?](#), CLOC Publication, October 2019

- **Key Search Terms:** Legal Operations, Innovation, Technology, Operations
- **Typical Employers:** Banks, Financial Services, Insurance, Technology, Management Consulting Firms, Biotechnology, Pharmaceutical companies, Law Firms
- **Job Titles:** Legal Operation Specialist, Legal Operation Analyst, Innovation Advisory Consultant, Innovation Analyst, Innovation Associate, Information Technology Analyst, Business Analyst, Knowledge Analyst

PROFESSIONAL ASSOCIATIONS

NAME OF ASSOCIATION	DESCRIPTION
National Association of College and University Attorneys	The Association’s purpose is to enhance legal assistance to colleges and universities by educating attorneys and administrators as to the nature of campus legal issues. It has an equally important role to play in the continuing legal education of university counsel. In addition, NACUA produces legal resources, offers continuing legal education programming, maintains a listserv (NACUANET) and a variety of member-only web-based resources pages, and operates a clearinghouse through which attorneys on campuses are able to share resources, knowledge and work products on current legal concerns and interests.
SIFMA Compliance and Legal Society (securities industry)	SIFMA’s Compliance & Legal Society is the leading forum for compliance and legal professionals working in the financial services industry. Membership provides a unique opportunity for industry leaders and regulators to come together to share information and collaborate with the goal of ensuring our capital markets are the most fair, transparent and ethical in the world.
Association of Corporate Counsel	The Association of Corporate Counsel (ACC) is a global bar 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.
Corporate Legal Operations Consortium	CLOC is the world leader in helping in-house legal teams on their journey to operational excellence.

CERTIFICATIONS

The Association of Certified E-Discovery Specialists (ACEDS)

ACEDS, established by The Intrigo Group in 2010, is a member organization for professionals in the private and public sectors who work in the field of e-discovery. The [Certified E-Discovery Specialist certification](#) is awarded to candidates who meet the education and experience eligibility criteria. Candidates who earn the CEDS credential must pass a rigorous, psychometrically sound examination of 145 four-choice items. The exam, which meets the testing standards of the Institute for Credentialing Excellence, probes knowledge and skill in performing numerous job tasks performed by the multidisciplinary population that works in e-discovery, including attorneys, litigation support professionals, information technology specialists, paralegals and others.

The Organization of Legal Professionals (OLP)

After 18 months in development, this nonprofit organization launched its [certification program](#) in July 2011. OLP's mission is to establish global standards and certification through collaboration and education. The certification applies to attorneys, paralegals, litigation support staff and consultants. The certification exam has been developed and designed with OLP's strategic partner, Pearson VUE, a division of Pearson Learning Solutions. OLP has provided the content, while Pearson has provided a team of PhDs and a measurement services team.

Arkfeld & Associates

Michael R. Arkfeld, the author of *Arkfeld on Electronic Discovery and Evidence*, has developed the [Electronic Discovery and Evidence Course](#). This course, which is conducted online, is designed to provide legal professionals with an integrated and comprehensive foundation about the technological and legal issues involved in e-discovery. The course is divided into three sections: Information Technology for the Legal Professional; E-discovery Critical Issues, Strategy and Tactics; and Admissibility of Electronic Evidence. The course, which includes more than 15 hours of on-demand instruction time, includes pre- and post-testing and certification.

eDiscovery Team Training

The [Team in Training](#) program was designed by Ralph Losey, a partner at Jackson Lewis, for the class he teaches at the University of Florida College of Law. This program, with 84 modules, provides 75 to 300 hours' worth of education depending on how much supplemental homework is completed. While there is no certification, per se, once you complete all 84 modules you can ask to take a 3,000-word essay exam to test your understanding of the materials. If you pass the exam, you will receive written confirmation of your passing grade. The curriculum includes ideas and solutions from experts around the world that address the many challenges of e-discovery. It also explores common mistakes, what to avoid, legal opinions, and real-world practice suggestions.

