

## LAWYERS WITH FIRM MANAGEMENT RESPONSIBILITIES STILL REQUIRED TO PRODUCE

by Marci M. Krufka

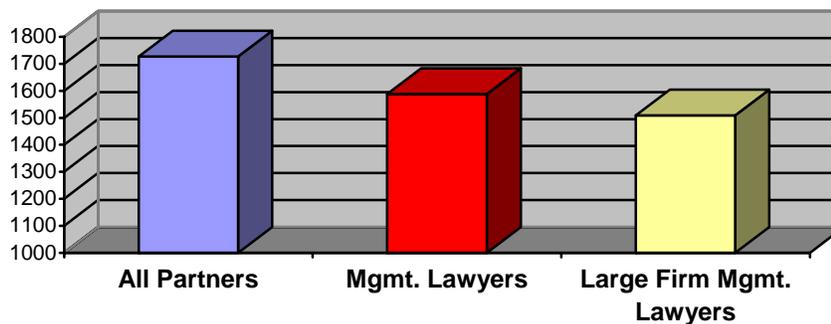
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Lawyers with significant management responsibilities (lawyers who contribute 500 or more management hours per year)<sup>1</sup> are billing almost as many hours on average as their colleagues who do not manage the firm. The national average annual billable hours for law firm equity partners in 2003 was 1,727 versus 1,588 average annual billable hours for partners with significant management responsibilities.<sup>2</sup>

One might think that the billable hours for managing lawyers would decrease significantly as firms get larger and more management time is required. To the contrary, the average annual billable hours for partners with significant management responsibilities in firms with 150 or more lawyers came in only slightly lower at 1509.

**Average Annual Billable Hours**



The picture is somewhat better for Managing Partners – particularly in larger firms. Managing Partners in firms with 50 to 99 lawyers bill approximately 1,160 client hours per year, and those in firms with more than 100 lawyers bill approximately 551 hours annually. Managing Partners in smaller firms (50 or fewer lawyers) still maintain a significant caseload – 1,443 to 1,667 billable hours per year.<sup>3</sup>

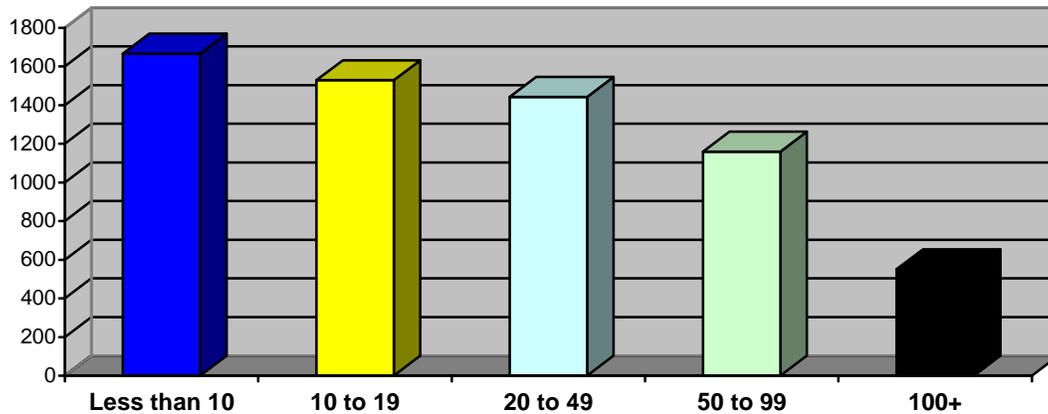
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<sup>1</sup> May include, for example, Managing Partners, Administrative Partners, Marketing Partners, Practice Group Leaders, etc.

<sup>2</sup> Source: Altman Weil's 2004 Survey of Law Firm Economics.

<sup>3</sup> Source: Altman Weil 2004 Managing Partner and Executive Director Survey.

### Managing Partner Billable Hours



In numerous instances, Executive Directors and Principal Administrators have reduced many of the administrative tasks for which Managing Partners had been responsible. And to be fair, many Managing Partners do not want to give up their practices completely, especially where their terms are finite. Nonetheless, the data reveals that most law firms still do not relieve Managing Partners and other managing lawyers from their responsibility to generate revenue in order to devote their time to managing their large, complex organizations.