

2025 ALPMA New Zealand Legal Industry Salary & HR Issues Survey

PREPARATION CHECKLIST

The following checklist contains the information you will need to gather in order to fully complete the 2025 **ALPMA / Fluid Recruitment New Zealand Legal Industry Salary & HR Issues Survey**.

We recommend that you gather this information and have it on hand prior to undertaking the online survey.

The online survey should take between 30-60 minutes to complete depending on the number of staff employed by your legal firm. You can review a full copy of the survey questionnaire [here](#).

When you have compiled your information, you can commence the online survey at this link:

[**SURVEY LINK**](#)

SURVEY RESULTS

All participants of this survey will receive the survey results report free of charge. The final report will be emailed in early **March 2025** to the contact person entered in the survey.

FURTHER INFORMATION

If you need further information regarding this survey, please contact ALPMA via research@alpma.com.au.

INFORMATION NEEDED

The first section of the survey includes questions about your firm's staff employment profile, employment benefits, bonuses, recruitment and salary projections for the next 12 months, and the HR practices and issues facing the legal community in 2025.

To complete this section, you will need:

1. The total number of staff currently employed at your legal firm. If you have staff at a number of locations, please complete the survey separately for each location.
2. Current staff employment arrangements
 - a. Number of permanent full-time staff
 - b. Number of permanent part-time staff
 - c. Number of contracted/temporary full-time staff
 - d. Number of contracted/temporary part-time staff
 - e. Number of casual staff
3. The number of departures from your firm over the last 12 months.
4. The employment benefits offered to staff at your firm, and knowledge of whether bonuses are offered and how these apply, including roles eligible for bonus.
5. The bonus that staff at your firm received over the last 12 months, as a % of their annual salary. You can then use the calculation spreadsheet to help determine the average % bonus for each position group.
6. Some knowledge of your firm's recruitment and salary projections for the next 12 months.
7. Some knowledge of your firm's HR practices and policies.
8. Some knowledge of the importance of HR issues to your firm and areas where you anticipate spending most of your HR resources in the next 12 months. The HR Issues listed in the survey and a description of these is provided on page 5 of this Checklist.

SALARY INFORMATION

The second section of the survey covers salary data for 55+ legal, management and support roles at law firms, and you will be asked to enter salary details for each position at your firm.

1. To enter the salary data for your firm, you will need the total number of staff and salary data for each position (see Position Types on page 4 of this Checklist).
2. You will be asked to enter the **LOWEST** and **HIGHEST** salary for each position type at your firm.
3. You will also be asked to calculate the **AVERAGE** salary for each position. For positions where there are more than two staff, the AVERAGE salary gives more accurate data for the analysis. By utilising all salaries in a position to calculate the average (not just the lowest and highest), you will provide the true cost per person for each position at your firm. Instructions for calculating the average are given below.

Average salary for each position is calculated by totalling all salaries in the position type and then dividing by the number of staff. For example:

- Position X has 4 people with salaries:
 $\$73,000 + \$60,500 + \$69,000 + \$72,500 = \text{total of } \$275,000$
- Total $\$275,000$ divided by 4 people = $\$68,750$ average
- Enter 68750 in the AVERAGE box

By contrast, if we calculated the average from the lowest and highest salary, the answer would be $\$66,750$ which does not reflect the true cost per person.

NB. You can use this Excel spreadsheet [template](#), to calculate the average salary for each position. If you have any questions or queries, please contact us before starting the survey.

When entering salary data, please note the following:

- Salary rates should **EXCLUDE** Kiwisaver and superannuation.
- Additional employment benefits and bonuses should **NOT** be included in the Full Time Equivalent (FTE) salary calculation.
- Part-time or casual staff salaries should be calculated out to Full Time Equivalent (FTE) rate for your firm or 37.5 hours per week to obtain the FTE rate.
- Salaries should be entered in New Zealand dollars or converted to **NZD** rates.
- When entering data, each salary should be entered as a **WHOLE NUMBER**, with no commas, currency symbols or decimal places. For example, $\$68,750.40$ should be entered as 68750.
- Please select the closest match to your position type/title.