Legal Operations: Law Vision's Certification

Law Vision is the only organization teaching legal project management (LPM) that has developed a sophisticated on demand, e-learning [LPM course](#). This course teaches the same tools and techniques as in the live program, but in a convenient, interactive, online format. Building upon a foundational understanding of LPM, lawyers and other legal professionals will learn how to integrate project management principles, skills, processes, and behaviors into their management of legal matters on a day-to-day basis. Using case studies of actual legal matters, our rigorous online program enables lawyers/legal professionals to develop the skills needed to achieve clear and measurable productivity and efficiency improvements in their legal work, resulting in enhanced ability to budget, predict and manage costs and fees associated with legal matters.

Legal Operations: Legal Lean Six Sigma Institute

These [certification courses](#) are the first and only combined process improvement and project management certification courses designed specifically for the legal profession. LLSI's Yellow Belt Certification courses are offered at Suffolk Law School and at George Washington University (Master's Degree in Law Firm Management). **White Belt:** Participation in a one-day course that is designed to be a high-level introduction to Lean, Six Sigma and Legal Project Management. Learning objectives are geared toward participants gaining familiarity with the vocabulary, concepts, and some of the tools most commonly used in PI and PM. **Yellow Belt:** Participation in a two day, more intensive course that is designed for participants to be able to understand and employ Lean, Six Sigma and Legal Project Management vocabulary, methodologies, and tools. A White Belt is NOT a prerequisite.

REGULATORY AFFAIRS

KEY THINGS TO KNOW

- **In a Nutshell:** Regulatory affairs professionals work in highly regulated industry sectors as well as in government regulatory agencies. Those in the private sector are responsible for monitoring laws and regulations, advising on legal and scientific requirements, collecting and evaluating data, engaging with regulatory agencies providing strategic and technical advice to their organizations for the development of a commercially and scientifically successful product/program, ranging from pharmaceuticals, cosmetics, pesticides and food products to insurance.

Source: www.raps.org/careers/about-the-regulatory-profession

- **Key Search Terms:** Regulatory Affairs, Compliance
- **Typical Employers:** Banks, Insurance Food and Drug, Financial Services, Biotechnology, Pharmaceutical companies, Technology, Consumer Goods, Energy, Healthcare, Federal and State government agencies such as FDA
- **Job Titles:** Regulatory Affairs Associate, Regulatory Affairs Specialist, Regulatory Affairs Analyst, Regulatory and Compliance Associate

Source: regulatorycareers.raps.org/jobs

PROFESSIONAL ASSOCIATIONS

NAME OF ASSOCIATION	DESCRIPTION
Alliance for Nonprofit Management	The mission of the Alliance for Nonprofit Management is to increase the effectiveness of the individuals, groups and organizations that help nonprofits and communities achieve positive social change. The alliance creates spaces for professional dialogue and learning by amplifying research in the field and promoting its implications for effective practice.
American Association for Budget and Program Analysis (AABPA)	AABPA began in the mid-1970s and has helped federal, state, and local government managers and analysts, corporate executives, and academic specialists meet the unique challenges of their careers. By helping members keep up with the latest developments in their fields, establish and maintain contacts with colleagues, represent their interests, and share opportunities, AABPA serves as the key difference between simply having a job and being part of a highly respected and well-trained profession. Student Membership Dues: \$15
American Bar Association Section of Administrative Law and Regulatory Practice	The Section of Administrative Law and Regulatory Practice is an important actual and virtual gathering place for lawyers practicing in every sector and serving in government and academia. Regular participants in the Section's activities and programs already know that the Section offers a vibrant community of scholars and practitioners who seek to explain and improve the functioning of administrative agencies so that they serve the public well.
American Evaluation Association	The American Evaluation Association is a professional association of evaluators devoted to the application and exploration of program evaluation, personnel evaluation, technology, and many other forms of evaluation. Evaluation involves assessing the strengths and weaknesses of programs, policies, personnel, products, and organizations to improve their effectiveness. AEA has approximately 7300 members representing all 50 states in the U.S. as well as over 80 foreign countries.

