LiRN
Legal Information and Resource Network

Sample Salary Matrix

LiRN encourages all Law Association employers to review library staff salary on an annual basis.

LiRN acknowledges that many Law Association employers already have in place well-functioning employment practices that include salary review processes. This Matrix is not intended to replace such practices, but rather an additional resource to be used.

LiRN contracted with an external HR Consultant in 2022. The consultant provided salary benchmarks that may be used by employer associations as one of the available resources in determining the market value of the library jobs. Associations may wish to consult other salary surveys and local market conditions in addition to this Matrix.

Salary Matrix

Job Title	Low End	High	Full Time Salary Range*
Law Librarian	$60,747	$90,747	$60,747 - $75,747 - $90,747
Library Manager 1	$78,030	$108,030	$78,030 - $93,030 - $108,030
Library Manager 2	$62,500	$85,500	$62,500 - $74,000 - $85,500
Library Technician	$40,588	$70,588	$40,488 - $55,588 - $70,588
Clerk	$15.55/HR	$23/HR	$29,250 - $37,050 - $44,850

*Salaries can be pro-rated for part-time staff

How the Salary Matrix was Developed

The HR Consultant's research included:

- The Role Description Matrix
- Meeting with the Library Advisory Team to better understand roles within the network
- Reviewing salary surveys from various library sources
- HR industry research

As a first step, the Consultant identified the various competencies required to perform the various roles outline in the Role Description Matrix:

Competency	Level 1	Level 2	Level 3	Level 4	Level 5
SKILL					
➢ Education	Completion of high school	One year of year postsecondary education	Two plus years of postsecondary education	University bachelor's degree	University master's degree
➢ Knowledge	No knowledge of law library research and databases	Basic/entry knowledge required of law library research and databases	Intermediate knowledge required of law library research and databases	Advanced knowledge required of law library research and databases	N/A
➢ Problem Solving	No knowledge of planning, decision making and problem-solving skills	Basic/entry knowledge required of planning, decision making and problem-solving skills	Intermediate knowledge required of planning, decision making and problem-solving skills	Advanced knowledge required of planning, decision making and problem-solving skills	N/A
➢ Complexity	No effort or challenging task performed	Basic effort and challenging task performed	Intermediate effort and challenging tasks performed	High level of effort required, and challenging tasks performed	N/A
EFFORT					
➢ Mental demands	No mental demands	Low level of mental demands put on employee	Medium level of mental demands put on employee – stress level needs to be considered	High level of mental demands put on employee- stress levels considered	N/A
➢ Physical demands	No physical demands	Low level of physical demands	Medium level of physical demands	High level of physical demands	N/A

Competency	Level 1	Level 2	Level 3	Level 4	Level 5
RESPONSIBILITY					
➢ Consequence of Errors	Errors made will not have serious consequences	Errors made will have low impact or consequences	Errors made will have a medium impact or consequences	Errors made will have a high impact or consequences	Errors made will have serious consequences to the business
➢ Contact with People	No contact with people	Little contact with people, very little assistance to lawyers or other contacts	Medium amount of contact with people, this includes assisting lawyers with their requests and other contacts	High amount of contact with people, including assisting lawyers with their requests and other contacts	N/A
➢ Management Responsibility	No management of library or supervision of other staff	Little management of library and no supervision of other staff	Intermediate management of the library and no supervision of other staff	High level of management of library and no supervision of other staff	High level of management of library and supervision of other staff
➢ Professional Responsibility	Little professional responsibility required and knowledge of ethics	Intermediate level of professional responsibility required – knowledge of ethics that must be followed and adhered too	Advanced level of professional responsibility required – advanced knowledge of ethics that must be followed and adhered to	N/A	N/A
WORKING CONDITIONS					
➢ Attention to Details	Little amount of level of detail required	Intermediate amount of level of detail required	Advanced level of detail required		

Competency	Level 1	Level 2	Level 3	Level 4	Level 5
➤ Stress of Multiple Demands	Very little demands on employees, stress level is thought to be low	Low- Medium level of demands on employees, stress level is thought to be low-medium	Medium level of demands on employees, stress level is thought to be medium	Medium to high stress level of demands on employees, stress level is thought to be medium to high	High level of stress of demands on employees, stress level is thought to be high

Next, the Consultant assigned points for each level of competency.

Competency	Level 1	Level 2	Level 3	Level 4	Level 5
Skill					
➤ Education	50	100	150	200	250
➤ Knowledge	80	160	240	320	
➤ Problem Solving	70	140	210	280	
➤ Complexity	70	140	210	280	
Effort					
➤ Mental demands	25	50	75	100	
➤ Physical demands	25	50	75	100	
Responsibility					
➤ Consequence of Error	25	50	75	100	125
➤ Contact with People	25	50	75	100	
➤ Management Responsibility	70	140	210	280	350
➤ Professional Responsibility	95	190	285		
Working Conditions					
➤ Attention to Details	25	50	75		
➤ Stress of Multiple Demands	20	40	60	80	100

Finally, she reviewed the specific roles in the Role Description Matrix, determined the competency levels present in each role, and calculated the points range for each role, which she then translated to the salary matrix above.

Job Title	Points Range
Law Librarian	2150 - 2365
Library Manager 1	1865 - 2149
Library Manager 2	1615 - 1864
Library Technician	1365 - 1614
Clerk	850 - 1364

The roles in your Library may not match the Sample Role Descriptions – which in turn would have the effect of not matching the salary ranges set out above. In such cases, LiRN recommends using an up-to-date job description to identify the competencies and levels for your staff members. Those can then be used in conjunction with the points and points range tables above, along with any additional research, to customize the salary range.