LEGAL INDUSTRY POSITION TYPES

You will need to collect salary data (highest, lowest and average salaries) for each of the following positions in your firm. You will also need the total number of staff for each position type. **Please select the closest match to your position.**

Solicitors/Lawyers

Graduate
0-1 yr Post Qualification Experience (P.Q.E.)
1 yr P.Q.E.
2 yrs P.Q.E.
3 yrs P.Q.E.
4 yrs P.Q.E.
5 yrs P.Q.E.
6 yrs P.Q.E.
Associate/Senior Solicitor
Senior Associate
Special Counsel
Salaried Partner
Equity Partner
Managing Partner
Consultant

Legal Executives

Legal Executive (less than 5 yrs experience)
Legal Executive (5+ yrs experience)
Law Clerk

Secretarial Support (Legal Team)

Legal Secretary (less than 5 yrs experience)
Legal Secretary (5+ yrs experience)
Legal Assistant Trainee
Legal Assistant
Word Processor (less than 5 yrs experience)
Word Processor (5+ yrs experience)

Administration (Office Support)

Office/Administration Manager
Office Services Supervisor
PA (less than 5 yrs experience)
PA (5+ yrs experience)
Receptionist (less than 5 yrs experience)
Receptionist (5+years' experience)
AML Administrator
AML Officer / Manager
Administration Assistant (less than 5 yrs experience)
Administration Assistant (5+ years' experience)
Office Junior

Human Resources

HR Manager
HR Consultant/Advisor
HR Assistant
Recruitment Manager
Payroll

Information Technology

IT Manager
IT Trainer
IT Project Manager
Help Desk/Desktop/Support Officer
Programmer/Analyst

Finance

Financial Controller/CFO
Finance Manager
Trust Accountant
Assistant Accountant
Accounts Staff (AE/AP/Reconciliations)
Credit Control Staff

Knowledge Management

Precedent Manager
Librarian/Records Management

Marketing and Business Development

Marketing Manager
Marketing Coordinator
Events Coordinator
Desktop Publisher
Business Development Manager

Executive and Senior Management

CEO/COO
General Manager
Practice Manager

HR ISSUES – DESCRIPTION

The survey asks you to rate the level of importance of the following HR issues to your firm, from a HR perspective in 2025. A description of these issues is provided following.

PRACTICE MANAGEMENT ISSUES

Changing partnership models

This issue has serious HR impacts including the need to develop new remuneration strategies and new equity models.

Developing organisational leadership capability

This issue includes the challenge of developing effective learning and development programs to increase leadership capability for partners and managers (including training, coaching and mentoring) often with limited resources.

Managing expectations of partners

This issue relates to ensuring partner expectations are realistic and achievable.

Managing cultural change

This issue relates to the number of mergers between mid and top tier law firms in the past 12 months and merging potentially two very different cultures into one.

Managing a remote or distributed workforce

This issue covers aspects relating managing employees who work in any location that differs to their direct manager, including communication, performance evaluation and management, and employee engagement.

Managing communication and staff management skills of partners

This issue covers people management shortfalls at Managing Partner or Partner level.

Managing intergenerational expectations

This issue covers the issues around the needs, engagement and retention of different generations in your firm.

Managing professionals and non-professionals

This issue covers the challenges and differences in managing professional staff versus non-professional staff.

Innovation & change management

This issue relates to keeping abreast with technology and adopting an innovation mindset in the firm.

ACQUISITION, MANAGEMENT AND RETENTION

Managing poor work performance

This issue includes managing poor performance or inappropriate behaviour by partners, employees or contractors.

Finding quality staff / talent acquisition

This issue covers the challenges associated with recruiting quality staff for your firm.

Employee retention/talent management

This issue spans the challenges of developing strategies to retain talented employees.

Managing workloads and employee flexibility

This issue relates to the balance between ensuring that employees have an appropriate amount of work to match their working hours, and flexibility to adjust those hours if needed.

Managing employee engagement

This issue covers the challenges associated with ensuring that employees are engaged and happy with both their work and their workplace.

RESOURCES & POLICY

Ageing of the profession / Succession planning

This issue spans succession planning for partners, retirement planning, and the development of strategies for retaining and managing older workers.

Effective social media usage

From a HR perspective, this issue includes the best ways to use social media for employee communications, recruitment and HR profiling, as well as ensuring appropriate usage of social media by partners, employees and contractors.

Managing mobile/remote connected workforce

This issue reflects the challenges of managing a workforce in a connected world where people can work from anywhere at any time. It includes developing appropriate policies for internet access while on leave, travelling or overseas, developing flexible working arrangements, while considering OH&S implications.

Workforce diversity & equal employment opportunities

This issue covers the challenges of creating and supporting a diverse workforce and meeting equal opportunity requirements.

Managing mental health in the workforce

This issue includes the development of resilience strategies to support the mental health of your workforce.

Parental Leave

This issue covers the needs, requirements and questions around parental leave.

Flexible Hours

This issue covers the needs and requests of staff for flexible hours.

Managing Risk and Policy Reviews (Including COVID policies & AI usage policies)

This issue covers the development and maintenance of workplace policies, particularly those relating to managing risks.

Managing or developing diversity program / initiatives

This issue covers the challenges of developing specific programs aimed at creating and supporting diversity within the workplace.

Environmental, Social and Governance (ESG) reporting and management

This issue covers the challenges associated with developing and maintaining programs and initiatives that promote initiatives relating to environmental sustainability or promoting social good.