REGULATORY AFFAIRS *(Continued)*

NAME OF ASSOCIATION	DESCRIPTION
American Society of Public Administration	ASPA is the leading interdisciplinary public service organization that advances the art, science, teaching and practice of public and nonprofit administration.
The Association for Public Policy Analysis & Management	APPAM is dedicated to improving public policy and management by fostering excellence in research, analysis, and education.
Emerging Local Government Leaders (ELGL)	ELGL's mission is to engage the brightest minds in local government
Federal Managers Association	FMA advocates excellence in public service through effective management and professionalism, as well as the active representation of its members' interests and concerns. FMA advances its mission through consultation in the Executive Branch and advocacy in Congress, top-notch professional development programs, informative publications and networking opportunities for its members.
Government Finance Officers Association	GFOA's mission is to advance excellence in state and local government financial management.
Institute for Public Procurement	Developing, supporting and promoting the public procurement profession through premier educational and research programs, professional support, technical services and advocacy initiatives that benefit members and constituents since 1944.
National Council of Nonprofits	The National Council of Nonprofits (Council of Nonprofits) is a trusted resource and proven advocate for America's charitable nonprofits. Connecting the policy dots across all levels and branches of governments, the Council of Nonprofits keeps nonprofits informed and empowered to create a positive public policy environment that best supports nonprofits in advancing their missions.
Federation of Regulatory Counsel	FORC has promoted the common interest of legal counsel who specialize in the representation of insurance companies before insurance regulatory bodies.
Regulatory Compliance Association	As a non-profit, the Regulatory Compliance Association (RCA) supports a community of over 80,000 compliance, legal and operations executives from regulatory authorities, institutional investors and alternative investment and asset management firms.

CERTIFICATIONS

Regulatory Affairs Professionals Society (RAPS)

The [Regulatory Affairs Certification](#) (RAC) is the only credential for regulatory professionals in the healthcare product sector. The RAC demonstrates essential knowledge, critical thinking abilities to employers, clients and colleagues and a commitment to continuing professional development. It is designed for working regulatory professionals, with at least three to five years of regulatory experience. [There are six different RAC exams.](#) The U.S., EU and Canada exams test regional regulations and involvement with regulatory bodies. The global exam focuses on international standards and guidelines. The devices and drugs exams have a global focus yet align to a specific sector of regulation knowledge. All six exams test for regulatory knowledge, critical thinking and analysis throughout the lifecycle of a product.

APPENDIX I – PROFESSIONAL COMPETENCIES, CHARACTERISTICS AND SKILLS

Professional Competencies: All Career Tracks

- Prior educational and work experience required by specific position including JD and other associated degrees (i.e., sciences and others)
- Ability to study and understand legal and other key documents, rules, and regulations
- Ability to gather, evaluate, organize, manage, and collate information in a variety of formats
- Ability to stay current with changes in rules, legislation, and guidelines
- Ability to analyze complicated information, processes, and data
- Ability to negotiate and interact with regulatory authorities
- Ability to provide advice about rules, regulations, policies, practices, and systems to constituencies
- Ability to assess risk from both business and legal perspectives
- Ability to exhibit tact and diplomacy
- Ability to make decisions and deliver results under pressure
- Ability to react calmly and steadily in challenging or critical situations
- Ability to propose solutions that address the needs and interests of all stakeholders
- Ability to make recommendations about and ensure compliance with regulations set by regulatory authorities
- Ability to write technical or advisory documents clearly and concisely within professional standards and using proper grammar and punctuation
- An appreciation for and understanding of the legal services market
- Ability to understand the applicable industry and business
- Ability to understand the core functions of sales, procurement, and supply chain within the organization and manage the flow of work between the functions
- Ability to understand customer relationship management and supplier relationship management models
- Ability to respond discretely and effectively to the most sensitive inquiries or complaints
- Ability to make effective and persuasive presentations on controversial or complex topics to all levels of management

Professional Competencies: Data Privacy/Security

- Experience in computers, technology, coding, forensics, back-office operations, lobbying and/or public policy
- Ability to understand and speak intelligently about the protection of complicated financial data and technical processes including cloud management

