Reporte Kerma

## 2. Estructura del Despacho

### 2.1. Total personal profesional

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | %H | %M | Promedio | H% | M% | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | NA | NA | NA | 8.83 | 0.71 | 0.29 | 3.5 | 5.5 | 13.5 | 21 | 2 | NA | NA |
| socio\_propietario\_b | NA | NA | NA | 4.5 | 0.75 | 0.25 | 3.75 | 4.5 | 5.25 | 6 | 3 | NA | NA |
| socio\_no\_propietario\_a | NA | NA | NA | 4 | 0.67 | 0.33 | 3 | 4 | 5 | 6 | 2 | NA | NA |
| socio\_no\_propietario\_b | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| socio\_of\_counsel | NA | NA | NA | 6 | 0.83 | 0.17 | 6 | 6 | 6 | 6 | 6 | NA | NA |
| abogado\_tarifa\_>360 | 15 | 0.8 | 0.2 | 7.33 | 0.74 | 0.26 | 3.5 | 4 | 9.5 | 15 | 3 | 75% | Arriba o igual |
| abogado\_tarifa\_340\_359 | 9 | 0.78 | 0.22 | 16 | 0.63 | 0.37 | 7 | 9 | 21.5 | 34 | 5 | 25% | Abajo |
| abogado\_tarifa\_320\_339 | 3 | 0.67 | 0.33 | 9.5 | 0.69 | 0.31 | 9 | 11 | 11.5 | 13 | 3 | <25% | Abajo |
| abogado\_tarifa\_300\_319 | 7 | 0.57 | 0.43 | 9.25 | 0.57 | 0.43 | 6 | 9.5 | 12.75 | 15 | 3 | 25% | Abajo |
| abogado\_tarifa\_280\_299 | 6 | 0.83 | 0.17 | 6 | 0.67 | 0.33 | 6 | 6 | 7.5 | 8 | 2 | <25% | Arriba o igual |
| abogado\_tarifa\_260\_279 | NA | NA | NA | 7.83 | 0.58 | 0.42 | 3 | 5.5 | 12.5 | 16 | 3 | NA | NA |
| abogado\_tarifa\_240\_259 | 7 | 0.43 | 0.57 | 6.22 | 0.5 | 0.5 | 3 | 7 | 8 | 14 | 2 | 25% | Arriba o igual |
| abogado\_tarifa\_220\_239 | NA | NA | NA | 7.25 | 0.64 | 0.36 | 6.25 | 8 | 9 | 9 | 4 | NA | NA |
| abogado\_tarifa\_200\_219 | NA | NA | NA | 9.44 | 0.57 | 0.43 | 3 | 7 | 10 | 31 | 2 | NA | NA |
| abogado\_tarifa\_180\_199 | NA | NA | NA | 8.25 | 0.54 | 0.46 | 2.75 | 8.5 | 14 | 14 | 2 | NA | NA |
| abogado\_tarifa\_160\_179 | NA | NA | NA | 4.86 | 0.54 | 0.46 | 2.5 | 4 | 4.5 | 14 | 2 | NA | NA |
| abogado\_tarifa\_140\_159 | NA | NA | NA | 7 | 0.47 | 0.53 | 4.5 | 5 | 7.5 | 15 | 3 | NA | NA |
| abogado\_tarifa\_120\_139 | NA | NA | NA | 9.75 | 0.46 | 0.54 | 8.5 | 10.5 | 11.75 | 14 | 4 | NA | NA |
| abogado\_tarifa\_<120 | NA | NA | NA | 4 | 0.63 | 0.37 | 3.5 | 4 | 4.5 | 5 | 3 | NA | NA |
| pasante\_1\_año | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_2\_años | 4 | 0.25 | 0.75 | 3 | 0.47 | 0.53 | 2.5 | 3 | 3.5 | 4 | 2 | 75% | Arriba o igual |
| pasante\_3\_años | NA | NA | NA | 7.8 | 0.49 | 0.51 | 4 | 8 | 12 | 13 | 2 | NA | NA |
| pasante\_4\_años | 5 | 0.8 | 0.2 | 6 | 0.55 | 0.45 | 3 | 4 | 6 | 18 | 2 | 50% | Abajo |
| pasante\_5\_años | NA | NA | NA | 8.8 | 0.54 | 0.46 | 5 | 7 | 11 | 19 | 2 | NA | NA |
| pasante\_con\_carrera | 5 | 0.8 | 0.2 | 7.29 | 0.6 | 0.4 | 5.5 | 6 | 8 | 16 | 2 | <25% | Abajo |

### 2.2. Total personal administrativo

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | %H | %M | Promedio | H% | M% | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| gerente\_de\_contabilidad\_y\_finanzas | NA | NA | NA | 2 | 0.5 | 0.5 | 2 | 2 | 2 | 2 | 2 | NA | NA |
| director\_de\_administración | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_administrativo | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| office\_manager | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_facturación\_y\_cobranza | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_cobranza | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_mercadotecnía | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_sistemas | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_recursos\_humanos | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| auxiliares\_de\_contabilidad | 6 | 0.67 | 0.33 | 3.88 | 0.54 | 0.46 | 2.75 | 3 | 6 | 6 | 2 | 50% | Arriba o igual |
| auxiliares\_de\_cobranza | 7 | 0.14 | 0.86 | 6.57 | 0.38 | 0.62 | 3 | 4 | 10 | 14 | 2 | 50% | Arriba o igual |
| auxiliares\_de\_recursos\_humanos | NA | NA | NA | 3 | 0.62 | 0.38 | 2.5 | 3 | 3.5 | 4 | 2 | NA | NA |
| auxiliares\_de\_sistemas | 3 | 0.67 | 0.33 | 3 | 0.67 | 0.33 | 3 | 3 | 3 | 3 | 3 | <25% | Arriba o igual |
| analistas\_de\_mercadotecnía | NA | NA | NA | 3 | 0.33 | 0.67 | 3 | 3 | 3 | 3 | 3 | NA | NA |
| programador | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| tesorería | NA | NA | NA | 4 | 0.5 | 0.5 | 3 | 4 | 5 | 6 | 2 | NA | NA |
| recepcionista\_tiempo\_completo | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| secretaria\_socio\_bilingüe | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| recepcionista\_medio\_tiempo | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| secretaria\_socio\_no\_bilingüe | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |

### 2.3. Total staff apoyo

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | %H | %M | Promedio | H% | M% | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| archivo | NA | NA | NA | 4.25 | 0.62 | 0.38 | 2.75 | 3 | 4.5 | 9 | 2 | NA | NA |
| traductor | NA | NA | NA | 4.5 | 0.46 | 0.54 | 3.25 | 4.5 | 5.75 | 7 | 2 | NA | NA |
| capturistas | NA | NA | NA | 6 | 0.33 | 0.67 | 6 | 6 | 6 | 6 | 6 | NA | NA |
| gestores | NA | NA | NA | 3 | 0.67 | 0.33 | 3 | 3 | 3 | 3 | 3 | NA | NA |
| mensajero | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| choferes | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| meseros | NA | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| intendencia | NA | NA | NA | 10 | 0.53 | 0.47 | 9.5 | 10 | 10.5 | 11 | 9 | NA | NA |
| otros | NA | NA | NA | 7 | 0.53 | 0.47 | 2 | 2 | 9.5 | 17 | 2 | NA | NA |

### 2.4. Crecimiento personal profesional

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | NA | 0 | 0 | 0 | 0 | 0 | 0 | NA | NA |
| socio\_propietario\_b | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| socio\_no\_propietario\_a | NA | 6 | 6 | 6 | 6 | 6 | 6 | NA | NA |
| socio\_no\_propietario\_b | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| socio\_of\_counsel | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_>360 | NA | 3 | 3 | 3 | 3 | 3 | 3 | NA | NA |
| abogado\_tarifa\_340\_359 | NA | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | NA | NA |
| abogado\_tarifa\_320\_339 | NA | 4.97 | 2.45 | 4.97 | 7.48 | 10 | -0.07 | NA | NA |
| abogado\_tarifa\_300\_319 | -0.2 | -0.28 | -0.31 | -0.19 | -0.17 | -0.12 | -0.62 | 25% | Arriba o igual |
| abogado\_tarifa\_280\_299 | NA | -0.31 | -0.33 | -0.33 | -0.29 | -0.25 | -0.33 | NA | NA |
| abogado\_tarifa\_260\_279 | 0 | -0.15 | -0.22 | -0.07 | -0.04 | 0 | -0.36 | 75% | Arriba o igual |
| abogado\_tarifa\_240\_259 | NA | 0.06 | -0.03 | 0.06 | 0.16 | 0.25 | -0.12 | NA | NA |
| abogado\_tarifa\_220\_239 | NA | 0.33 | 0.17 | 0.33 | 0.5 | 0.67 | 0 | NA | NA |
| abogado\_tarifa\_200\_219 | NA | -0.31 | -0.62 | -0.19 | 0.13 | 0.15 | -1 | NA | NA |
| abogado\_tarifa\_180\_199 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_160\_179 | NA | -0.03 | 0 | 0 | 0 | 0 | -0.17 | NA | NA |
| abogado\_tarifa\_140\_159 | NA | 0.04 | 0 | 0 | 0.04 | 0.15 | 0 | NA | NA |
| abogado\_tarifa\_120\_139 | NA | 0.13 | -0.18 | 0 | 0.32 | 1 | -0.48 | NA | NA |
| abogado\_tarifa\_<120 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_1\_año | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_2\_años | NA | -0.38 | -0.44 | -0.38 | -0.31 | -0.25 | -0.5 | NA | NA |
| pasante\_3\_años | NA | 0.5 | 0.26 | 0.31 | 0.66 | 1 | 0.2 | NA | NA |
| pasante\_4\_años | 0.333333333333333 | 0.72 | 0.18 | 0.27 | 0.53 | 3 | 0 | 50% | Abajo |
| pasante\_5\_años | 0.333333333333333 | 0.3 | 0.25 | 0.35 | 0.41 | 0.5 | 0 | 25% | Arriba o igual |
| pasante\_con\_carrera | 0 | 0.14 | -0.07 | 0 | 0.23 | 1 | -0.33 | 25% | Abajo |

### 2.5. Crecimiento personal administrativo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| gerente\_de\_administración\_gerente\_de\_contabilidad\_y\_finanzas | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_director\_de\_administración | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_administrativo | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_office\_manager | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_facturación\_y\_cobranza | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_cobranza | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_mercadotecnía | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_sistemas | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_recursos\_humanos | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_contabilidad | NA | 1 | 1 | 1 | 1 | 1 | 1 | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_cobranza | 0.2 | -0.05 | -0.06 | 0 | 0 | 0.2 | -0.43 | 75% | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_recursos\_humanos | NA | 0 | 0 | 0 | 0 | 0 | 0 | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_sistemas | NA | 0 | 0 | 0 | 0 | 0 | 0 | NA | NA |
| staff\_de\_administración\_analistas\_de\_mercadotecnía | NA | -0.25 | -0.25 | 0 | 0 | 0 | -1 | NA | NA |
| staff\_de\_administración\_programador | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_tesorería | NA | -0.14 | -0.14 | -0.14 | -0.14 | -0.14 | -0.14 | NA | NA |
| staff\_de\_administración\_recepcionista\_tiempo\_completo | NA | 0 | 0 | 0 | 0 | 0 | 0 | NA | NA |
| staff\_de\_administración\_secretaria\_socio\_bilingüe | NA | -0.01 | 0 | 0 | 0 | 0.06 | -0.12 | NA | NA |
| staff\_de\_administración\_recepcionista\_medio\_tiempo | 0 | 0 | 0 | 0 | 0 | 0 | 0 | <25% | Arriba o igual |
| staff\_de\_administración\_secretaria\_socio\_no\_bilingüe | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |

### 2.6. Crecimiento staff apoyo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| apoyo\_de\_administración\_archivo | NA | 0 | 0 | 0 | 0 | 0 | 0 | NA | NA |
| apoyo\_de\_administración\_traductor | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_capturistas | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_gestores | NA | 0.1 | 0.05 | 0.1 | 0.15 | 0.2 | 0 | NA | NA |
| apoyo\_de\_administración\_mensajero | NA | 0 | 0 | 0 | 0 | 0 | 0 | NA | NA |
| apoyo\_de\_administración\_choferes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | <25% | Arriba o igual |
| apoyo\_de\_administración\_meseros | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_intendencia | NA | 0 | 0 | 0 | 0 | 0 | 0 | NA | NA |
| apoyo\_de\_administración\_otros | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |

### 2.7. Experiencia personal profesional (años desde la titulación)

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | 30 | 24.06 | 20 | 25 | 28.73 | 31 | 13 | 75% | Arriba o igual |
| socio\_propietario\_b | 25 | 20.06 | 18 | 20 | 22.2 | 25 | 15 | 75% | Arriba o igual |
| socio\_no\_propietario\_a | NA | 20.36 | 17.88 | 20 | 21.25 | 31 | 13.35 | NA | NA |
| socio\_no\_propietario\_b | NA | 20 | 20 | 20 | 20 | 20 | 20 | NA | NA |
| socio\_of\_counsel | 42 | 27 | 19.5 | 21 | 31.5 | 42 | 18 | 75% | Arriba o igual |
| abogado\_tarifa\_>360 | 11 | 14.84 | 11 | 16 | 19.18 | 24 | 4 | <25% | Abajo |
| abogado\_tarifa\_340\_359 | 10 | 12.64 | 10.03 | 13.5 | 13.66 | 16 | 10 | <25% | Abajo |
| abogado\_tarifa\_320\_339 | 8 | 14.71 | 8 | 12 | 13.91 | 34 | 5.65 | <25% | Abajo |
| abogado\_tarifa\_300\_319 | 6 | 9.6 | 7.08 | 10 | 12 | 13 | 6 | <25% | Abajo |
| abogado\_tarifa\_280\_299 | 4 | 8.91 | 8.18 | 10 | 11 | 13 | 2.2 | <25% | Abajo |
| abogado\_tarifa\_260\_279 | 2 | 9.07 | 6.67 | 9.5 | 10.75 | 16 | 2 | <25% | Abajo |
| abogado\_tarifa\_240\_259 | NA | 7.79 | 5.98 | 8 | 9.5 | 14 | 1.14 | NA | NA |
| abogado\_tarifa\_220\_239 | NA | 6.28 | 4.25 | 6 | 8 | 10 | 1.6 | NA | NA |
| abogado\_tarifa\_200\_219 | NA | 4.03 | 2.32 | 3.72 | 5 | 7.54 | 2 | NA | NA |
| abogado\_tarifa\_180\_199 | NA | 3.84 | 2.05 | 3.6 | 5.65 | 7 | 1 | NA | NA |
| abogado\_tarifa\_160\_179 | NA | 2.84 | 1.52 | 2.5 | 4.25 | 5 | 1 | NA | NA |
| abogado\_tarifa\_140\_159 | NA | 1.88 | 1.02 | 1.76 | 2.62 | 3 | 1 | NA | NA |
| abogado\_tarifa\_120\_139 | NA | 1.33 | 1 | 1 | 1.5 | 2 | 1 | NA | NA |
| abogado\_tarifa\_<120 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |

