

## APBCo REQUEST FOR PROPOSAL

### FOR

#### MEMBER SALARY SURVEY, WRITTEN REPORT AND POTENTIAL PRESENTATION

The Association of Pro Bono Counsel (APBCo) seeks to engage a professional or appropriately qualified and credentialed academic to conduct a confidential salary survey of our members, prepare a report, and present the findings of the data to the APBCo membership.

#### *Organization Overview*

APBCo is a mission-driven membership organization that seeks to increase access to justice through law firm pro bono services. Pro bono refers to the provision of free legal services to low- to moderate-income individuals, community groups and other organizations that meet certain qualifications.

APBCo's 247 members manage law firm pro bono programs in 121 firms with offices all over the world. APBCo's members are located primarily in the U.S., but also in the U.K., Europe, Asia, Australia, and Africa.

As an organization, APBCo provides professional development guidance to our members, as well as takes policy positions on issues that relate to law firm pro bono, and works in substantive areas that affect low-income individuals and community groups.

APBCo's revenue primarily comes from membership dues. APBCo does not have any full-time staff. Rather, the day-to-day operations of the organization are handled primarily by a volunteer Board of Directors. The surveyors will work day to day with a subcommittee of APBCo members, designated by the Board of Directors.

#### *The Issue*

APBCo seeks proposals from organizations to conduct a first-of-its-kind confidential salary survey of its members.

When setting and negotiating compensation packages, law firms' human resource departments often rely upon what they perceive to be data points that are comparable with other firms, such as city, size of law firm, title, years of experience, educational level, salary, bonus and other non-traditional benefits, but they fail to appreciate all relevant nuances of the position which would result in a more accurate survey. While other salary surveys exist, there has not been a reliable salary survey of pro bono professionals specifically.

APBCo seeks a survey that will reflect that more accurately represent the unique and particular nuances of our profession. For example, a pro bono professional's objectives are focused on improving and managing a firm's pro bono practice and not premised on directly generating collectable fees or managing the operations of the law firm. In addition, some law firms have only one pro bono professional, which means that there are no comparables within their firm. Even when a firm has two or more pro bono professionals, the professionals may have

different responsibilities or seniority. Thus, since APBCo's formation, members seeking actual compensation comparables (i.e. salaries of pro bono professionals at other firms) have resorted to individually identifying members who are most like them and soliciting those members for information on a one-on-one basis. This is a time consuming process and, due to confidentiality concerns, individuals may only be willing to share this information with members whom they know personally, which means results are inconsistent and are not available to all members.

Our members need a reliable survey that they can use to advocate for competitive compensation within their organizations. With 247 members, APBCo is now big enough to conduct such a survey and achieve results that will be meaningful and helpful to our members, while still preserving confidentiality of individual responses.

We envision surveying the entirety of APBCo's membership, recognizing that each professional's role within their firm is varied by data points such as length of time in the position, educational background, areas of geographic responsibilities, level of client contact, levels of direct supervision over such professional, and other categories.

Confidentiality of any individual's response is of utmost importance, even among our membership. [Confidentiality, which will be reflected through anonymization and aggregation in the published report, will also help ensure this initiative is performed consistent with antitrust law.] The published report must not be able to be manipulated, interpreted or sorted in a way that could reveal any individual's specific data. As such, APBCo envisions having a rigorous initial stress test process of the data to be published to ensure confidentiality is guaranteed. If confidentiality cannot be clearly demonstrated to our members upon the launch of the survey and request for responses, it is likely that responses will drop, impacting the quality of the overall data. Confidentiality cannot be stressed enough.

### ***Scope of Work***

We request:

- Phase 1: In consultation with a subcommittee, design of a written salary survey that will be communicated to APBCo's members, follow up with members and collection of survey responses; The survey data must be collected, and stored in a manner that ensures confidentiality of all respondents.
- Phase 2: Assuming that a statistically relevant number of APBCo members respond, a written report reflecting the results of a salary survey that provides meaningful data regarding the compensation packages of APBCo members, while ensuring confidentiality in that sense that no individual member of APBCo can be identified from the report. The report should include an executive summary/highlight section and the written report should be in a form that follows standard research protocol and can be deemed reliable by human resource professionals and law firm executives.
- Phase 3: Presentation of the report to the APBCo membership at one of our meetings at a mutually agreed upon time and location.

### ***Bid and Approval Process***

A small working group from APBCo will review the proposals, follow up with any interviews or requests for additional information and will make a recommendation to APBCo's Board of Directors.

The APBCo Board of Directors will be responsible for approving the vendor and a mutually agreed upon contract setting forth the details of the assignment will be executed.

### ***Time Frame and Pricing***

Preference will be given to bidders who can begin this project immediately.

Please also include two to four representative examples of your clients.

We would prefer a flat fee proposal taking into account the three phases of the project.

We are flexible regarding the fee structure for any consulting work regarding how to communicate the survey results to our members, to our members' law firms, and any other outside entities.

***Bids are due by October 4, 2019 and should be submitted via e-mail to [apbco@apbco.org](mailto:apbco@apbco.org).***