Professional Competencies: Government Affairs/Relations

- Ability to represent organization before government officials, departments, agencies, trade associations, industry coalitions, etc.
- Ability to manage legislative agendas – reviewing bills, developing positions, and communicating views to others
- Ability to develop and implement strategic plans on key policy positions
- Ability to develop relationships with key regulators, legislators, and policymakers
- Ability to prepare policy briefings
- Ability to manage outside legal and lobbying resources

Professional Competencies: Human Resources/Diversity & Inclusion

- Ability to create legally effective job descriptions
- Ability to write job offers and rejection documents that deter lawsuits
- Ability to draft employment contracts
- Ability to obtain information on applicants via references, social media accounts, and criminal background checks
- Ability to monitor workplace communications and computer use
- Ability to conduct investigations and employee surveillance
- Ability to draft legally sound and defensible employee handbooks, disclaimers, employee classifications, policies, and procedures
- Ability to negotiate competitive benefit and retirement packages
- Ability to navigate labor and employment laws to meet standards and avoid legal liability
- Ability to create and administer leave policies consistent with state and federal regulations
- Ability to manage complaints regarding discrimination and harassment and to develop prevention plans and training
- Ability to develop and implement professional development and training programs
- Ability to terminate/discharge employees while minimizing liability
- Ability to develop and implement equity and inclusion policies, trainings, workshops, and programming

Professional Competencies: Regulatory Affairs

- Experience in computers, technology, coding, contracting, property rights
- Ability to understand and speak intelligently about the protection of information and data including complicated technical processes
- Ability to stay current with changes in regulatory legislation and guidelines
- Ability to make recommendations about and ensure compliance with regulations set by regulatory authorities

Characteristics

- Accountability
- Adaptability
- Analytical
- Attention to Detail
- Conscientiousness
- Common Sense
- Creative
- Diligence
- Diplomacy
- Engagement
- Evaluative
- Focus
- Flexibility
- Integrity
- Intelligence
- Intellectual Curiosity
- Intentional
- Interpersonal
- Innovative
- Honesty
- Managerial
- Multidisciplinary
- Networked
- Perceptiveness
- Persuasive
- Proactive
- Respect
- Resourcefulness
- Self Sufficient
- Strategic
- Stress Management
- Subjective

Legal Skills

- Effectively **identify problems**
- **Analyze** arguments and issues, **evaluate** effective and realistic approaches to problems and **formulate** conclusions and advice
- **Develop creative and innovative approaches** to problems
- **Advise clients** and develop relationships that address client's needs
- **Research the law** to identify issues and derive solutions
- **Orally communicate** issues in an articulate manner consistent with issue and audience being addressed
- **Draft** clearly, efficiently and persuasively
- **Listen actively** to understand what is being said both directly and indirectly
- **Persuade** others of position and win support
- **Ask relevant questions** to obtain needed information
- **Negotiate** to resolve disputes
- **Plan and strategize** to address goals
- **Present** complex material to business leadership
- **Analyze and assess** appropriate risk mitigation
- **Maintain core knowledge** of the substantive area
- **Prevent or manage conflict**

Sources:

Hermann, Richard L. (2017) JD Advantage Jobs in Corporations: Expanding the Legal Function; Herman, Richard, 21st Century Legal Careers Series, Careers in Compliance, vol. 2 (2017); 26 Lawyering Effectiveness Factors, Shultz and Zedeck (2011); Institute for the Advancement of the American Legal System, Foundations of Practice (2016) and Hiring the Whole Lawyer (2016); smu365.sharepoint.com/sites/Law/CR/Shared%20Documents/ComplianceChecklist_2018.pdf; and www.nalp.org/uploads/CybersecurityChecklist_2018.pdf

APPENDIX II – SALARY REPORTS AND NOTES

Chart 1 Reported Salaries in Business and Industry – Quartiles and Ranges

This chart includes salary data for Class of 2018 graduates working in Business and Industry and provides salaries reported by graduates holding “Bar Passage Required” and “JD Advantage” jobs broken down by “type of business job” and by “types of business employer.” In this broad category, the median for “Bar Passage Required” jobs are only \$2,000 higher than the median for “JD Advantage” jobs (\$77,000 vs \$75,000). The 90% range provides an indication of how widely dispersed the reported salaries are, with a much higher upper range for “JD Advantage” jobs (\$45,000 – \$175,000).