### 2.8. Experiencia personal administrativo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| gerente\_de\_administración\_gerente\_de\_contabilidad\_y\_finanzas | 20 | 18.7 | 15.5 | 18.5 | 21.5 | 25 | 13 | 50% | Arriba o igual |
| gerente\_de\_administración\_director\_de\_administración | 30 | 22.83 | 19 | 23.5 | 27.25 | 30 | 14 | 75% | Arriba o igual |
| gerente\_de\_administración\_gerente\_administrativo | 20 | 16.89 | 7 | 20 | 20 | 39 | 4 | 25% | Arriba o igual |
| gerente\_de\_administración\_office\_manager | NA | 16 | 14 | 16 | 17 | 27 | 6 | NA | NA |
| gerente\_de\_administración\_gerente\_de\_facturación\_y\_cobranza | 20 | 17.1 | 14.25 | 16 | 20 | 28 | 8 | 50% | Arriba o igual |
| gerente\_de\_administración\_gerente\_de\_cobranza | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_mercadotecnía | 10 | 11.22 | 3 | 12 | 16 | 21 | 2 | 25% | Abajo |
| gerente\_de\_administración\_gerente\_de\_sistemas | 20 | 16.89 | 15 | 16 | 20 | 25 | 8 | 50% | Arriba o igual |
| gerente\_de\_administración\_gerente\_de\_recursos\_humanos | 15 | 15.08 | 13.75 | 15.5 | 18.25 | 24 | 2 | 25% | Abajo |
| staff\_de\_administración\_auxiliares\_de\_contabilidad | 15 | 9.64 | 5.62 | 10.29 | 11.75 | 16.33 | 5 | 75% | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_cobranza | 10 | 10.83 | 7 | 9.5 | 13.12 | 23 | 5 | 50% | Abajo |
| staff\_de\_administración\_auxiliares\_de\_recursos\_humanos | 8 | 5.75 | 2 | 3.5 | 9.25 | 13 | 1 | 50% | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_sistemas | 15 | 10.56 | 5 | 11 | 12 | 21.57 | 3.5 | 75% | Arriba o igual |
| staff\_de\_administración\_analistas\_de\_mercadotecnía | NA | 4.51 | 4.25 | 5 | 5 | 6.04 | 2 | NA | NA |
| staff\_de\_administración\_programador | NA | 20.5 | 14.25 | 20.5 | 26.75 | 33 | 8 | NA | NA |
| staff\_de\_administración\_tesorería | NA | 9.61 | 6.5 | 8 | 9.62 | 23 | 4 | NA | NA |
| staff\_de\_administración\_recepcionista\_tiempo\_completo | NA | 8.13 | 4 | 9 | 11.28 | 15 | 1 | NA | NA |
| staff\_de\_administración\_secretaria\_socio\_bilingüe | 10 | 13.92 | 9.5 | 15.03 | 17.5 | 23 | 5 | 25% | Abajo |
| staff\_de\_administración\_recepcionista\_medio\_tiempo | 1 | 3.56 | 1.78 | 2 | 5 | 8 | 1 | <25% | Abajo |
| staff\_de\_administración\_secretaria\_socio\_no\_bilingüe | NA | 22.54 | 22.54 | 22.54 | 22.54 | 22.54 | 22.54 | NA | NA |

### 2.9. Experiencia staff apoyo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| apoyo\_de\_administración\_archivo | 10 | 11.22 | 5.28 | 11 | 15 | 23.06 | 4 | 25% | Abajo |
| apoyo\_de\_administración\_traductor | NA | 8.67 | 7 | 12 | 12 | 12 | 2 | NA | NA |
| apoyo\_de\_administración\_capturistas | NA | 12 | 12 | 12 | 12 | 12 | 12 | NA | NA |
| apoyo\_de\_administración\_gestores | 20 | 18.91 | 15.5 | 19 | 22.25 | 27 | 10 | 50% | Arriba o igual |
| apoyo\_de\_administración\_mensajero | 10 | 15.27 | 5 | 20 | 20 | 26.56 | 5 | 25% | Abajo |
| apoyo\_de\_administración\_choferes | 10 | 12.02 | 9.5 | 10 | 14 | 19 | 8.17 | 25% | Abajo |
| apoyo\_de\_administración\_meseros | NA | 20 | 20 | 20 | 20 | 20 | 20 | NA | NA |
| apoyo\_de\_administración\_intendencia | NA | 15.98 | 10 | 15 | 18 | 29 | 7 | NA | NA |
| apoyo\_de\_administración\_otros | NA | 12.52 | 8 | 13 | 17.52 | 22.06 | 2 | NA | NA |

### 2.10. Antigüedad personal profesional

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | NA | 15.37 | 5 | 17 | 23 | 35 | 4 | NA | NA |
| socio\_propietario\_b | NA | 9.25 | 4.5 | 9 | 13.75 | 16 | 3 | NA | NA |
| socio\_no\_propietario\_a | NA | 10.96 | 6 | 10 | 17.7 | 20 | 1.5 | NA | NA |
| socio\_no\_propietario\_b | NA | 8 | 6.5 | 8 | 9.5 | 11 | 5 | NA | NA |
| socio\_of\_counsel | NA | 3.52 | 1.77 | 3 | 4.75 | 7 | 1.1 | NA | NA |
| abogado\_tarifa\_>360 | 1 | 4.35 | 1 | 4 | 7 | 8.74 | 1 | <25% | Abajo |
| abogado\_tarifa\_340\_359 | 1 | 7.39 | 5 | 5.14 | 7.83 | 18 | 1 | <25% | Abajo |
| abogado\_tarifa\_320\_339 | 1 | 4.88 | 2.08 | 3 | 7.31 | 11 | 1 | <25% | Abajo |
| abogado\_tarifa\_300\_319 | 1 | 5.25 | 3.1 | 4 | 7.79 | 10 | 1 | <25% | Abajo |
| abogado\_tarifa\_280\_299 | 1 | 4.97 | 2.24 | 5.13 | 6.38 | 12 | 1 | <25% | Abajo |
| abogado\_tarifa\_260\_279 | 1 | 5.51 | 3.25 | 4.8 | 5.88 | 14 | 1 | <25% | Abajo |
| abogado\_tarifa\_240\_259 | 1 | 3.83 | 2 | 2.57 | 4 | 11 | 1 | <25% | Abajo |
| abogado\_tarifa\_220\_239 | NA | 3.83 | 2 | 3 | 5 | 11 | 0.73 | NA | NA |
| abogado\_tarifa\_200\_219 | NA | 2.66 | 1.25 | 2.75 | 3.96 | 4.3 | 1 | NA | NA |
| abogado\_tarifa\_180\_199 | NA | 3.41 | 3 | 3 | 3.24 | 7 | 0.79 | NA | NA |
| abogado\_tarifa\_160\_179 | NA | 2.6 | 1.94 | 2 | 3 | 6 | 1 | NA | NA |
| abogado\_tarifa\_140\_159 | NA | 1.94 | 1.44 | 1.75 | 2.25 | 3 | 1.25 | NA | NA |
| abogado\_tarifa\_120\_139 | NA | 1.3 | 0.88 | 1.35 | 1.77 | 2 | 0.5 | NA | NA |
| abogado\_tarifa\_<120 | NA | 1.75 | 1.12 | 1.75 | 2.38 | 3 | 0.5 | NA | NA |
| pasante\_1\_año | 1 | 1 | 1 | 1 | 1 | 1 | 1 | <25% | Arriba o igual |
| pasante\_2\_años | 1 | 1.01 | 0.76 | 1 | 1.25 | 2 | 0.04 | 25% | Abajo |
| pasante\_3\_años | 1 | 1.06 | 1 | 1 | 1 | 2 | 0.57 | <25% | Abajo |
| pasante\_4\_años | 1 | 1.63 | 1 | 1.03 | 1.75 | 4.93 | 0.6 | <25% | Abajo |
| pasante\_5\_años | 1 | 1.41 | 1 | 1.29 | 1.81 | 2 | 1 | <25% | Abajo |
| pasante\_con\_carrera | NA | 1.82 | 1.73 | 1.82 | 1.91 | 2 | 1.64 | NA | NA |

### 2.11. Antigüedad personal administrativo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| gerente\_de\_administración\_gerente\_de\_contabilidad\_y\_finanzas | 1 | 11.46 | 3.5 | 9.5 | 16 | 32 | 1 | <25% | Abajo |
| gerente\_de\_administración\_director\_de\_administración | 1 | 10.15 | 1.48 | 4.45 | 15 | 32 | 1 | <25% | Abajo |
| gerente\_de\_administración\_gerente\_administrativo | 1 | 9.91 | 4 | 6 | 9 | 38 | 1 | <25% | Abajo |
| gerente\_de\_administración\_office\_manager | NA | 3.75 | 1.74 | 4 | 6 | 6 | 1 | NA | NA |
| gerente\_de\_administración\_gerente\_de\_facturación\_y\_cobranza | 1 | 9.1 | 2.87 | 8 | 12.01 | 25 | 1 | <25% | Abajo |
| gerente\_de\_administración\_gerente\_de\_cobranza | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_mercadotecnía | 1 | 1.74 | 1 | 2 | 2.5 | 3.32 | 0.1 | <25% | Abajo |
| gerente\_de\_administración\_gerente\_de\_sistemas | 1 | 9.21 | 4.5 | 6 | 15.68 | 20 | 1 | <25% | Abajo |
| gerente\_de\_administración\_gerente\_de\_recursos\_humanos | NA | 2.21 | 1 | 1.04 | 4 | 4 | 1 | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_contabilidad | 1 | 4.15 | 1.3 | 3.67 | 5.04 | 12 | 1 | <25% | Abajo |
| staff\_de\_administración\_auxiliares\_de\_cobranza | 1 | 3.66 | 1.71 | 2.27 | 3.5 | 13 | 0.75 | <25% | Abajo |
| staff\_de\_administración\_auxiliares\_de\_recursos\_humanos | NA | 2 | 2 | 2 | 2 | 2 | 2 | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_sistemas | 1 | 5.29 | 3 | 5 | 5 | 11.6 | 1 | <25% | Abajo |
| staff\_de\_administración\_analistas\_de\_mercadotecnía | NA | 1.26 | 1 | 1 | 1.5 | 2.72 | 0.12 | NA | NA |
| staff\_de\_administración\_programador | NA | 17.5 | 9.75 | 17.5 | 25.25 | 33 | 2 | NA | NA |
| staff\_de\_administración\_tesorería | NA | 5.26 | 1.87 | 2 | 7 | 16.06 | 1 | NA | NA |
| staff\_de\_administración\_recepcionista\_tiempo\_completo | NA | 5.56 | 1 | 4 | 8.84 | 15.04 | 1 | NA | NA |
| staff\_de\_administración\_secretaria\_socio\_bilingüe | 1 | 5.74 | 2.25 | 3.57 | 6.66 | 16 | 1 | <25% | Abajo |
| staff\_de\_administración\_recepcionista\_medio\_tiempo | 1 | 2.32 | 1.38 | 1.64 | 2.58 | 5 | 1 | <25% | Abajo |
| staff\_de\_administración\_secretaria\_socio\_no\_bilingüe | NA | 22.54 | 22.54 | 22.54 | 22.54 | 22.54 | 22.54 | NA | NA |

### 2.12. Antigüedad staff apoyo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| apoyo\_de\_administración\_archivo | 1 | 7.47 | 1.57 | 5.5 | 11.75 | 23.06 | 0.53 | <25% | Abajo |
| apoyo\_de\_administración\_traductor | NA | 5.74 | 2.61 | 3.22 | 7.61 | 12 | 2 | NA | NA |
| apoyo\_de\_administración\_capturistas | NA | 12 | 12 | 12 | 12 | 12 | 12 | NA | NA |
| apoyo\_de\_administración\_gestores | 1 | 12.01 | 6 | 11 | 18 | 27 | 1 | <25% | Abajo |
| apoyo\_de\_administración\_mensajero | 1 | 8.03 | 1.04 | 4.47 | 10.75 | 26.56 | 1 | <25% | Abajo |
| apoyo\_de\_administración\_choferes | NA | 7.12 | 7 | 8.17 | 8.44 | 9 | 3 | NA | NA |
| apoyo\_de\_administración\_meseros | NA | 8.5 | 7.25 | 8.5 | 9.75 | 11 | 6 | NA | NA |
| apoyo\_de\_administración\_intendencia | NA | 7.69 | 3 | 10 | 11 | 14.81 | 1 | NA | NA |
| apoyo\_de\_administración\_otros | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |

### 2.13. Rotación personal profesional

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | NA | 0.31 | 0.18 | 0.2 | 0.39 | 0.57 | 0.17 | NA | NA |
| socio\_propietario\_b | 1 | 1 | 1 | 1 | 1 | 1 | 1 | <25% | Arriba o igual |
| socio\_no\_propietario\_a | NA | 1 | 1 | 1 | 1 | 1 | 1 | NA | NA |
| socio\_no\_propietario\_b | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| socio\_of\_counsel | NA | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | 0.4 | NA | NA |
| abogado\_tarifa\_>360 | NA | 1 | 1 | 1 | 1 | 1 | 1 | NA | NA |
| abogado\_tarifa\_340\_359 | NA | 0.39 | 0.22 | 0.33 | 0.54 | 0.75 | 0.1 | NA | NA |
| abogado\_tarifa\_320\_339 | NA | 0.57 | 0.35 | 0.57 | 0.78 | 1 | 0.13 | NA | NA |
| abogado\_tarifa\_300\_319 | 0.4 | 0.43 | 0.27 | 0.4 | 0.5 | 0.75 | 0.24 | 25% | Abajo |
| abogado\_tarifa\_280\_299 | NA | 0.48 | 0.33 | 0.33 | 0.67 | 0.78 | 0.27 | NA | NA |
| abogado\_tarifa\_260\_279 | 0.666666666666667 | 0.45 | 0.2 | 0.45 | 0.67 | 0.8 | 0.14 | 50% | Arriba o igual |
| abogado\_tarifa\_240\_259 | NA | 0.3 | 0.18 | 0.33 | 0.37 | 0.5 | 0.12 | NA | NA |
| abogado\_tarifa\_220\_239 | NA | 0.33 | 0.33 | 0.33 | 0.33 | 0.33 | 0.33 | NA | NA |
| abogado\_tarifa\_200\_219 | NA | 0.63 | 0.15 | 0.45 | 0.94 | 1.5 | 0.12 | NA | NA |
| abogado\_tarifa\_180\_199 | NA | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | NA | NA |
| abogado\_tarifa\_160\_179 | NA | 0.34 | 0.25 | 0.3 | 0.46 | 0.5 | 0.2 | NA | NA |
| abogado\_tarifa\_140\_159 | NA | 0.49 | 0.29 | 0.35 | 0.55 | 1 | 0.25 | NA | NA |
| abogado\_tarifa\_120\_139 | NA | 0.49 | 0.44 | 0.53 | 0.58 | 0.64 | 0.25 | NA | NA |
| abogado\_tarifa\_<120 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_1\_año | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_2\_años | NA | 0.71 | 0.56 | 0.62 | 0.81 | 1 | 0.5 | NA | NA |
| pasante\_3\_años | NA | 0.36 | 0.29 | 0.38 | 0.44 | 0.5 | 0.2 | NA | NA |
| pasante\_4\_años | 0.333333333333333 | 0.46 | 0.2 | 0.33 | 0.67 | 1 | 0.17 | 25% | Abajo |
| pasante\_5\_años | 0.333333333333333 | 0.3 | 0.22 | 0.29 | 0.37 | 0.5 | 0.12 | 50% | Arriba o igual |
| pasante\_con\_carrera | 1 | 0.51 | 0.24 | 0.43 | 0.75 | 1 | 0.14 | 75% | Arriba o igual |

### 2.14. Rotación personal administrativo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| gerente\_de\_administración\_gerente\_de\_contabilidad\_y\_finanzas | NA | 15 | 15 | 15 | 15 | 15 | 15 | NA | NA |
| gerente\_de\_administración\_director\_de\_administración | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_administrativo | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_office\_manager | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_facturación\_y\_cobranza | NA | 15 | 15 | 15 | 15 | 15 | 15 | NA | NA |
| gerente\_de\_administración\_gerente\_de\_cobranza | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_mercadotecnía | NA | 100 | 100 | 100 | 100 | 100 | 100 | NA | NA |
| gerente\_de\_administración\_gerente\_de\_sistemas | NA | 57.5 | 36.25 | 57.5 | 78.75 | 100 | 15 | NA | NA |
| gerente\_de\_administración\_gerente\_de\_recursos\_humanos | NA | 78.75 | 78.75 | 100 | 100 | 100 | 15 | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_contabilidad | NA | 0.67 | 0.5 | 0.67 | 0.83 | 1 | 0.33 | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_cobranza | 0.2 | 0.45 | 0.23 | 0.5 | 0.5 | 1 | 0.19 | <25% | Abajo |
| staff\_de\_administración\_auxiliares\_de\_recursos\_humanos | NA | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | 0.25 | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_sistemas | NA | 1 | 1 | 1 | 1 | 1 | 1 | NA | NA |
| staff\_de\_administración\_analistas\_de\_mercadotecnía | NA | 1.12 | 0.88 | 1 | 1.25 | 2 | 0.5 | NA | NA |
| staff\_de\_administración\_programador | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_tesorería | NA | 0.64 | 0.46 | 0.64 | 0.82 | 1 | 0.29 | NA | NA |
| staff\_de\_administración\_recepcionista\_tiempo\_completo | NA | 0.83 | 0.75 | 1 | 1 | 1 | 0.5 | NA | NA |
| staff\_de\_administración\_secretaria\_socio\_bilingüe | NA | 0.37 | 0.18 | 0.26 | 0.45 | 1 | 0.06 | NA | NA |
| staff\_de\_administración\_recepcionista\_medio\_tiempo | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | <25% | Arriba o igual |
| staff\_de\_administración\_secretaria\_socio\_no\_bilingüe | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |

### 2.15. Rotación staff apoyo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| apoyo\_de\_administración\_archivo | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_traductor | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_capturistas | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_gestores | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_mensajero | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_choferes | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_meseros | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_intendencia | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_otros | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |

### 2.16. Edad personal profesional

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | 51 | 48.95 | 46.5 | 50 | 52 | 57 | 39 | 50% | Arriba o igual |
| socio\_propietario\_b | 46 | 44.02 | 42.5 | 44 | 46 | 47.14 | 40 | 50% | Arriba o igual |
| socio\_no\_propietario\_a | NA | 44.27 | 42 | 44 | 45 | 53 | 38 | NA | NA |
| socio\_no\_propietario\_b | NA | 42 | 42 | 42 | 42 | 42 | 42 | NA | NA |
| socio\_of\_counsel | 64 | 51.67 | 45.5 | 47 | 55.5 | 64 | 44 | 75% | Arriba o igual |
| abogado\_tarifa\_>360 | 35 | 39.4 | 35 | 40 | 44 | 48 | 30 | <25% | Abajo |
| abogado\_tarifa\_340\_359 | 32 | 37.73 | 34 | 38.66 | 39 | 45 | 32 | <25% | Abajo |
| abogado\_tarifa\_320\_339 | 30 | 39.06 | 30 | 37 | 40.31 | 59 | 29 | <25% | Abajo |
| abogado\_tarifa\_300\_319 | 28 | 33.86 | 31.5 | 36 | 36 | 38 | 28 | <25% | Abajo |
| abogado\_tarifa\_280\_299 | 26 | 35.27 | 30.75 | 34.5 | 37.67 | 53 | 26 | <25% | Abajo |
| abogado\_tarifa\_260\_279 | 26 | 34 | 31.5 | 34.5 | 35.75 | 41 | 26 | <25% | Abajo |
| abogado\_tarifa\_240\_259 | 24 | 31.43 | 30.89 | 32.5 | 33.75 | 35 | 24 | <25% | Abajo |
| abogado\_tarifa\_220\_239 | NA | 30.64 | 29.5 | 31 | 31.5 | 34 | 27 | NA | NA |
| abogado\_tarifa\_200\_219 | NA | 28.9 | 28.07 | 28.86 | 30 | 30 | 27 | NA | NA |
| abogado\_tarifa\_180\_199 | NA | 27.39 | 25.88 | 27 | 28.5 | 30.86 | 25 | NA | NA |
| abogado\_tarifa\_160\_179 | NA | 27.5 | 26 | 27 | 28.25 | 31 | 26 | NA | NA |
| abogado\_tarifa\_140\_159 | NA | 26.5 | 25.75 | 26.5 | 27.25 | 28 | 25 | NA | NA |
| abogado\_tarifa\_120\_139 | NA | 24.5 | 23.75 | 24.5 | 25.25 | 26 | 23 | NA | NA |
| abogado\_tarifa\_<120 | NA | 30.5 | 27.25 | 30.5 | 33.75 | 37 | 24 | NA | NA |
| pasante\_1\_año | 19 | 19 | 19 | 19 | 19 | 19 | 19 | <25% | Arriba o igual |
| pasante\_2\_años | 20 | 21.73 | 20 | 20 | 20 | 29 | 19.67 | <25% | Abajo |
| pasante\_3\_años | 20 | 21.8 | 21 | 22 | 22 | 24 | 20 | <25% | Abajo |
| pasante\_4\_años | 22 | 22.92 | 22.05 | 23 | 23.5 | 24 | 22 | <25% | Abajo |
| pasante\_5\_años | 23 | 23.24 | 23 | 23 | 23.5 | 24 | 22.8 | <25% | Abajo |
| pasante\_con\_carrera | 24 | 24.04 | 24 | 24 | 24.45 | 25 | 23 | <25% | Abajo |

### 2.17. Edad personal administrativo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| gerente\_de\_administración\_gerente\_de\_contabilidad\_y\_finanzas | 42 | 45.8 | 40.5 | 45 | 49 | 58 | 35 | 25% | Abajo |
| gerente\_de\_administración\_director\_de\_administración | 55 | 50.83 | 45.5 | 52.5 | 55.75 | 57 | 43 | 50% | Arriba o igual |
| gerente\_de\_administración\_gerente\_administrativo | 44 | 45.33 | 41 | 45 | 52 | 64 | 27 | 25% | Abajo |
| gerente\_de\_administración\_office\_manager | NA | 48.6 | 45 | 48 | 49 | 60 | 41 | NA | NA |
| gerente\_de\_administración\_gerente\_de\_facturación\_y\_cobranza | 42 | 41.5 | 40 | 41.5 | 42 | 55 | 32 | 50% | Arriba o igual |
| gerente\_de\_administración\_gerente\_de\_cobranza | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_mercadotecnía | 30 | 37.11 | 32 | 38 | 41 | 42 | 30 | <25% | Abajo |
| gerente\_de\_administración\_gerente\_de\_sistemas | 45 | 43 | 41 | 44 | 45 | 49 | 38 | 50% | Arriba o igual |
| gerente\_de\_administración\_gerente\_de\_recursos\_humanos | 36 | 40.75 | 38.25 | 41 | 46.25 | 54 | 23 | <25% | Abajo |
| staff\_de\_administración\_auxiliares\_de\_contabilidad | 41 | 33.57 | 30 | 33.84 | 35 | 41 | 28 | 75% | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_cobranza | 41 | 37.39 | 34.5 | 36 | 41 | 48 | 27 | 50% | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_recursos\_humanos | 32 | 33.44 | 29.25 | 32.5 | 36.62 | 47 | 25 | 25% | Abajo |
| staff\_de\_administración\_auxiliares\_de\_sistemas | 41 | 37.12 | 33 | 37 | 41 | 46.57 | 29 | 50% | Arriba o igual |
| staff\_de\_administración\_analistas\_de\_mercadotecnía | NA | 29.05 | 27 | 27.5 | 31 | 33.33 | 27 | NA | NA |
| staff\_de\_administración\_programador | NA | 46 | 39.5 | 46 | 52.5 | 59 | 33 | NA | NA |
| staff\_de\_administración\_tesorería | NA | 40.98 | 38.41 | 39 | 45.5 | 51 | 29 | NA | NA |
| staff\_de\_administración\_recepcionista\_tiempo\_completo | NA | 33.54 | 28.75 | 32.66 | 40.25 | 42 | 25 | NA | NA |
| staff\_de\_administración\_secretaria\_socio\_bilingüe | 44 | 40.58 | 38 | 41.5 | 43.25 | 48 | 32 | 75% | Arriba o igual |
| staff\_de\_administración\_recepcionista\_medio\_tiempo | 31 | 29.14 | 26.7 | 29 | 31 | 35 | 24 | 50% | Arriba o igual |
| staff\_de\_administración\_secretaria\_socio\_no\_bilingüe | NA | 44.25 | 44.25 | 44.25 | 44.25 | 44.25 | 44.25 | NA | NA |

### 2.18. Edad personal profesional

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| apoyo\_de\_administración\_archivo | 39 | 39.19 | 33 | 40.5 | 42.97 | 52 | 29 | 25% | Abajo |
| apoyo\_de\_administración\_traductor | NA | 37.67 | 32 | 37 | 43 | 49 | 27 | NA | NA |
| apoyo\_de\_administración\_capturistas | NA | 44 | 44 | 44 | 44 | 44 | 44 | NA | NA |
| apoyo\_de\_administración\_gestores | 44 | 48.87 | 44.75 | 49 | 51.75 | 59 | 40.67 | <25% | Abajo |
| apoyo\_de\_administración\_mensajero | 36 | 43.35 | 41 | 44.5 | 48 | 50 | 23 | <25% | Abajo |
| apoyo\_de\_administración\_choferes | 43 | 45.75 | 44.5 | 45.25 | 46.5 | 50 | 43 | <25% | Abajo |
| apoyo\_de\_administración\_meseros | NA | 50 | 50 | 50 | 50 | 50 | 50 | NA | NA |
| apoyo\_de\_administración\_intendencia | NA | 47.97 | 39 | 50 | 55 | 62 | 36 | NA | NA |
| apoyo\_de\_administración\_otros | NA | 40.73 | 37.5 | 44 | 47.23 | 47.94 | 27 | NA | NA |

### 2.19. Razones del personal

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| Abogados/Socios | 3.25 | 3.74 | 2.14 | 2.92 | 5.39 | 8.75 | 1.23 | 50% | Abajo |
| Administrativo/Profesional | 0.66304347826087 | 0.67 | 0.43 | 0.66 | 0.89 | 1.34 | 0.28 | 50% | Abajo |
| Pasantes/Socios | 1.5 | 1.4 | 1 | 1.24 | 1.68 | 3.4 | 0.31 | 50% | Arriba o igual |
| Secretarias/Abogados | 0.269230769230769 | 0.54 | 0.27 | 0.4 | 0.5 | 2.1 | 0.06 | 25% | Abajo |
| Secretarias/Pasantes | 0.583333333333333 | 1.42 | 0.74 | 0.89 | 1.16 | 7 | 0.47 | <25% | Abajo |
| Secretarias/Socios | 0.875 | 1.34 | 0.82 | 0.93 | 1.6 | 3.82 | 0.5 | 25% | Abajo |
| Archivo/Abogados | 0.115384615384615 | 0.1 | 0.06 | 0.09 | 0.12 | 0.3 | 0.03 | 50% | Arriba o igual |
| Archivo/Total personal | 0.0368098159509202 | 0.02 | 0.02 | 0.02 | 0.03 | 0.04 | 0.01 | 75% | Arriba o igual |

### 2.20. Evaluación desempeño

|  |  |  |  |
| --- | --- | --- | --- |
|  | MACF | SI | NO |
| ¿Se realizan evaluaciones al personal profesional? | Si | 0.93 | 0.07 |
| ¿Se realizan evaluaciones al personal administrativo? | Si | 0.87 | 0.13 |

### 2.20.1. Periodos de evaluación personal profesional

|  |  |
| --- | --- |
| Periodicidad | Porcentajes |
| Anual | 0.71 |
| Semestral | 0.21 |
| Trimestral | 0.07 |

### 2.20.2. Periodos de evaluación personal profesional

|  |  |
| --- | --- |
| Periodicidad | Porcentajes |
| Anual | 0.85 |
| Semestral | 0.15 |

### 2.21. Tipo de evaluación

|  |  |  |
| --- | --- | --- |
|  | SI | NO |
| Las evaluaciones se comparten con el personal | 0.79 | 0.21 |
| Evalúan sólo los jefes | 0.4 | 0.6 |
| Existe evaluación de pares de subordinados a superiores | 0.33 | 0.67 |
| El personal administrativo evalúa al personal profesional | 0.07 | 0.93 |

### 2.22. Oficinas

|  |  |
| --- | --- |
|  | Promedio |
| ¿Cuál es el costo por m2 incluyendo mantenimiento? (Dólares) | 26.1 |
| Área en m2 rentados por despacho | 2480 |
| Área en m2 utilizada | 1877 |
| Área en m2 sala de juntas | 208.1 |
| Área en m2 áreas comunes | 804.3 |
| Promedio en m2 oficina de socios | 22.88 |
| Promedio en m2 oficina de abogados | 12.76 |

|  |  |  |
| --- | --- | --- |
|  | SI | NO |
| Utilizan privados compartidos para los abogados | 0.14 | 0.86 |

## 3. Compensaciones y prestaciones

### 3.1. Sueldo base promedio mensual personal por tarifa horaria

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Edad | Años de exp. | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| socio\_propietario\_a | NA | NA | 8.83 | 48.95 | 24.06 | NA | NA | NA | -Inf | Inf | NA |
| socio\_propietario\_b | NA | NA | 4.5 | 44.02 | 20.06 | NA | NA | NA | -Inf | Inf | NA |
| socio\_no\_propietario\_a | NA | NA | 4 | 44.27 | 20.36 | NA | NA | NA | -Inf | Inf | NA |
| socio\_no\_propietario\_b | NA | NA | NA | 42 | 20 | NA | NA | NA | -Inf | Inf | NA |
| socio\_of\_counsel | NA | NA | 6 | 51.67 | 27 | NA | NA | NA | -Inf | Inf | NA |
| abogado\_tarifa\_>360 | 134580 | 127460 | 7.33 | 39.4 | 14.84 | 102067 | 134300 | 134580 | 200000 | 66351 | Arriba o igual |
| abogado\_tarifa\_340\_359 | 106252 | 128476 | 16 | 37.73 | 12.64 | 120000 | 125000 | 125950 | 165176 | 106252 | Abajo |
| abogado\_tarifa\_320\_339 | 92086 | 89944 | 9.5 | 39.06 | 14.71 | 90000 | 92086 | 98369 | 101364 | 67899 | Arriba o igual |
| abogado\_tarifa\_300\_319 | 77922 | 97059 | 9.25 | 33.86 | 9.6 | 78836 | 101000 | 109166 | 145000 | 57410 | Abajo |
| abogado\_tarifa\_280\_299 | 63758 | 88726 | 6 | 35.27 | 8.91 | 67176 | 80440 | 101663 | 148723 | 55250 | Abajo |
| abogado\_tarifa\_260\_279 | 49581 | 82516 | 7.83 | 34 | 9.07 | 59761 | 85750 | 94125 | 143000 | 49581 | Abajo |
| abogado\_tarifa\_240\_259 | 37596 | 68455 | 6.22 | 31.43 | 7.79 | 52139 | 62500 | 76750 | 137000 | 37596 | Abajo |
| abogado\_tarifa\_220\_239 | NA | 61944 | 7.25 | 30.64 | 6.28 | 46667 | 61571 | 70000 | 99000 | 40691 | NA |
| abogado\_tarifa\_200\_219 | NA | 47155 | 9.44 | 28.9 | 4.03 | 34394 | 42080 | 57125 | 82400 | 29800 | NA |
| abogado\_tarifa\_180\_199 | NA | 38751 | 8.25 | 27.39 | 3.84 | 31291 | 38338 | 45500 | 49000 | 30000 | NA |
| abogado\_tarifa\_160\_179 | NA | 34712 | 4.86 | 27.5 | 2.84 | 29678 | 34365 | 37750 | 48000 | 25249 | NA |
| abogado\_tarifa\_140\_159 | NA | 30246 | 7 | 26.5 | 1.88 | 21989 | 28659 | 36917 | 42667 | 21000 | NA |
| abogado\_tarifa\_120\_139 | NA | 19428 | 9.75 | 24.5 | 1.33 | 15188 | 19356 | 23596 | 24000 | 15000 | NA |
| abogado\_tarifa\_<120 | NA | 20650 | 4 | 30.5 | NA | 16325 | 20650 | 24975 | 29300 | 12000 | NA |
| pasante\_1\_año | 8741 | 8741 | NA | 19 | NA | 8741 | 8741 | 8741 | 8741 | 8741 | Arriba o igual |
| pasante\_2\_años | 11255 | 11670 | 3 | 21.73 | NA | 10125 | 11255 | 11970 | 17000 | 8000 | Abajo |
| pasante\_3\_años | 13721 | 12972 | 7.8 | 21.8 | NA | 9740 | 12750 | 14680 | 20000 | 8126 | Arriba o igual |
| pasante\_4\_años | 16224 | 17078 | 6 | 22.92 | NA | 14430 | 16224 | 19625 | 26600 | 9852 | Abajo |
| pasante\_5\_años | 18714 | 19874 | 8.8 | 23.24 | NA | 15600 | 18714 | 24571 | 30000 | 11591 | Abajo |
| pasante\_con\_carrera | 26018 | 25805 | 7.29 | 24.04 | NA | 20792 | 26009 | 30250 | 37000 | 15065 | Arriba o igual |