Percentile

	25th	Median	75th	90% of Reported Salaries Fell in the Range	# of Salaries Reported	Salary Coverage
All Reported Salaries	\$60,000	\$75,000	\$96,000	\$41,000-160,000	1,676	53.6%
By General Job Characteristics:						
Bar Passage Required/ Anticipated	65,000	77,000	96,500	48,000-140,000	563	63.0
JD Advantage	60,000	75,000	95,000	45,000-175,000	904	53.9
Other Professional	50,000	72,500	108,000	31,000-200,000	189	42.4
Non-Professional	31,200	39,000	54,000	23,000-66,000	19	17.9
By Type of Business Job:						
Consulting	70,000	85,000	135,000	54,500-180,500	120	55.0
Compliance	62,300	75,000	95,000	48,000-160,000	196	58.3
In-house Lawyer	65,000	80,000	100,000	50,000-140,000	409	65.2
Management	65,000	85,000	130,000	41,225-245,000	124	49.4
Marketing/Public Relations	52,000	75,000	95,000	34,000-190,500	61	47.3
eDiscovery Attorney	45,760	48,000	52,000	41,000-60,000	18	45.0
Landman	—	78,500	—	—	8	44.4
Tax Associate	72,000	80,000	87,500	59,500-110,000	141	76.2
Self-employed	60,000	80,000	122,500	50,000-200,000	28	22.0
Law Clerk/Paralegal	50,000	57,500	70,000	39,000-87,000	51	39.8
Temporary Attorney	—	58,600	—	—	6	13.6
Other Job	55,000	70,000	90,000	34,000-150,000	514	50.3
By Type of Business Employer:						
Accounting	71,400	80,000	90,000	58,000-120,000	177	71.7
Association or Campaign	65,000	70,000	96,000	56,000-125,000	22	64.7
Banking/Finance	63,500	80,000	120,000	47,000-200,000	244	59.1
Entertainment/Sports Management	50,000	62,500	76,000	40,000-110,000	47	44.3
Healthcare	60,000	75,500	95,000	42,500-200,000	139	54.5

	25th	Median	75th	90% of Reported Salaries Fell in the Range	# of Salaries Reported	Salary Coverage
Insurance	65,000	70,000	85,000	42,000-137,000	111	55.2
Management Consulting	75,000	100,000	151,000	55,000-193,000	72	62.6
Real Estate	50,000	64,000	80,000	33,280-120,000	82	44.6
Retail/Hospitality	50,000	63,750	88,500	30,000-110,000	54	31.4
Legal Process Outsourcer (LPO)	45,760	48,000	60,000	40,000-85,000	35	48.6
Legal/Law-Related Technology Company	51,000	63,500	82,500	40,000-147,500	56	52.3
Other Technology/e-Commerce Company	72,000	85,000	110,000	50,000-160,000	151	63.7
Legal Temp Agency	54,000	60,320	85,000	45,000-100,000	10	17.2
Other Business Setting	60,000	75,000	97,250	40,000-150,000	476	51.6

Note: Figures are based on salaries reported for full-time jobs lasting at least one year. The median is the mid-point in a ranking of salaries reported. The range of salaries delineated by the 25th and 75th percentiles represents the middle range in the ranking. The 90% range provides an indication of how widely dispersed the reported salaries are. The column labeled "Salary Coverage" shows the percentage of full-time jobs lasting a year or more for which salary information was reported. The total number of salaries reported exceeds the sum of salaries reported by job type (overall and business job type) because not all job types are shown. Figures by type of job include all business job types and business employer types. Figures by type of business job include all types of jobs, e.g., bar passage required/anticipated, other professional. Figures by type of business employer include all job types. For purposes of this table, the few jobs with publishing/newspaper employers are included in the 'other business setting' category. Only the median is shown if fewer than 10 salaries were reported.

Chart 2

Reported Salaries in Business and Industry – Quartiles and Ranges for JD Advantage Jobs Only

This chart includes salary data for Class of 2018 graduates working in Business and Industry in “JD Advantage” jobs only.