### 3.3. Sueldo base promedio mensual personal por años de experiencia

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Tarifa | Edad | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| abogado\_años\_de\_experiencia\_0\_1a11m | 43463 | 34023 | 5.31 | 189.4 | 25.3 | 25614 | 34000 | 41000 | 55167 | 10500 | Arriba o igual |
| abogado\_años\_de\_experiencia\_2\_3a11m | 56443 | 39204 | 9.57 | 218.9 | 27.57 | 31127 | 39958 | 53321 | 66000 | 79 | Arriba o igual |
| abogado\_años\_de\_experiencia\_4\_5a11m | 77922 | 61568 | 10.33 | 243.2 | 29.47 | 41391 | 58300 | 79442 | 98333 | 28000 | Arriba o igual |
| abogado\_años\_de\_experiencia\_6\_7a11m | 84328 | 78276 | 8.38 | 456.3 | 31.59 | 61550 | 77865 | 96375 | 113333 | 40691 | Arriba o igual |
| abogado\_años\_de\_experiencia\_8\_9a11m | 98600 | 93287 | 6.79 | 281.1 | 34.8 | 61075 | 92875 | 120722 | 150417 | 50000 | Arriba o igual |
| abogado\_años\_de\_experiencia\_10\_11a11m | 110274 | 112574 | 6.67 | 305.2 | 35.24 | 93612 | 110274 | 145000 | 155714 | 50412 | Abajo |
| abogado\_años\_de\_experiencia\_12\_13a11m | 148756 | 108691 | 3.33 | 297.6 | 36.89 | 87470 | 102675 | 146454 | 164930 | 45114 | Arriba o igual |
| abogado\_años\_de\_experiencia\_>14\_a | 148756 | 112562 | 6.62 | 338 | 41.17 | 78200 | 89512 | 151942 | 190600 | 66351 | Arriba o igual |

### 3.4. Sueldo base promedio mensual personal administrativo

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Edad | Años de exp. | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| gerente\_de\_administración\_gerente\_de\_contabilidad\_y\_finanzas | 90610 | 80246 | 2 | 45.8 | 18.7 | 59722 | 78130 | 89208 | 133400 | 50500 | Arriba o igual |
| gerente\_de\_administración\_director\_de\_administración | 115000 | 117167 | NA | 50.83 | 22.83 | 108500 | 112500 | 118750 | 150000 | 100000 | Abajo |
| gerente\_de\_administración\_gerente\_administrativo | 80417 | 59922 | NA | 45.33 | 16.89 | 46666 | 52628 | 68212 | 96077 | 35846 | Arriba o igual |
| gerente\_de\_administración\_office\_manager | NA | 60800 | NA | 48.6 | 16 | 31800 | 49000 | 90000 | 105000 | 28200 | NA |
| gerente\_de\_administración\_gerente\_de\_facturación\_y\_cobranza | 90610 | 65422 | NA | 41.5 | 17.1 | 48475 | 68240 | 79382 | 90610 | 38500 | Arriba o igual |
| gerente\_de\_administración\_gerente\_de\_cobranza | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA |
| gerente\_de\_administración\_gerente\_de\_mercadotecnía | 38802 | 58163 | NA | 37.11 | 11.22 | 50664 | 62000 | 70000 | 77000 | 30000 | Abajo |
| gerente\_de\_administración\_gerente\_de\_sistemas | 65000 | 57345 | NA | 43 | 16.89 | 47250 | 63000 | 70000 | 93500 | 23300 | Arriba o igual |
| gerente\_de\_administración\_gerente\_de\_recursos\_humanos | 65000 | 55093 | NA | 40.75 | 15.08 | 46500 | 54500 | 61250 | 100000 | 19800 | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_contabilidad | 30389 | 24238 | 3.88 | 33.57 | 9.64 | 18075 | 22783 | 29201 | 38000 | 16006 | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_cobranza | 34320 | 26992 | 6.57 | 37.39 | 10.83 | 22000 | 24500 | 33349 | 38750 | 14875 | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_recursos\_humanos | 27716 | 22947 | 3 | 33.44 | 5.75 | 18000 | 21341 | 25214 | 46700 | 10100 | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_sistemas | 37310 | 25648 | 3 | 37.12 | 10.56 | 19100 | 23320 | 29774 | 37310 | 17750 | Arriba o igual |
| staff\_de\_administración\_analistas\_de\_mercadotecnía | NA | 22562 | 3 | 29.05 | 4.51 | 20000 | 20500 | 21279 | 35000 | 18000 | NA |
| staff\_de\_administración\_programador | NA | 31025 | NA | 46 | 20.5 | 26538 | 31025 | 35512 | 40000 | 22050 | NA |
| staff\_de\_administración\_tesorería | NA | 25150 | 4 | 40.98 | 9.61 | 21577 | 26000 | 28000 | 33900 | 17000 | NA |
| staff\_de\_administración\_recepcionista\_tiempo\_completo | NA | 16092 | NA | 33.54 | 8.13 | 13500 | 16342 | 18863 | 22500 | 9000 | NA |
| staff\_de\_administración\_secretaria\_socio\_bilingüe | 28000 | 26182 | NA | 40.58 | 13.92 | 23165 | 26650 | 28646 | 33675 | 18817 | Arriba o igual |
| staff\_de\_administración\_recepcionista\_medio\_tiempo | 16000 | 15902 | NA | 29.14 | 3.56 | 13000 | 16000 | 17500 | 21444 | 11564 | Arriba o igual |
| staff\_de\_administración\_secretaria\_socio\_no\_bilingüe | NA | 18531 | NA | 44.25 | 22.54 | 18531 | 18531 | 18531 | 18531 | 18531 | NA |

### 3.5. Sueldo base promedio mensual staff apoyo

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Edad | Años de exp. | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| apoyo\_de\_administración\_archivo | 20400 | 28485 | 4.25 | 39.19 | 11.22 | 14702 | 16880 | 22350 | 136672 | 5933 | Abajo |
| apoyo\_de\_administración\_traductor | NA | 19435 | 4.5 | 37.67 | 8.67 | 16793 | 17586 | 21153 | 24719 | 16000 | NA |
| apoyo\_de\_administración\_capturistas | NA | 14701 | 6 | 44 | 12 | 14701 | 14701 | 14701 | 14701 | 14701 | NA |
| apoyo\_de\_administración\_gestores | 28750 | 18301 | 3 | 48.87 | 18.91 | 13378 | 16879 | 23375 | 28750 | 10358 | Arriba o igual |
| apoyo\_de\_administración\_mensajero | 16575 | 13613 | NA | 43.35 | 15.27 | 11317 | 12172 | 15969 | 25200 | 6642 | Arriba o igual |
| apoyo\_de\_administración\_choferes | 15500 | 14696 | NA | 45.75 | 12.02 | 12032 | 14538 | 16754 | 21500 | 9365 | Arriba o igual |
| apoyo\_de\_administración\_meseros | NA | 20000 | NA | 50 | 20 | 20000 | 20000 | 20000 | 20000 | 20000 | NA |
| apoyo\_de\_administración\_intendencia | NA | 11855 | 10 | 47.97 | 15.98 | 7949 | 10462 | 12057 | 33176 | 4230 | NA |
| apoyo\_de\_administración\_otros | NA | 17633 | 7 | 40.73 | 12.52 | 14688 | 16740 | 19685 | 26300 | 10750 | NA |

### 3.6. Sueldo base promedio anual personal profesional por tarifa horaria

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Edad | Años de exp. | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| socio\_propietario\_a | NA | NA | 8.83 | 48.95 | 24.06 | NA | NA | NA | -Inf | Inf | NA |
| socio\_propietario\_b | NA | NA | 4.5 | 44.02 | 20.06 | NA | NA | NA | -Inf | Inf | NA |
| socio\_no\_propietario\_a | NA | NA | 4 | 44.27 | 20.36 | NA | NA | NA | -Inf | Inf | NA |
| socio\_no\_propietario\_b | NA | NA | NA | 42 | 20 | NA | NA | NA | -Inf | Inf | NA |
| socio\_of\_counsel | NA | NA | 6 | 51.67 | 27 | NA | NA | NA | -Inf | Inf | NA |
| abogado\_tarifa\_>360 | 1682250 | 1602423 | 7.33 | 39.4 | 14.84 | 1221402 | 1682250 | 1745900 | 2500000 | 862563 | Arriba o igual |
| abogado\_tarifa\_340\_359 | 1328150 | 1600014 | 16 | 37.73 | 12.64 | 1457038 | 1503601 | 1646578 | 2064706 | 1328150 | Abajo |
| abogado\_tarifa\_320\_339 | 1151075 | 1126889 | 9.5 | 39.06 | 14.71 | 1125000 | 1151075 | 1267046 | 1278801 | 812525 | Arriba o igual |
| abogado\_tarifa\_300\_319 | 974025 | 1226438 | 9.25 | 33.86 | 9.6 | 985450 | 1312500 | 1364831 | 1885000 | 687006 | Abajo |
| abogado\_tarifa\_280\_299 | 796975 | 1122039 | 6 | 35.27 | 8.91 | 837065 | 1008788 | 1282041 | 1859038 | 718250 | Abajo |
| abogado\_tarifa\_260\_279 | 619762.5 | 1039888 | 7.83 | 34 | 9.07 | 754193 | 1005200 | 1189588 | 1859000 | 619762 | Abajo |
| abogado\_tarifa\_240\_259 | 469950 | 870591 | 6.22 | 31.43 | 7.79 | 656944 | 780000 | 970838 | 1781000 | 469950 | Abajo |
| abogado\_tarifa\_220\_239 | NA | 782415 | 7.25 | 30.64 | 6.28 | 593250 | 764506 | 875000 | 1287000 | 525488 | NA |
| abogado\_tarifa\_200\_219 | NA | 600106 | 9.44 | 28.9 | 4.03 | 447120 | 535506 | 725688 | 1071200 | 368932 | NA |
| abogado\_tarifa\_180\_199 | NA | 463074 | 8.25 | 27.39 | 3.84 | 390000 | 408438 | 550000 | 598000 | 368932 | NA |
| abogado\_tarifa\_160\_179 | NA | 434306 | 4.86 | 27.5 | 2.84 | 374141 | 409125 | 465250 | 624000 | 328237 | NA |
| abogado\_tarifa\_140\_159 | NA | 368884 | 7 | 26.5 | 1.88 | 275991 | 278981 | 416826 | 554671 | 273000 | NA |
| abogado\_tarifa\_120\_139 | NA | 230206 | 9.75 | 24.5 | 1.33 | 192812 | 195000 | 249996 | 304993 | 190625 | NA |
| abogado\_tarifa\_<120 | NA | 261125 | 4 | 30.5 | NA | 208562 | 261125 | 313688 | 366250 | 156000 | NA |
| pasante\_1\_año | 109262.5 | 109262 | NA | 19 | NA | 109262 | 109262 | 109262 | 109262 | 109262 | Arriba o igual |
| pasante\_2\_años | 140687.5 | 146675 | 3 | 21.73 | NA | 126562 | 140688 | 149625 | 212500 | 104000 | Abajo |
| pasante\_3\_años | 171512.5 | 168723 | 7.8 | 21.8 | NA | 137500 | 162500 | 187500 | 250000 | 101575 | Arriba o igual |
| pasante\_4\_años | 202800 | 218032 | 6 | 22.92 | NA | 176803 | 213900 | 260125 | 345800 | 123150 | Abajo |
| pasante\_5\_años | 233925 | 253937 | 8.8 | 23.24 | NA | 195000 | 233925 | 319423 | 390000 | 150682 | Abajo |
| pasante\_con\_carrera | 325225 | 332227 | 7.29 | 24.04 | NA | 260001 | 325225 | 387500 | 462500 | 188312 | Abajo |

### 3.7. Sueldo base promedio anual personal profesional por años de experiencia

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Tarifa | Edad | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| abogado\_años\_de\_experiencia\_0\_1a11m | 543287.5 | 429880 | 5.31 | 189.4 | 25.3 | 332987 | 425000 | 512500 | 717171 | 136500 | Arriba o igual |
| abogado\_años\_de\_experiencia\_2\_3a11m | 705537.5 | 495330 | 9.57 | 218.9 | 27.57 | 394339 | 499475 | 665022 | 858000 | 987.5 | Arriba o igual |
| abogado\_años\_de\_experiencia\_4\_5a11m | 974025 | 779523 | 10.33 | 243.2 | 29.47 | 514565 | 728750 | 1003519 | 1232725 | 364000 | Arriba o igual |
| abogado\_años\_de\_experiencia\_6\_7a11m | 1054100 | 989736 | 8.38 | 456.3 | 31.59 | 736548 | 973312 | 1204688 | 1473329 | 528983 | Arriba o igual |
| abogado\_años\_de\_experiencia\_8\_9a11m | 1232500 | 1179121 | 6.79 | 281.1 | 34.8 | 793976 | 1160938 | 1546525 | 1885000 | 625000 | Arriba o igual |
| abogado\_años\_de\_experiencia\_10\_11a11m | 1378425 | 1429295 | 6.67 | 305.2 | 35.24 | 1216956 | 1378425 | 1828750 | 1946429 | 603264 | Abajo |
| abogado\_años\_de\_experiencia\_12\_13a11m | 1859450 | 1370352 | 3.33 | 297.6 | 36.89 | 1046724 | 1333355 | 1859450 | 2061625 | 563925 | Arriba o igual |
| abogado\_años\_de\_experiencia\_>14\_a | 1859450 | 1410683 | 6.62 | 338 | 41.17 | 977494 | 1116938 | 1899275 | 2382500 | 862563 | Arriba o igual |

### 3.8. Sueldo base promedio anual personal administrativo

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Edad | Años de exp. | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| gerente\_de\_administración\_gerente\_de\_contabilidad\_y\_finanzas | 1132625 | 1024609 | 2 | 45.8 | 18.7 | 795308 | 977875 | 1125069 | 1667500 | 631250 | Arriba o igual |
| gerente\_de\_administración\_director\_de\_administración | 1437500 | 1502084 | NA | 50.83 | 22.83 | 1370000 | 1433750 | 1574375 | 1875000 | 1300003 | Abajo |
| gerente\_de\_administración\_gerente\_administrativo | 1005212.5 | 760270 | NA | 45.33 | 16.89 | 606663 | 657850 | 852650 | 1249001 | 465998 | Arriba o igual |
| gerente\_de\_administración\_office\_manager | NA | 785860 | NA | 48.6 | 16 | 429300 | 612500 | 1170000 | 1365000 | 352500 | NA |
| gerente\_de\_administración\_gerente\_de\_facturación\_y\_cobranza | 1132625 | 832836 | NA | 41.5 | 17.1 | 612813 | 883740 | 992275 | 1132625 | 500500 | Arriba o igual |
| gerente\_de\_administración\_gerente\_de\_cobranza | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA |
| gerente\_de\_administración\_gerente\_de\_mercadotecnía | 485025 | 740982 | NA | 37.11 | 11.22 | 646810 | 837000 | 875000 | 962500 | 390000 | Abajo |
| gerente\_de\_administración\_gerente\_de\_sistemas | 812500 | 730155 | NA | 43 | 16.89 | 590625 | 812500 | 875000 | 1168750 | 291250 | Arriba o igual |
| gerente\_de\_administración\_gerente\_de\_recursos\_humanos | 812500 | 700278 | NA | 40.75 | 15.08 | 598876 | 681250 | 810625 | 1250000 | 257400 | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_contabilidad | 379862.5 | 308832 | 3.88 | 33.57 | 9.64 | 225934 | 296492 | 365012 | 494000 | 208078 | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_cobranza | 429000 | 343419 | 6.57 | 37.39 | 10.83 | 283250 | 312375 | 429081 | 484375 | 185938 | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_recursos\_humanos | 346450 | 294101 | 3 | 33.44 | 5.75 | 225000 | 271939 | 333460 | 607100 | 126250 | Arriba o igual |
| staff\_de\_administración\_auxiliares\_de\_sistemas | 466375 | 325391 | 3 | 37.12 | 10.56 | 238750 | 291500 | 387066 | 466375 | 221875 | Arriba o igual |
| staff\_de\_administración\_analistas\_de\_mercadotecnía | NA | 291805 | 3 | 29.05 | 4.51 | 255000 | 271500 | 276624 | 455000 | 225000 | NA |
| staff\_de\_administración\_programador | NA | 387812 | NA | 46 | 20.5 | 331719 | 387812 | 443906 | 500000 | 275625 | NA |
| staff\_de\_administración\_tesorería | NA | 323949 | 4 | 40.98 | 9.61 | 274595 | 343750 | 360750 | 440700 | 212500 | NA |
| staff\_de\_administración\_recepcionista\_tiempo\_completo | NA | 207437 | NA | 33.54 | 8.13 | 170250 | 216193 | 242710 | 292500 | 112500 | NA |
| staff\_de\_administración\_secretaria\_socio\_bilingüe | 350000 | 332450 | NA | 40.58 | 13.92 | 301142 | 334019 | 358823 | 437775 | 239500 | Arriba o igual |
| staff\_de\_administración\_recepcionista\_medio\_tiempo | 200000 | 200070 | NA | 29.14 | 3.56 | 169000 | 200000 | 218750 | 268050 | 144548 | Abajo |
| staff\_de\_administración\_secretaria\_socio\_no\_bilingüe | NA | 240907 | NA | 44.25 | 22.54 | 240907 | 240907 | 240907 | 240907 | 240907 | NA |

### 3.9. Sueldo base promedio anual staff apoyo

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Edad | Años de exp. | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| apoyo\_de\_administración\_archivo | 255000 | 361102 | 4.25 | 39.19 | 11.22 | 188756 | 223680 | 279375 | 1708400 | 74162 | Abajo |
| apoyo\_de\_administración\_traductor | NA | 245870 | 4.5 | 37.67 | 8.67 | 214311 | 228622 | 268805 | 308988 | 200000 | NA |
| apoyo\_de\_administración\_capturistas | NA | 183762 | 6 | 44 | 12 | 183762 | 183762 | 183762 | 183762 | 183762 | NA |
| apoyo\_de\_administración\_gestores | 359375 | 232168 | 3 | 48.87 | 18.91 | 173911 | 215033 | 292188 | 359375 | 129475 | Arriba o igual |
| apoyo\_de\_administración\_mensajero | 207187.5 | 173287 | NA | 43.35 | 15.27 | 145659 | 158249 | 201378 | 315000 | 83025 | Arriba o igual |
| apoyo\_de\_administración\_choferes | 193750 | 187688 | NA | 45.75 | 12.02 | 159564 | 185113 | 215625 | 268750 | 121745 | Arriba o igual |
| apoyo\_de\_administración\_meseros | NA | 250000 | NA | 50 | 20 | 250000 | 250000 | 250000 | 250000 | 250000 | NA |
| apoyo\_de\_administración\_intendencia | NA | 150926 | 10 | 47.97 | 15.98 | 99366 | 130781 | 161315 | 414700 | 54990 | NA |
| apoyo\_de\_administración\_otros | NA | 222593 | 7 | 40.73 | 12.52 | 183594 | 213624 | 252623 | 328750 | 134375 | NA |

### 3.10. Sueldo base promedio anual con compensaciones personal profesional por tarifa horaria

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Edad | Años de exp. | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| socio\_propietario\_a | NA | NA | 8.83 | 48.95 | 24.06 | NA | NA | NA | -Inf | Inf | NA |
| socio\_propietario\_b | NA | NA | 4.5 | 44.02 | 20.06 | NA | NA | NA | -Inf | Inf | NA |
| socio\_no\_propietario\_a | NA | NA | 4 | 44.27 | 20.36 | NA | NA | NA | -Inf | Inf | NA |
| socio\_no\_propietario\_b | NA | NA | NA | 42 | 20 | NA | NA | NA | -Inf | Inf | NA |
| socio\_of\_counsel | NA | NA | 6 | 51.67 | 27 | NA | NA | NA | -Inf | Inf | NA |
| abogado\_tarifa\_>360 | 1682250 | 1365252 | 7.33 | 39.4 | 14.84 | 1091147 | 1682250 | 1732933 | 2319930 | 1 | Arriba o igual |
| abogado\_tarifa\_340\_359 | 1328150 | 1865667 | 16 | 37.73 | 12.64 | 1440000 | 2062000 | 2187318 | 2310869 | 1328150 | Abajo |
| abogado\_tarifa\_320\_339 | 1151075 | 1426041 | 9.5 | 39.06 | 14.71 | 1151075 | 1440233 | 1620000 | 1891082 | 1027815 | Abajo |
| abogado\_tarifa\_300\_319 | 974025 | 1399813 | 9.25 | 33.86 | 9.6 | 1060454 | 1359996 | 1670970 | 2108697 | 867148 | Abajo |
| abogado\_tarifa\_280\_299 | 796975 | 1446692 | 6 | 35.27 | 8.91 | 1279780 | 1464161 | 1671288 | 2082122 | 796975 | Abajo |
| abogado\_tarifa\_260\_279 | 619763 | 1322367 | 7.83 | 34 | 9.07 | 1177293 | 1257000 | 1439332 | 2405200 | 619763 | Abajo |
| abogado\_tarifa\_240\_259 | 469950 | 1124635 | 6.22 | 31.43 | 7.79 | 919265 | 1093669 | 1183125 | 2304000 | 469950 | Abajo |
| abogado\_tarifa\_220\_239 | NA | 1041543 | 7.25 | 30.64 | 6.28 | 911138 | 1050000 | 1140650 | 1663200 | 651997 | NA |
| abogado\_tarifa\_200\_219 | NA | 799091 | 9.44 | 28.9 | 4.03 | 700538 | 732112 | 852678 | 1384320 | 403140 | NA |
| abogado\_tarifa\_180\_199 | NA | 597624 | 8.25 | 27.39 | 3.84 | 525063 | 586970 | 689920 | 780000 | 403140 | NA |
| abogado\_tarifa\_160\_179 | NA | 599282 | 4.86 | 27.5 | 2.84 | 501772 | 543742 | 636600 | 877140 | 460461 | NA |
| abogado\_tarifa\_140\_159 | NA | 490038 | 7 | 26.5 | 1.88 | 380115 | 444277 | 554200 | 716800 | 354797 | NA |
| abogado\_tarifa\_120\_139 | NA | 416733 | 9.75 | 24.5 | 1.33 | 300860 | 340824 | 456696 | 710785 | 274500 | NA |
| abogado\_tarifa\_<120 | NA | 386076 | 4 | 30.5 | NA | 310915 | 386076 | 461238 | 536400 | 235753 | NA |
| pasante\_1\_año | 109263 | 109263 | NA | 19 | NA | 109263 | 109263 | 109263 | 109263 | 109263 | Arriba o igual |
| pasante\_2\_años | 140688 | 206926 | 3 | 21.73 | NA | 140688 | 176640 | 281917 | 298692 | 136695 | Abajo |
| pasante\_3\_años | 171512 | 203005 | 7.8 | 21.8 | NA | 164753 | 187252 | 207600 | 330043 | 121508 | Abajo |
| pasante\_4\_años | 202800 | 280351 | 6 | 22.92 | NA | 222413 | 252000 | 326885 | 441365 | 202800 | Abajo |
| pasante\_5\_años | 233925 | 316378 | 8.8 | 23.24 | NA | 243942 | 250554 | 429256 | 489245 | 233925 | Abajo |
| pasante\_con\_carrera | 325225 | 408457 | 7.29 | 24.04 | NA | 333019 | 386539 | 441824 | 565432 | 301008 | Abajo |

### 3.11. Sueldo base promedio anual con compensaciones personal profesional por años de experiencia

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Tarifa | Edad | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| abogado\_años\_de\_experiencia\_0\_1a11m | 543287 | 584111 | 5.31 | 189.4 | 25.3 | 470616 | 573738 | 710785 | 926800 | 223154 | Abajo |
| abogado\_años\_de\_experiencia\_2\_3a11m | 705537 | 722874 | 9.57 | 218.9 | 27.57 | 562325 | 730746 | 837286 | 1146295 | 309647 | Abajo |
| abogado\_años\_de\_experiencia\_4\_5a11m | 974025 | 985364 | 10.33 | 243.2 | 29.47 | 801843 | 909296 | 1173636 | 1492601 | 546265 | Abajo |
| abogado\_años\_de\_experiencia\_6\_7a11m | 1054100 | 1200617 | 8.38 | 456.3 | 31.59 | 1016035 | 1116111 | 1440000 | 1904000 | 528983 | Abajo |
| abogado\_años\_de\_experiencia\_8\_9a11m | 1232500 | 1497809 | 6.79 | 281.1 | 34.8 | 1218174 | 1389579 | 1779604 | 2436000 | 868086 | Abajo |
| abogado\_años\_de\_experiencia\_10\_11a11m | 1378425 | 1745259 | 6.67 | 305.2 | 35.24 | 1412352 | 2037337 | 2108697 | 2268000 | 741990 | Abajo |
| abogado\_años\_de\_experiencia\_12\_13a11m | 1859450 | 1795776 | 3.33 | 297.6 | 36.89 | 1488415 | 1686446 | 2053500 | 3278702 | 699237 | Arriba o igual |
| abogado\_años\_de\_experiencia\_>14\_a | 1859450 | 1643076 | 6.62 | 338 | 41.17 | 1180308 | 1562613 | 1939650 | 2658508 | 1020000 | Arriba o igual |

### 3.12. Sueldo base promedio anual con compensaciones personal administrativo

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Edad | Años de exp. | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| gerente\_de\_administración\_gerente\_de\_contabilidad\_y\_finanzas | 1132625 | 1298558 | 2 | 45.8 | 18.7 | 975583 | 1098008 | 1548125 | 2589937 | 711360 | Abajo |
| gerente\_de\_administración\_director\_de\_administración | 1437500 | 1744612 | NA | 50.83 | 22.83 | 1572995 | 1721732 | 1740717 | 2316244 | 1437500 | Abajo |
| gerente\_de\_administración\_gerente\_administrativo | 1005213 | 1126915 | NA | 45.33 | 16.89 | 788927 | 930371 | 1005213 | 3230418 | 559108 | Abajo |
| gerente\_de\_administración\_office\_manager | NA | 863073 | NA | 48.6 | 16 | 461100 | 716208 | 1170000 | 1522500 | 445556 | NA |
| gerente\_de\_administración\_gerente\_de\_facturación\_y\_cobranza | 1132625 | 1121280 | NA | 41.5 | 17.1 | 746820 | 1043023 | 1158905 | 2762365 | 646800 | Arriba o igual |
| gerente\_de\_administración\_gerente\_de\_cobranza | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA |
| gerente\_de\_administración\_gerente\_de\_mercadotecnía | 485025 | 905985 | NA | 37.11 | 11.22 | 744000 | 915000 | 1086045 | 1260000 | 485025 | Abajo |
| gerente\_de\_administración\_gerente\_de\_sistemas | 812500 | 896499 | NA | 43 | 16.89 | 658125 | 812500 | 980000 | 1923258 | 291250 | Abajo |
| gerente\_de\_administración\_gerente\_de\_recursos\_humanos | 812500 | 889101 | NA | 40.75 | 15.08 | 736875 | 820364 | 878421 | 1980958 | 262704 | Abajo |
| staff\_de\_administración\_auxiliares\_de\_contabilidad | 379863 | 395095 | 3.88 | 33.57 | 9.64 | 338073 | 365335 | 441466 | 551000 | 300020 | Abajo |
| staff\_de\_administración\_auxiliares\_de\_cobranza | 429000 | 434567 | 6.57 | 37.39 | 10.83 | 364588 | 427485 | 503114 | 594000 | 268800 | Abajo |
| staff\_de\_administración\_auxiliares\_de\_recursos\_humanos | 346450 | 369854 | 3 | 33.44 | 5.75 | 339808 | 354255 | 374050 | 677150 | 131300 | Abajo |
| staff\_de\_administración\_auxiliares\_de\_sistemas | 466375 | 422605 | 3 | 37.12 | 10.56 | 306451 | 339144 | 549795 | 630000 | 292548 | Arriba o igual |
| staff\_de\_administración\_analistas\_de\_mercadotecnía | NA | 361421 | 3 | 29.05 | 4.51 | 282573 | 308358 | 414463 | 588000 | 240000 | NA |
| staff\_de\_administración\_programador | NA | 824312 | NA | 46 | 20.5 | 560469 | 824312 | 1088156 | 1352000 | 296625 | NA |
| staff\_de\_administración\_tesorería | NA | 443744 | 4 | 40.98 | 9.61 | 394463 | 417893 | 508933 | 569520 | 312000 | NA |
| staff\_de\_administración\_recepcionista\_tiempo\_completo | NA | 273682 | NA | 33.54 | 8.13 | 213720 | 291803 | 326618 | 388226 | 158692 | NA |
| staff\_de\_administración\_secretaria\_socio\_bilingüe | 350000 | 435626 | NA | 40.58 | 13.92 | 345422 | 404684 | 480793 | 850316 | 250960 | Abajo |
| staff\_de\_administración\_recepcionista\_medio\_tiempo | 200000 | 239688 | NA | 29.14 | 3.56 | 200000 | 218400 | 300216 | 324000 | 155822 | Abajo |
| staff\_de\_administración\_secretaria\_socio\_no\_bilingüe | NA | 431962 | NA | 44.25 | 22.54 | 431962 | 431962 | 431962 | 431962 | 431962 | NA |

### 3.13. Sueldo base promedio anual con compensaciones staff apoyo

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Edad | Años de exp. | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| apoyo\_de\_administración\_archivo | 255000 | 279000 | 4.25 | 39.19 | 11.22 | 242360 | 268620 | 331712 | 460420 | 80100 | Abajo |
| apoyo\_de\_administración\_traductor | NA | 425815 | 4.5 | 37.67 | 8.67 | 392075 | 427569 | 460432 | 493295 | 356581 | NA |
| apoyo\_de\_administración\_capturistas | NA | 452029 | 6 | 44 | 12 | 452029 | 452029 | 452029 | 452029 | 452029 | NA |
| apoyo\_de\_administración\_gestores | 359375 | 317349 | 3 | 48.87 | 18.91 | 202189 | 361688 | 385146 | 554439 | 144179 | Arriba o igual |
| apoyo\_de\_administración\_mensajero | 207188 | 233001 | NA | 43.35 | 15.27 | 165086 | 197088 | 295260 | 407326 | 90671 | Abajo |
| apoyo\_de\_administración\_choferes | 193750 | 269880 | NA | 45.75 | 12.02 | 189574 | 272353 | 335030 | 396000 | 170348 | Abajo |
| apoyo\_de\_administración\_meseros | NA | 280000 | NA | 50 | 20 | 280000 | 280000 | 280000 | 280000 | 280000 | NA |
| apoyo\_de\_administración\_intendencia | NA | 202955 | 10 | 47.97 | 15.98 | 121462 | 184128 | 257676 | 464464 | 66967 | NA |
| apoyo\_de\_administración\_otros | NA | 381911 | 7 | 40.73 | 12.52 | 357893 | 415924 | 439942 | 493295 | 202500 | NA |