	25th	Median	75th	90% of Reported Salaries Fell in the Range:	# of Salaries Reported	Salary Coverage
All JD Advantage Salaries	\$60,000	\$75,000	\$95,000	\$45,000-175,000	904	53.9%
By Type of Business Job:						
Consulting	70,000	85,000	135,000	55,000-180,000	107	57.5
Compliance	63,000	75,000	90,000	48,000-160,000	169	56.3
In-house Lawyer	.	70,000	.	..	9	69.2
Management	70,000	95,000	150,000	50,000-260,000	83	53.9
Marketing/Public Relations	55,000	79,000	97,000	34,000-185,000	37	48.7
Landman	.	78,500	.	..	6	37.5
Tax Associate	70,500	80,000	87,500	59,500-105,000	96	75.6
Self-employed	55,000	80,000	190,000	50,000-325,000	15	25.4
Law Clerk/Paralegal	46,000	58,000	72,000	36,000-87,000	39	36.4
Other Job	60,000	70,000	85,000	45,000-150,000	336	55.9
By Type of Business Employer:						
Accounting	70,000	80,000	90,000	60,000-110,000	124	71.7
Association or Campaign	62,000	70,000	120,000	45,000-330,000	14	60.9
Banking/Finance	61,500	80,000	115,500	46,000-220,000	160	58.6
Entertainment/Sports Management	47,000	60,000	75,000	40,000-100,000	26	42.6
Healthcare	60,000	73,000	90,000	43,750-205,534	80	58.4
Insurance	60,000	75,000	87,750	41,600-150,000	32	43.8
Management Consulting	75,000	100,000	152,000	60,000-187,000	64	66.7
Real Estate	50,000	60,000	75,000	37,500-120,000	33	43.4
Retail/Hospitality	50,000	60,000	95,000	40,000-110,000	19	34.5
Legal Process Outsourcer (LPO)	45,000	60,000	66,000	40,000-85,000	15	44.1
Legal/Law-related Technology Company	52,000	65,000	85,000	40,000-120,000	39	53.4
Other Technology/e-Commerce Company	69,000	83,750	108,000	50,000-190,500	68	61.8
Legal Temp Agency	.	58,240	.	..	9	20.5
Other Business Setting	60,000	72,000	85,000	47,500-150,000	221	50.1

Note: Figures are based on salaries reported for full-time jobs lasting at least one year. Jobs with fewer than five salary observations are not included within the table. The median is the mid-point in a ranking of salaries reported. The range of salaries delineated by the 25th and 75th percentiles represents the middle range in the ranking. The 90% range provides an indication of how widely dispersed the reported salaries are. The column labeled “Salary Coverage” shows the percentage of full-time jobs lasting a year or more for which salary information was reported. For purposes of this table, the few jobs with publishing/newspaper employers are included in the ‘other business setting’ category. Only the median is show if fewer than 10 salaries were reported.

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Chart 3

Reported Salaries in Government by Level of Government and Type of Job – Quartiles and Ranges

This chart includes salary data for Class of 2018 graduates working in Government and provides salaries reported by graduates holding “Bar Passage Required” and “JD Advantage” jobs. Please note that the median is the same (\$60,000) for both types of jobs.

Percentile

	25th	Median	75th	90% of Reported Salaries Fell in the Range:	# of Salaries Reported	Salary Coverage
All Reported Salaries	\$50,000	\$60,000	\$68,000	\$40,000-90,000	2,314	68.5%
By General Job Characteristics:						
Bar Passage Required/ Anticipated	50,000	60,000	67,224	40,000-83,914	1,883	71.2
JD Advantage	48,000	60,000	75,000	36,400-132,000	321	57.8
Other Professional	51,000	70,000	94,022	33,000-145,000	100	61.7
By Government Level:						
Federal	56,233	68,000	80,000	41,680-110,000	630	68.7
State	45,000	52,000	60,000	38,600-74,000	849	68.7
Local	54,000	61,325	68,000	40,000-85,000	810	68.8
By Kind of Job:						
Executive Agency	53,393	62,700	70,000	40,750-100,490	500	71.6
Legislative	45,000	55,000	69,422	35,000-85,000	90	60.4
Agency Honors Program	64,000	69,000	83,000	55,000-90,000	142	87.7
Courts (not clerk)	45,868	56,000	64,200	36,400-84,000	134	62.6
Prosecution	46,000	57,000	64,000	40,000-72,000	947	70.0
JAG Corps	50,000	65,000	75,000	37,292-100,000	167	67.9
Other Military	64,100	79,250	96,000	37,000-140,000	34	53.1
Other Government Job	50,000	59,000	68,494	38,000-110,000	275	59.4