### 3.14. Sueldo profesionales no abogados

### 3.14.1 Sueldo base promedio mensual personal profesional no abogados

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Edad | Años de exp. | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| no\_abogado\_químicos | NA | 63686 | 4.67 | 43.21 | 18.23 | 46180 | 50546 | 74623 | 98700 | 41813 | NA |
| no\_abogado\_biólogos | NA | 86634 | 1 | 47 | 23.02 | 64751 | 86634 | 108517 | 130400 | 42868 | NA |
| no\_abogado\_ingenieros | 84328 | 66876 | 2.6 | 39.5 | 14.62 | 63463 | 68100 | 80000 | 84328 | 38488 | Arriba o igual |
| no\_abogado\_contadores | 98600 | 66192 | 2.25 | 36.67 | 13.33 | 49988 | 50000 | 74300 | 98600 | 49975 | Arriba o igual |
| no\_abogado\_economistas | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA |
| no\_abogado\_paralegales | 33290 | 114595 | 6.33 | 40.83 | 11.62 | 28004 | 31295 | 48073 | 523757 | 20650 | Abajo |

### 3.14.2 Sueldo base promedio anual personal profesional no abogados

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Edad | Años de exp. | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| no\_abogado\_químicos | NA | 819498 | 4.67 | 43.21 | 18.23 | 587697 | 631825 | 957463 | 1283101 | 543569 | NA |
| no\_abogado\_biólogos | NA | 1126243 | 1 | 47 | 23.02 | 841763 | 1126243 | 1410722 | 1695201 | 557284 | NA |
| no\_abogado\_ingenieros | 1054100 | 846606 | 2.6 | 39.5 | 14.62 | 793288 | 885300 | 1000000 | 1054100 | 500344 | Arriba o igual |
| no\_abogado\_contadores | 1232500 | 844062 | 2.25 | 36.67 | 13.33 | 649844 | 675000 | 953750 | 1232500 | 624688 | Arriba o igual |
| no\_abogado\_economistas | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA |
| no\_abogado\_paralegales | 416125 | 1524145 | 6.33 | 40.83 | 11.62 | 350050 | 391188 | 620782 | 7070720 | 258125 | Abajo |

### 3.14.3 Sueldo base promedio anual con compensaciones personal profesional no abogados

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | Personal total | Edad | Años de exp. | 25% | 50% | 75% | Alto | Bajo | VS PROM |
| no\_abogado\_químicos | NA | 1300074 | 4.67 | 43.21 | 18.23 | 1009758 | 1281234 | 1580969 | 1880705 | 738283 | NA |
| no\_abogado\_biólogos | NA | 1871057 | 1 | 47 | 23.02 | 1592845 | 1871057 | 2149268 | 2427480 | 1314634 | NA |
| no\_abogado\_ingenieros | 1054100 | 1202204 | 2.6 | 39.5 | 14.62 | 1054100 | 1177938 | 1369820 | 1440000 | 969162 | Abajo |
| no\_abogado\_contadores | 1232500 | 1641280 | 2.25 | 36.67 | 13.33 | 978750 | 1232500 | 2099421 | 2966342 | 725000 | Abajo |
| no\_abogado\_economistas | NA | NA | NA | NA | NA | NA | NA | NA | -Inf | Inf | NA |
| no\_abogado\_paralegales | 416125 | 519792 | 6.33 | 40.83 | 11.62 | 403093 | 419023 | 507780 | 1005669 | 339886 | Abajo |

### 3.15 Incrementos de Sueldo

### 3.15.1. Incremento en 2016

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 2017 | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| Pasantes | 8 | 10.13 | 5 | 7.5 | 10.75 | 36.07 | 3.31 | 50% | Abajo |
| Abogados | 8 | 11.58 | 7.05 | 9 | 12.24 | 39.61 | 4 | 25% | Abajo |
| Profesionales no abogados | 8 | 7.65 | 6 | 7 | 10 | 12.32 | 4 | 50% | Arriba o igual |
| Director administrativo | 9 | 8.35 | 6.5 | 8.91 | 10 | 13 | 4 | 50% | Arriba o igual |
| Administrador/Office Manager | 4 | 7.09 | 4.75 | 5.86 | 7.75 | 15 | 4 | <25% | Abajo |
| Gerentes administrativos | 4 | 8.06 | 5 | 7 | 10 | 19 | 4 | <25% | Abajo |
| Asistentes | 4 | 7.72 | 5 | 6 | 10 | 16.36 | 3 | <25% | Abajo |
| Recepcionistas | 4 | 6.41 | 4.75 | 5.97 | 7.75 | 10 | 4 | <25% | Abajo |
| Tesorería | 4 | 7.97 | 4.5 | 6 | 9.41 | 18 | 4 | <25% | Abajo |
| Auxiliares administrativos | 4 | 6.74 | 4.25 | 5.5 | 8.36 | 15 | 2.6 | <25% | Abajo |
| Analista | 4 | 6.96 | 6 | 6 | 8.81 | 10 | 4 | <25% | Abajo |
| Mercadotecnia | 4 | 7.35 | 4.75 | 7.5 | 9.11 | 12 | 4 | <25% | Abajo |
| Traductor | NA | 6.91 | 5.95 | 6.91 | 7.86 | 8.81 | 5 | NA | NA |
| Archivista | 15 | 6.98 | 5 | 6 | 7 | 15 | 4 | 75% | Arriba o igual |
| Capturista | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| Gestor/Mensajero | 15 | 7.51 | 6 | 6 | 8.81 | 15 | 4 | 75% | Arriba o igual |
| Intendencia | NA | 6.6 | 5.75 | 6 | 7.45 | 10 | 4 | NA | NA |

### 3.15.2. Incremento estimado para 2017

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 2017 | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| Pasantes | 8 | 9.46 | 5 | 10 | 11 | 24 | 3 | 25% | Abajo |
| Abogados | 8 | 9.77 | 5 | 10 | 13 | 17 | 4 | 25% | Abajo |
| Profesionales no abogados | 8 | 7.88 | 5 | 7 | 11.25 | 12 | 4 | 50% | Arriba o igual |
| Director administrativo | 6.5 | 8.64 | 6.75 | 7 | 11.5 | 13 | 4 | <25% | Abajo |
| Administrador/Office Manager | 6.5 | 8.64 | 5.75 | 7 | 11.5 | 15 | 4 | 25% | Abajo |
| Gerentes administrativos | 6.5 | 7.77 | 5 | 6 | 9 | 19 | 4 | 50% | Abajo |
| Asistentes | 6.5 | 6.62 | 5 | 6 | 7.75 | 11 | 3 | 50% | Abajo |
| Recepcionistas | 6.5 | 6.54 | 5 | 6 | 7.75 | 11 | 3 | 50% | Abajo |
| Tesorería | 6.5 | 8.79 | 5.75 | 7 | 10.5 | 18 | 4 | 25% | Abajo |
| Auxiliares administrativos | 6.5 | 7.25 | 5 | 6.25 | 9.25 | 15 | 3 | 50% | Abajo |
| Analista | 6.5 | 8.17 | 6.75 | 7 | 9 | 11 | 6.5 | <25% | Abajo |
| Mercadotecnia | 6.5 | 7.28 | 5 | 7 | 10 | 11 | 4 | 25% | Abajo |
| Traductor | NA | 6 | 5.5 | 6 | 6.5 | 7 | 5 | NA | NA |
| Archivista | 6.5 | 6.31 | 5 | 6.25 | 7 | 11 | 3 | 50% | Arriba o igual |
| Capturista | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| Gestor/Mensajero | 6.5 | 6.19 | 5 | 6 | 7 | 11 | 3 | 50% | Arriba o igual |
| Intendencia | NA | 6.44 | 5 | 6 | 7 | 11 | 4 | NA | NA |

### 3.15.3 Fecha de incremento

Falta

### 3.16. Operación

### 3.16.1 Forma de pago de abogados

|  |  |
| --- | --- |
| Forma de pago mensual abogados | Porcentajes |
| Asimilados y Honorarios Profesionales | 0.2 |
| Sueldos y Salarios | 0.8 |

|  |  |  |
| --- | --- | --- |
|  | SI | NO |
| ¿En la remuneración se reconoce la originación de clientes/asuntos? | 0.53 | 0.47 |

|  |  |
| --- | --- |
| ¿Cómo se reconoce la originación de clientes/asuntos? | Porcentajes |
| Bono en Base a Metas | 0.14 |
| No Aplica | 0.36 |
| % sobre lo cobrado | 0.43 |
| % sobre lo facturado | 0.07 |

### 3.16.2. Fórmula de remuneración de socios

|  |  |
| --- | --- |
| ¿Cuál es su sistema de remuneración de socios? | Porcentajes |
| Fórmula por puntos | 0.14 |
| Igualitario - % | 0.07 |
| Lock-Step Modificado | 0.21 |
| Otro | 0.21 |
| Por Desempeño de la Práctica | 0.07 |
| Por Desempeño del Socio | 0.29 |

### 3.16.3. Plan de carrera y desarrollo

|  |  |  |
| --- | --- | --- |
|  | SI | NO |
| ¿Cuentan con un plan de carrera para los abogados de la firma? | 0.73 | 0.27 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| ¿Cuántos niveles/categorías de abogados tienen | 15 | 6.38 | 4 | 6 | 7 | 15 | 1 | 75% | Arriba o igual |

|  |  |  |
| --- | --- | --- |
|  | SI | NO |
| ¿Cuentan con un plan de desarrollo profesional individual? | 0.53 | NA |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| ¿Cuántos niveles/categorías de abogados tienen | 14 | 12.08 | 11 | 12 | 12 | 20 | 6 | 75% | Arriba o igual |
| ¿Cuántos niveles/categorías de abogados tienen | 14 | NA | NA | NA | NA | NA | NA | NA | NA |

|  |  |
| --- | --- |
| ¿Cuántos años en promedio le debe tomar a un abogado recién recibido para llegar a ser socio de la firma? | Porcentajes |
| 10 | 0.15 |
| 11 | 0.08 |
| 12 | 0.46 |
| 14 | 0.15 |
| 20 | 0.08 |
| 6 | 0.08 |

### 3.16.4. Comportamiento estructura despacho personal profesional

|  |  |  |
| --- | --- | --- |
| Personal profesional | SI | NO |
| Contrataciones | 1 | NA |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| % contratación | NA | 29.38 | 2 | 14 | 21 | 218 | 1 | NA | NA |

|  |  |  |
| --- | --- | --- |
| Personal profesional | SI | NO |
| Aumento de sueldos | 0.93 | 0.07 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| % Aumento de sueldos | NA | 13.02 | 7 | 11 | 15 | 37.49 | 5 | NA | NA |

|  |  |  |
| --- | --- | --- |
| Personal profesional | SI | NO |
| Ascensos de nivel | 0.8 | 0.2 |

|  |  |  |
| --- | --- | --- |
| Personal profesional | SI | NO |
| Recorte de personal | 0.27 | 0.73 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| % Recorte de personal | NA | 11 | 8 | 9.5 | 12.5 | 20 | 5 | NA | NA |

|  |  |  |
| --- | --- | --- |
| Personal profesional | SI | NO |
| Incrementos 1er semestre 2018 | 0.79 | 0.21 |

### 3.16.5. Comportamiento estructura despacho personal administrativo

|  |  |  |
| --- | --- | --- |
| Personal administrativo | SI | NO |
| Contrataciones | 0.93 | 0.07 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| % contratación | 18 | 14.27 | 5 | 14.44 | 19.05 | 38 | 2 | 50% | Arriba o igual |

|  |  |  |
| --- | --- | --- |
| Personal administrativo | SI | NO |
| Aumento de sueldos | 1 | NA |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| % Aumento de sueldos | 4 | 7.74 | 5.5 | 7 | 10 | 12 | 3.87 | <25% | Abajo |

|  |  |  |
| --- | --- | --- |
| Personal administrativo | SI | NO |
| Ascensos de nivel | 0.4 | 0.6 |

|  |  |  |
| --- | --- | --- |
| Personal administrativo | SI | NO |
| Recorte de personal | 0.07 | 0.93 |

|  |  |  |
| --- | --- | --- |
| Personal profesional | SI | NO |
| Incrementos 1er semestre 2018 | 0.87 | 0.13 |

## 4. Bonos e incentivos

Falta meter esta sección

## 5. Prestaciones

### 5.1. Aguinaldo personal profesional

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| socio\_propietario\_b | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| socio\_no\_propietario\_a | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| socio\_no\_propietario\_b | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| socio\_of\_counsel | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_>360 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_340\_359 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_320\_339 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_300\_319 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_280\_299 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_260\_279 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_240\_259 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_220\_239 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_200\_219 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_180\_199 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_160\_179 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_140\_159 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_120\_139 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| abogado\_tarifa\_<120 | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_1\_año | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_2\_años | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_3\_años | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_4\_años | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_5\_años | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_con\_carrera | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |

### 5.2. Aguinaldo personal administrativo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| gerente\_de\_administración\_gerente\_de\_contabilidad\_y\_finanzas | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_director\_de\_administración | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_administrativo | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_office\_manager | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_facturación\_y\_cobranza | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_cobranza | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_mercadotecnía | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_sistemas | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_recursos\_humanos | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_contabilidad | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_cobranza | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_recursos\_humanos | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_sistemas | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_analistas\_de\_mercadotecnía | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_programador | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_tesorería | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_recepcionista\_tiempo\_completo | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_secretaria\_socio\_bilingüe | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_recepcionista\_medio\_tiempo | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| staff\_de\_administración\_secretaria\_socio\_no\_bilingüe | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |

### 5.3. Aguinaldo staff apoyo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| apoyo\_de\_administración\_archivo | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_traductor | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_capturistas | 30 | 54.17 | 26.25 | 30 | 30 | 365 | 15 | 25% | Abajo |
| 320 | 30 | 54.17 | 26.25 | 30 | 30 | 365 | 15 | 25% | Abajo |
| apoyo\_de\_administración\_gestores | 148756 | 164407 | 136475 | 154378 | 183750 | 250000 | 90000 | 25% | Abajo |
| 321 | 148756 | 164407 | 136475 | 154378 | 183750 | 250000 | 90000 | 25% | Abajo |
| apoyo\_de\_administración\_mensajero | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_choferes | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_meseros | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_intendencia | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| apoyo\_de\_administración\_otros | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |

### 5.4. Entrega de aguinaldo

Falta esta tabla

|  |  |
| --- | --- |
| **Periodicidad** | **Porcentajes** |

### 5.5. Reparto de utilidades

Falta esta tabla

|  |  |  |
| --- | --- | --- |
|  | SI | NO |
| ¿Este año se realizará reparto de utilidades? | 0.73 | 0.27 |

|  |  |
| --- | --- |
| ¿Correspondientes a qué año? | Porcentajes |
| 2016 | 0.5 |
| 2017 | 0.42 |
| 2018 | 0.08 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| preguntas | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| No de días considerados al año | NA | NA | NA | NA | NA | NA | NA | NA | NA |
| Sueldo máximo considerado | NA | NA | NA | NA | NA | NA | NA | NA | NA |

|  |  |
| --- | --- |
| Mes de pago para reparto de utilidades | Porcentajes |
| Abril | 0.25 |
| Diciembre | 0.33 |
| Julio | 0.08 |
| Mayo | 0.33 |

### 5.6. Vacaciones personal profesional

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | NA | 31.17 | 16.25 | 20 | 27.5 | 90 | 12 | NA | NA |
| socio\_propietario\_b | NA | 22.5 | 18.75 | 22.5 | 26.25 | 30 | 15 | NA | NA |
| socio\_no\_propietario\_a | NA | 27.26 | 20 | 20 | 20 | 60 | 16.28 | NA | NA |
| socio\_no\_propietario\_b | NA | 20 | 20 | 20 | 20 | 20 | 20 | NA | NA |
| socio\_of\_counsel | NA | 14.33 | 11.5 | 15 | 17.5 | 20 | 8 | NA | NA |
| abogado\_tarifa\_>360 | 9 | 11.25 | 9.75 | 11 | 12.5 | 14 | 9 | <25% | Abajo |
| abogado\_tarifa\_340\_359 | 9 | 14.06 | 12.18 | 13.62 | 15.5 | 20 | 9 | <25% | Abajo |
| abogado\_tarifa\_320\_339 | 9 | 11.29 | 9.75 | 10.5 | 12.04 | 15.17 | 9 | <25% | Abajo |
| abogado\_tarifa\_300\_319 | 9 | 12.78 | 10.42 | 11.84 | 13.5 | 20 | 9 | <25% | Abajo |
| abogado\_tarifa\_280\_299 | 9 | 13.07 | 10 | 12.8 | 15 | 20 | 9 | <25% | Abajo |
| abogado\_tarifa\_260\_279 | 9 | 13 | 10 | 12 | 15 | 20 | 9 | <25% | Abajo |
| abogado\_tarifa\_240\_259 | 9 | 12.7 | 10 | 12 | 15 | 20 | 8 | <25% | Abajo |
| abogado\_tarifa\_220\_239 | NA | 13.22 | 10.22 | 14 | 15 | 20 | 8 | NA | NA |
| abogado\_tarifa\_200\_219 | NA | 11.2 | 10 | 10 | 15 | 15 | 6 | NA | NA |
| abogado\_tarifa\_180\_199 | NA | 13 | 11.5 | 13.5 | 15 | 15 | 10 | NA | NA |
| abogado\_tarifa\_160\_179 | NA | 12.14 | 10 | 12 | 15 | 15 | 8 | NA | NA |
| abogado\_tarifa\_140\_159 | NA | 13 | 11.5 | 13.5 | 15 | 15 | 10 | NA | NA |
| abogado\_tarifa\_120\_139 | NA | 11 | 9 | 12 | 13.5 | 15 | 6 | NA | NA |
| abogado\_tarifa\_<120 | NA | 11 | 10.5 | 11 | 11.5 | 12 | 10 | NA | NA |
| pasante\_1\_año | 9 | 9 | 9 | 9 | 9 | 9 | 9 | <25% | Arriba o igual |
| pasante\_2\_años | 9 | 9.25 | 8.75 | 9.5 | 10 | 10 | 8 | 25% | Abajo |
| pasante\_3\_años | 9 | 10.33 | 9 | 10 | 10 | 15 | 6 | <25% | Abajo |
| pasante\_4\_años | 9 | 10.3 | 9.25 | 10 | 10 | 15 | 6 | <25% | Abajo |
| pasante\_5\_años | 9 | 9 | 8.5 | 10 | 10 | 15 | 1 | 25% | Arriba o igual |
| pasante\_con\_carrera | NA | 9 | 8.5 | 9 | 9.5 | 10 | 8 | NA | NA |

### 5.7. Vacaciones personal administrativo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| gerente\_de\_administración\_gerente\_de\_contabilidad\_y\_finanzas | 6 | 14.8 | 11 | 14.5 | 17.5 | 24 | 6 | <25% | Abajo |
| gerente\_de\_administración\_director\_de\_administración | 18 | 15.17 | 11 | 14.5 | 17.25 | 24 | 10 | 75% | Arriba o igual |
| gerente\_de\_administración\_gerente\_administrativo | 6 | 15.67 | 14 | 15 | 17 | 26 | 6 | <25% | Abajo |
| gerente\_de\_administración\_office\_manager | NA | 12.6 | 10 | 14 | 14 | 15 | 10 | NA | NA |
| gerente\_de\_administración\_gerente\_de\_facturación\_y\_cobranza | 6 | 13.78 | 10 | 14 | 16 | 22 | 6 | <25% | Abajo |
| gerente\_de\_administración\_gerente\_de\_cobranza | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| gerente\_de\_administración\_gerente\_de\_mercadotecnía | 9 | 11.44 | 10 | 10 | 15 | 15 | 6 | <25% | Abajo |
| gerente\_de\_administración\_gerente\_de\_sistemas | 6 | 12.56 | 10 | 14 | 15 | 19 | 6 | <25% | Abajo |
| gerente\_de\_administración\_gerente\_de\_recursos\_humanos | NA | 13.4 | 12 | 15 | 15 | 15 | 10 | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_contabilidad | 6 | 10.97 | 10 | 11 | 12.38 | 16 | 6 | <25% | Abajo |
| staff\_de\_administración\_auxiliares\_de\_cobranza | 6 | 11.43 | 10 | 10 | 14.36 | 16 | 6 | <25% | Abajo |
| staff\_de\_administración\_auxiliares\_de\_recursos\_humanos | NA | 9 | 8.5 | 9 | 9.5 | 10 | 8 | NA | NA |
| staff\_de\_administración\_auxiliares\_de\_sistemas | 6 | 11.78 | 10 | 12 | 14 | 16 | 6 | <25% | Abajo |
| staff\_de\_administración\_analistas\_de\_mercadotecnía | NA | 10.05 | 9 | 10 | 10.66 | 15 | 6 | NA | NA |
| staff\_de\_administración\_programador | NA | 17 | 13.5 | 17 | 20.5 | 24 | 10 | NA | NA |
| staff\_de\_administración\_tesorería | NA | 11.74 | 9 | 10 | 14.5 | 17.2 | 8 | NA | NA |
| staff\_de\_administración\_recepcionista\_tiempo\_completo | NA | 12.81 | 10 | 14.25 | 15 | 18 | 6 | NA | NA |
| staff\_de\_administración\_secretaria\_socio\_bilingüe | 6 | 12.07 | 9.25 | 12 | 14.68 | 18 | 6 | <25% | Abajo |
| staff\_de\_administración\_recepcionista\_medio\_tiempo | 6 | 8 | 6 | 8 | 10 | 10 | 6 | <25% | Abajo |
| staff\_de\_administración\_secretaria\_socio\_no\_bilingüe | NA | 20.5 | 20.5 | 20.5 | 20.5 | 20.5 | 20.5 | NA | NA |

### 5.8. Vacaciones staff de apoyo

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| apoyo\_de\_administración\_archivo | 6 | 12.63 | 8.5 | 11 | 16 | 20.29 | 6 | <25% | Abajo |
| apoyo\_de\_administración\_traductor | NA | 12 | 10 | 12 | 14 | 16 | 8 | NA | NA |
| apoyo\_de\_administración\_capturistas | NA | 16 | 16 | 16 | 16 | 16 | 16 | NA | NA |
| apoyo\_de\_administración\_gestores | 6 | 14.38 | 10 | 15 | 18 | 22 | 6 | <25% | Abajo |
| apoyo\_de\_administración\_mensajero | 6 | 11.5 | 8 | 9 | 13 | 22 | 6 | <25% | Abajo |
| apoyo\_de\_administración\_choferes | NA | 13.18 | 13.88 | 14 | 14 | 14 | 10 | NA | NA |
| apoyo\_de\_administración\_meseros | NA | 12.5 | 11.25 | 12.5 | 13.75 | 15 | 10 | NA | NA |
| apoyo\_de\_administración\_intendencia | NA | 12 | 9 | 10 | 16 | 17 | 7 | NA | NA |
| apoyo\_de\_administración\_otros | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |

## 6. Seguros y jubilación

### 6.1. Seguro de vida

Falta sección

### 6.2. Gastos médicos

## 7. Tarifas y rentabilidad

### 7.1. Ingresos

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Ingresos | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| Ingresos Reales 2016 | 22200000 | 11855940 | 2546000 | 8120422 | 18569721 | 37551298 | -1 | 75% | Arriba o igual |
| Ingresos Proyectados 2017 | 26000000 | 12826404 | 2624535 | 9500000 | 19258594 | 36765159 | -1 | 75% | Arriba o igual |
| Ingresos Presupuestados 2018 | 28500000 | 13891898 | 2850000 | 10500000 | 20664854 | 38474129 | -1 | 75% | Arriba o igual |

### 7.2. Tipo de cambio

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Ingresos | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| ¿Cuál es el tipo de cambio promedio que ha utilizado el despacho este año para las facturaciones en dólares a clientes establecidos en México? | 18.95 | 17.43 | 18.67 | 18.93 | 18.99 | 19.24 | -1 | 50% | Arriba o igual |

### 7.3. Tipo de cambio

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| Ingresos/Socios propietarios | 1585714.28571429 | 1628477 | 712627 | 1301220 | 1955553 | 5385198 | -0.08 | 50% | Abajo |
| Ingresos/Socios | 1387500 | 1024642 | 475085 | 940500 | 1344360 | 3231119 | -0.08 | 75% | Arriba o igual |
| Ingresos/Abogados | 426923.076923077 | 327959 | 108428 | 339550 | 495357 | 1049192 | -0.04 | 50% | Arriba o igual |
| Ingresos/Abogados y pasantes | 292105.263157895 | 264674 | 113042 | 273292 | 338841 | 807071 | -0.03 | 50% | Arriba o igual |

### 7.4. Facturación

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Promedio | 25% | 50% | 75% | Alto | Bajo |
| ¿En qué porcentaje de las facturas se otorgan descuento? | 15.07 | 3.5 | 10 | 12.5 | 95 | -1 |
| ¿Qué porcentaje de la facturación se cobra en pesos? | 11.24 | 10 | 11.6 | 15 | 20 | -1 |
| ¿Qué porcentaje de las horas facturadas no las paga el cliente? | 39.47 | 30 | 40 | 50 | 69 | -1 |
| ¿Cuál es el descuento promedio que han otorgado esta año a sus clientes? | 82.43 | 85.2 | 90 | 95.5 | 100 | -1 |

## 8. Tarifas

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | 475 | 436.9 | 430 | 450 | 475 | 490 | 340 | 50% | Arriba o igual |
| socio\_propietario\_b | 450 | 430.9 | 417.5 | 440 | 452.5 | 456 | 380 | 50% | Arriba o igual |
| socio\_no\_propietario\_a | NA | 373.8 | 350 | 368.5 | 397.2 | 450 | 300 | NA | NA |
| socio\_no\_propietario\_b | NA | 350 | 350 | 350 | 350 | 350 | 350 | NA | NA |
| socio\_of\_counsel | 472 | 375.7 | 327.5 | 365 | 418.5 | 472 | 290 | 75% | Arriba o igual |
| pasante\_1\_año | 120 | 120 | 120 | 120 | 120 | 120 | 120 | <25% | Arriba o igual |
| pasante\_2\_años | 140 | 113.1 | 101.9 | 113.8 | 125 | 140 | 85 | 75% | Arriba o igual |
| pasante\_3\_años | 160 | 115.9 | 95 | 122.5 | 133 | 160 | 70 | 75% | Arriba o igual |
| pasante\_4\_años | 180 | 130.3 | 114.8 | 127.5 | 140 | 180 | 100 | 75% | Arriba o igual |
| pasante\_5\_años | 210 | 142.9 | 120 | 135 | 160 | 210 | 100 | 75% | Arriba o igual |
| pasante\_con\_carrera | 225 | 166.9 | 135 | 167 | 180 | 225 | 130 | 75% | Arriba o igual |
| abogado\_años\_de\_experiencia\_0\_1a11m | 260 | 189.4 | 163.8 | 181 | 218.8 | 260 | 120 | 75% | Arriba o igual |
| abogado\_años\_de\_experiencia\_2\_3a11m | 285 | 218.9 | 187 | 210 | 278 | 300 | 120 | 75% | Arriba o igual |
| abogado\_años\_de\_experiencia\_4\_5a11m | 305 | 243.2 | 221 | 230 | 252 | 325.8 | 200 | 75% | Arriba o igual |
| abogado\_años\_de\_experiencia\_6\_7a11m | 320 | 456.3 | 239.8 | 282.5 | 321.5 | 2448 | 220 | 50% | Abajo |
| abogado\_años\_de\_experiencia\_8\_9a11m | 345 | 281.1 | 250 | 266 | 310 | 345 | 240 | 75% | Arriba o igual |
| abogado\_años\_de\_experiencia\_10\_11a11m | 355 | 305.2 | 282.2 | 295.6 | 319.3 | 355 | 275 | 75% | Arriba o igual |
| abogado\_años\_de\_experiencia\_12\_13a11m | 380 | 297.6 | 279 | 298.8 | 313.8 | 380 | 212 | 75% | Arriba o igual |
| abogado\_años\_de\_experiencia\_>14\_a | 380 | 338 | 312 | 340.5 | 365 | 400 | 265 | 75% | Arriba o igual |
| no\_abogado\_químicos | NA | 276.5 | 267.2 | 276.5 | 285.8 | 295 | 258 | NA | NA |
| no\_abogado\_biólogos | NA | 320 | 320 | 320 | 320 | 320 | 320 | NA | NA |
| no\_abogado\_ingenieros | 320 | 276.8 | 262.5 | 266 | 280.2 | 320 | 255 | 75% | Arriba o igual |
| no\_abogado\_contadores | 335 | 367.5 | 351.2 | 367.5 | 383.8 | 400 | 335 | <25% | Abajo |
| no\_abogado\_economistas | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| no\_abogado\_paralegales | 90 | 129.2 | 100 | 117.5 | 165 | 175 | 90 | <25% | Abajo |

### 8.1. Horas objetivo por tarifa horaria

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | NA | 1768 | 997 | 1367 | 1635 | 7182 | 650 | NA | NA |
| socio\_propietario\_b | NA | 3820 | 1376 | 1560 | 1680 | 15568 | 1200 | NA | NA |
| socio\_no\_propietario\_a | NA | 1236 | 990 | 1146 | 1635 | 1682 | 650 | NA | NA |
| socio\_no\_propietario\_b | NA | 650 | 650 | 650 | 650 | 650 | 650 | NA | NA |
| socio\_of\_counsel | NA | 1540 | 1470 | 1540 | 1610 | 1680 | 1400 | NA | NA |
| abogado\_tarifa\_>360 | 1500 | 1209 | 783.8 | 1150 | 1575 | 1800 | 735 | 50% | Arriba o igual |
| abogado\_tarifa\_340\_359 | 1500 | 11237 | 1080 | 1400 | 1500 | 51685 | 520 | 50% | Abajo |
| abogado\_tarifa\_320\_339 | 1500 | 3912 | 1400 | 1500 | 1580 | 14307 | 774 | 25% | Abajo |
| abogado\_tarifa\_300\_319 | 1500 | 4535 | 1525 | 1600 | 1660 | 20153 | 675 | <25% | Abajo |
| abogado\_tarifa\_280\_299 | 1500 | 2469 | 1425 | 1590 | 1710 | 9669 | 720 | 25% | Abajo |
| abogado\_tarifa\_260\_279 | 1500 | 1453 | 1480 | 1600 | 1620 | 1800 | 780 | 25% | Arriba o igual |
| abogado\_tarifa\_240\_259 | 1500 | 2525 | 1331 | 1470 | 1605 | 15162 | 540 | 50% | Abajo |
| abogado\_tarifa\_220\_239 | NA | 2857 | 1200 | 1600 | 1680 | 14472 | 800 | NA | NA |
| abogado\_tarifa\_200\_219 | NA | 1368 | 1162 | 1520 | 1635 | 1800 | 720 | NA | NA |
| abogado\_tarifa\_180\_199 | NA | 1364 | 1220 | 1600 | 1680 | 1800 | 520 | NA | NA |
| abogado\_tarifa\_160\_179 | NA | 1467 | 1305 | 1520 | 1615 | 1680 | 1200 | NA | NA |
| abogado\_tarifa\_140\_159 | NA | 1367 | 1240 | 1280 | 1450 | 1620 | 1200 | NA | NA |
| abogado\_tarifa\_120\_139 | NA | 950 | 875 | 950 | 1025 | 1100 | 800 | NA | NA |
| abogado\_tarifa\_<120 | NA | 800 | 800 | 800 | 800 | 800 | 800 | NA | NA |
| pasante\_1\_año | 750 | 750 | 750 | 750 | 750 | 750 | 750 | <25% | Arriba o igual |
| pasante\_2\_años | 750 | 548.2 | 334.8 | 549 | 762.5 | 800 | 295 | 50% | Arriba o igual |
| pasante\_3\_años | 750 | 1074 | 630 | 775 | 875 | 4428 | 348 | 25% | Abajo |
| pasante\_4\_años | 750 | 1400 | 630 | 775 | 900 | 6974 | 417.6 | 25% | Abajo |
| pasante\_5\_años | 750 | 1606 | 720 | 750 | 900 | 8034 | 464 | 25% | Abajo |
| pasante\_con\_carrera | 1500 | 2316 | 720 | 800 | 1500 | 13162 | 520 | 50% | Abajo |