Note: Figures are based on salaries reported for full-time jobs lasting at least one year. The median is the mid-point in a ranking of salaries reported. The range of salaries delineated by the 25th and 75th percentiles represents the middle range in the ranking. The 90% range provides an indication of how widely dispersed the reported salaries are. The column labeled “Salary Coverage” shows the percentage of full-time jobs lasting a year or more for which salary information was reported. The few salaries reported for non-professional jobs, as well as other/unknown level of government are not reported out separately.

Chart 4

Reported Salaries in Government by Level of Government and Type of Job — Quartiles and Ranges for JD Advantage Jobs Only

This chart includes salary data for Class of 2018 graduates working in Government in “JD Advantage” jobs only.

	25th	Median	75th	90% of Report- ed Salaries Fell in the Range:	# of Salaries Reported	Salary Coverage
All JD Advantage Salaries	\$48,000	\$60,000	\$75,000	\$36,400-132,000	321	57.8%
By Government Level:						
Federal	52,000	63,700	80,000	41,619-143,000	147	62.8
State	40,857	52,300	64,008	32,323-90,000	109	55.9
Local	51,000	66,000	80,283	37,379-120,000	62	53.4
By Kind of Job:						
Executive Agency	50,900	63,700	80,000	38,400-150,000	133	63.6
Legislative	42,000	55,000	70,000	35,000-103,600	50	58.8
Courts (not clerk)	36,400	40,340	63,500	30,000-170,000	24	44.4
Other Military	64,000	75,000	94,626	54,469-128,548	15	60.0
Other Government Job	51,000	60,000	75,000	36,960-123,292	91	53.5

Note: Figures are based on salaries reported for full-time jobs lasting at least one year. Jobs with fewer than five salary observations are not included within the table. The median is the mid-point in a ranking of salaries reported. The range of salaries delineated by the 25th and 75th percentiles represents the middle range in the ranking. The 90% range provides an indication of how widely dispersed the reported salaries are. The column labeled “Salary Coverage” shows the percentage of full-time jobs lasting a year or more for which salary information was reported. The few salaries for other/unknown level of government are not reported out separately.

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APPENDIX III — JD ADVANTAGE WORK GROUP MEMBERS (2018-2019)

Irina Gomelskaya, Co-Chair, New York Law School
Irina.gomelskaya@nyls.edu

Rhonda L. Rittenberg, Co-Chair, Northeastern University School of Law
r.rittenberg@northeastern.edu

Rana Aryan, University of San Diego School of Law
ranaaryan@sandiego.edu

Erika Fadel, Southern Methodist University Dedman School of Law
efadel@smu.edu

Leanne R. Fuith, Mitchell Hamline School of Law
leanne.fuith@mitchellhamline.edu

Quaime V. Lee, Suffolk University Law School
qvlee@suffolk.edu

Jamey Mentzer, University of Pittsburgh School of Law
mentzer@pitt.edu

Erin O’Neal Muilenburg, McGeorge School of Law University of the Pacific
emuilenburg@Pacific.edu

Kourtney James, University of Houston Law Center
kljames3@Central.UH.EDU

Sarah Rohne, University of Minnesota Law School
srohne@umn.edu

Annabrooke Temple, UC Hastings Law
templea@uchastings.edu

Dorian Varga, University of Washington School of Law
dvarga@uw.edu

Deb Zimmer, Catholic University, Columbus School of Law
zimmer@law.edu

Institutions represent affiliations at the time of the member’s work on the project.