### 8.2. Horas reportadas por tarifa horaria

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | 1346 | 1951 | 1180 | 1400 | 1687 | 8064 | 465 | 25% | Abajo |
| socio\_propietario\_b | 1209 | 3919 | 1310 | 1500 | 2002 | 18144 | 1165 | <25% | Abajo |
| socio\_no\_propietario\_a | NA | 1392 | 1106 | 1182 | 1680 | 2503 | 485 | NA | NA |
| socio\_no\_propietario\_b | NA | 485 | 485 | 485 | 485 | 485 | 485 | NA | NA |
| socio\_of\_counsel | 575 | 974.3 | 831.5 | 1088 | 1174 | 1260 | 575 | <25% | Abajo |
| abogado\_tarifa\_>360 | 1647 | 1229 | 742.5 | 1198 | 1685 | 1799 | 720 | 50% | Arriba o igual |
| abogado\_tarifa\_340\_359 | 1558 | 12432 | 999 | 1260 | 1558 | 58032 | 313 | 50% | Abajo |
| abogado\_tarifa\_320\_339 | 1960 | 4353 | 1260 | 1716 | 1960 | 15968 | 859 | 50% | Abajo |
| abogado\_tarifa\_300\_319 | 1903 | 4882 | 1200 | 1402 | 1787 | 22696 | 743 | 75% | Abajo |
| abogado\_tarifa\_280\_299 | 1288 | 2645 | 1172 | 1521 | 1990 | 10856 | 820 | 25% | Abajo |
| abogado\_tarifa\_260\_279 | 1667 | 1501 | 1261 | 1464 | 1667 | 2637 | 827 | 50% | Arriba o igual |
| abogado\_tarifa\_240\_259 | 1052 | 2616 | 1017 | 1416 | 1637 | 17024 | 426 | 25% | Abajo |
| abogado\_tarifa\_220\_239 | NA | 3040 | 1028 | 1212 | 1535 | 17188 | 720 | NA | NA |
| abogado\_tarifa\_200\_219 | NA | 1352 | 1107 | 1254 | 1548 | 2214 | 720 | NA | NA |
| abogado\_tarifa\_180\_199 | NA | 1124 | 895 | 1168 | 1514 | 1654 | 391 | NA | NA |
| abogado\_tarifa\_160\_179 | NA | 1413 | 958.5 | 1162 | 1914 | 2163 | 934 | NA | NA |
| abogado\_tarifa\_140\_159 | NA | 1805 | 1643 | 2119 | 2124 | 2129 | 1168 | NA | NA |
| abogado\_tarifa\_120\_139 | NA | 828 | 774 | 828 | 882 | 936 | 720 | NA | NA |
| abogado\_tarifa\_<120 | NA | 720 | 720 | 720 | 720 | 720 | 720 | NA | NA |
| pasante\_1\_año | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_2\_años | 1047 | 538.7 | 265.2 | 479.4 | 752.8 | 1047 | 149 | 75% | Arriba o igual |
| pasante\_3\_años | 917 | 1172 | 453.8 | 704.5 | 1102 | 5316 | 170 | 50% | Abajo |
| pasante\_4\_años | 715 | 1411 | 456.8 | 686 | 887.2 | 8192 | 284 | 50% | Abajo |
| pasante\_5\_años | 1022 | 1810 | 720 | 978 | 1204 | 9436 | 358.5 | 50% | Abajo |
| pasante\_con\_carrera | 1606 | 2483 | 658 | 750 | 1488 | 14860 | 453 | 75% | Abajo |

### 8.3. Horas objetivo por tarifa horaria

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | 1346 | 1526 | 953 | 1276 | 1480 | 5983 | 462 | 50% | Abajo |
| socio\_propietario\_b | 1209 | 3241 | 1205 | 1371 | 1484 | 15029 | 908 | 25% | Abajo |
| socio\_no\_propietario\_a | NA | 1233 | 1000 | 1064 | 1543 | 2100 | 465 | NA | NA |
| socio\_no\_propietario\_b | NA | 467 | 467 | 467 | 467 | 467 | 467 | NA | NA |
| socio\_of\_counsel | 575 | 836 | 694 | 813 | 966.5 | 1120 | 575 | <25% | Abajo |
| abogado\_tarifa\_>360 | 1647 | 1195 | 680.5 | 1170 | 1685 | 1800 | 640 | 50% | Arriba o igual |
| abogado\_tarifa\_340\_359 | 1558 | 9814 | 1005 | 1120 | 1558 | 45075 | 311 | 50% | Abajo |
| abogado\_tarifa\_320\_339 | 1960 | 3578 | 1120 | 1463 | 1960 | 12563 | 784 | 50% | Abajo |
| abogado\_tarifa\_300\_319 | 1903 | 3708 | 715.8 | 1146 | 1747 | 16895 | 541 | 75% | Abajo |
| abogado\_tarifa\_280\_299 | 1288 | 2116 | 805.2 | 1438 | 1607 | 8799 | 463 | 25% | Abajo |
| abogado\_tarifa\_260\_279 | 1667 | 1205 | 901 | 1280 | 1516 | 1667 | 691 | 75% | Arriba o igual |
| abogado\_tarifa\_240\_259 | 1052 | 2152 | 830 | 1238 | 1620 | 13592 | 424 | 25% | Abajo |
| abogado\_tarifa\_220\_239 | NA | 2097 | 1029 | 1206 | 1308 | 10013 | 612.5 | NA | NA |
| abogado\_tarifa\_200\_219 | NA | 1157 | 952 | 1044 | 1544 | 1606 | 640 | NA | NA |
| abogado\_tarifa\_180\_199 | NA | 983 | 385 | 1159 | 1463 | 1628 | 280 | NA | NA |
| abogado\_tarifa\_160\_179 | NA | 1019 | 849.2 | 986 | 1171 | 1352 | 757 | NA | NA |
| abogado\_tarifa\_140\_159 | NA | 1270 | 1162 | 1164 | 1325 | 1486 | 1160 | NA | NA |
| abogado\_tarifa\_120\_139 | NA | 778.5 | 709.2 | 778.5 | 847.8 | 917 | 640 | NA | NA |
| abogado\_tarifa\_<120 | NA | 640 | 640 | 640 | 640 | 640 | 640 | NA | NA |
| pasante\_1\_año | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_2\_años | 1047 | 504.1 | 219.8 | 411.6 | 696 | 1047 | 146.2 | 75% | Arriba o igual |
| pasante\_3\_años | 917 | 915.1 | 370.1 | 664.5 | 864 | 3965 | 57.3 | 75% | Arriba o igual |
| pasante\_4\_años | 715 | 1092 | 251.7 | 394 | 685.5 | 7149 | 100.2 | 75% | Abajo |
| pasante\_5\_años | 1022 | 1410 | 343.3 | 750 | 1022 | 7876 | 150 | 50% | Abajo |
| pasante\_con\_carrera | 1606 | 2024 | 448 | 750 | 1513 | 11441 | 422.2 | 75% | Abajo |

### 8.4. Realización

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | 1 | 0.84 | 0.74 | 0.89 | 0.94 | 1 | 0.44 | 75% | Arriba o igual |
| socio\_propietario\_b | 1 | 0.85 | 0.74 | 0.83 | 0.99 | 1 | 0.64 | 75% | Arriba o igual |
| socio\_no\_propietario\_a | NA | 0.91 | 0.89 | 0.93 | 0.96 | 0.98 | 0.71 | NA | NA |
| socio\_no\_propietario\_b | NA | 0.96 | 0.96 | 0.96 | 0.96 | 0.96 | 0.96 | NA | NA |
| socio\_of\_counsel | 1 | 0.88 | 0.82 | 0.89 | 0.94 | 1 | 0.75 | 75% | Arriba o igual |
| abogado\_tarifa\_>360 | 1 | 0.95 | 0.92 | 0.96 | 1 | 1 | 0.89 | 50% | Arriba o igual |
| abogado\_tarifa\_340\_359 | 1 | 0.93 | 0.89 | 0.99 | 1 | 1.01 | 0.78 | 50% | Arriba o igual |
| abogado\_tarifa\_320\_339 | 1 | 0.89 | 0.85 | 0.89 | 0.91 | 1 | 0.79 | 75% | Arriba o igual |
| abogado\_tarifa\_300\_319 | 1 | 0.79 | 0.77 | 0.86 | 0.89 | 1 | 0.4 | 75% | Arriba o igual |
| abogado\_tarifa\_280\_299 | 1 | 0.8 | 0.61 | 0.85 | 0.94 | 1.04 | 0.55 | 75% | Arriba o igual |
| abogado\_tarifa\_260\_279 | 1 | 0.82 | 0.72 | 0.88 | 0.96 | 1 | 0.55 | 75% | Arriba o igual |
| abogado\_tarifa\_240\_259 | 1 | 0.85 | 0.78 | 0.89 | 0.96 | 1.04 | 0.53 | 75% | Arriba o igual |
| abogado\_tarifa\_220\_239 | NA | 0.85 | 0.74 | 0.88 | 0.99 | 1.06 | 0.58 | NA | NA |
| abogado\_tarifa\_200\_219 | NA | 0.87 | 0.78 | 0.86 | 0.92 | 1.08 | 0.7 | NA | NA |
| abogado\_tarifa\_180\_199 | NA | 0.82 | 0.72 | 0.88 | 0.99 | 1.08 | 0.43 | NA | NA |
| abogado\_tarifa\_160\_179 | NA | 0.77 | 0.65 | 0.77 | 0.86 | 0.98 | 0.57 | NA | NA |
| abogado\_tarifa\_140\_159 | NA | 0.75 | 0.62 | 0.7 | 0.85 | 0.99 | 0.55 | NA | NA |
| abogado\_tarifa\_120\_139 | NA | 0.93 | 0.91 | 0.93 | 0.96 | 0.98 | 0.89 | NA | NA |
| abogado\_tarifa\_<120 | NA | 0.89 | 0.89 | 0.89 | 0.89 | 0.89 | 0.89 | NA | NA |
| pasante\_1\_año | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_2\_años | 1 | 0.92 | 0.86 | 0.93 | 0.99 | 1 | 0.8 | 75% | Arriba o igual |
| pasante\_3\_años | 1 | 0.78 | 0.76 | 0.82 | 0.89 | 1.02 | 0.34 | 75% | Arriba o igual |
| pasante\_4\_años | 1 | 0.71 | 0.55 | 0.84 | 0.9 | 1 | 0.09 | 75% | Arriba o igual |
| pasante\_5\_años | 1 | 0.7 | 0.56 | 0.7 | 0.88 | 1 | 0.15 | 75% | Arriba o igual |
| pasante\_con\_carrera | 1 | 0.88 | 0.77 | 0.89 | 1 | 1.02 | 0.64 | 50% | Arriba o igual |

### 8.5. Productividad

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| socio\_propietario\_a | NA | 1.13 | 0.88 | 1.14 | 1.25 | 1.93 | 0.59 | NA | NA |
| socio\_propietario\_b | NA | 1.13 | 1.01 | 1.11 | 1.35 | 1.43 | 0.69 | NA | NA |
| socio\_no\_propietario\_a | NA | 1.12 | 0.86 | 1.02 | 1.26 | 1.83 | 0.71 | NA | NA |
| socio\_no\_propietario\_b | NA | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 | NA | NA |
| socio\_of\_counsel | NA | 0.77 | 0.71 | 0.77 | 0.84 | 0.9 | 0.65 | NA | NA |
| abogado\_tarifa\_>360 | 1.098 | 1 | 0.97 | 1.01 | 1.04 | 1.1 | 0.9 | 75% | Arriba o igual |
| abogado\_tarifa\_340\_359 | 1.03866666666667 | 0.92 | 0.9 | 0.92 | 1.04 | 1.12 | 0.6 | 50% | Arriba o igual |
| abogado\_tarifa\_320\_339 | 1.30666666666667 | 1.1 | 1.09 | 1.11 | 1.12 | 1.31 | 0.9 | 75% | Arriba o igual |
| abogado\_tarifa\_300\_319 | 1.26866666666667 | 0.99 | 0.83 | 1 | 1.12 | 1.27 | 0.72 | 75% | Arriba o igual |
| abogado\_tarifa\_280\_299 | 0.858666666666667 | 1.08 | 0.86 | 1.03 | 1.14 | 2.09 | 0.49 | <25% | Abajo |
| abogado\_tarifa\_260\_279 | 1.11133333333333 | 1.03 | 0.89 | 0.99 | 1.11 | 1.63 | 0.75 | 50% | Arriba o igual |
| abogado\_tarifa\_240\_259 | 0.701333333333333 | 0.95 | 0.84 | 0.91 | 1.04 | 1.39 | 0.57 | <25% | Abajo |
| abogado\_tarifa\_220\_239 | NA | 0.93 | 0.77 | 0.9 | 0.93 | 1.45 | 0.67 | NA | NA |
| abogado\_tarifa\_200\_219 | NA | 1.01 | 0.88 | 0.92 | 1.15 | 1.43 | 0.68 | NA | NA |
| abogado\_tarifa\_180\_199 | NA | 0.82 | 0.75 | 0.84 | 0.96 | 1.03 | 0.53 | NA | NA |
| abogado\_tarifa\_160\_179 | NA | 0.99 | 0.64 | 0.82 | 1.23 | 1.77 | 0.58 | NA | NA |
| abogado\_tarifa\_140\_159 | NA | 1.33 | 1.11 | 1.31 | 1.54 | 1.77 | 0.91 | NA | NA |
| abogado\_tarifa\_120\_139 | NA | 0.88 | 0.86 | 0.88 | 0.89 | 0.9 | 0.85 | NA | NA |
| abogado\_tarifa\_<120 | NA | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | NA | NA |
| pasante\_1\_año | NA | NA | NA | NA | NA | -Inf | Inf | NA | NA |
| pasante\_2\_años | 1.396 | 0.92 | 0.72 | 0.92 | 1.12 | 1.4 | 0.43 | 75% | Arriba o igual |
| pasante\_3\_años | 1.22266666666667 | 1.01 | 0.82 | 1.03 | 1.22 | 1.48 | 0.28 | 75% | Arriba o igual |
| pasante\_4\_años | 0.953333333333333 | 0.94 | 0.63 | 0.94 | 1.1 | 1.87 | 0.38 | 50% | Arriba o igual |
| pasante\_5\_años | 1.36266666666667 | 1.11 | 1 | 1.17 | 1.34 | 1.51 | 0.6 | 75% | Arriba o igual |
| pasante\_con\_carrera | 1.07066666666667 | 0.99 | 0.9 | 0.99 | 1.07 | 1.44 | 0.63 | 50% | Arriba o igual |

### 8.6. Horas objetivo, horas reportadas, horas facturadas personal profesional por años de experiencia

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| abogado\_años\_de\_experiencia\_0\_1a11m | 1052 | 3652 | 912.3 | 1280 | 1570 | 28552 | 470 | 25% | Abajo |
| abogado\_años\_de\_experiencia\_0\_1a11m | 1052 | 3652 | 912.3 | 1280 | 1570 | 28552 | 470 | 25% | Abajo |
| abogado\_años\_de\_experiencia\_0\_1a11m | 1052 | 3652 | 912.3 | 1280 | 1570 | 28552 | 470 | 25% | Abajo |
| abogado\_años\_de\_experiencia\_2\_3a11m | 1667 | 2310 | 1101 | 1385 | 1539 | 13960 | 675 | 75% | Abajo |
| abogado\_años\_de\_experiencia\_2\_3a11m | 1667 | 2310 | 1101 | 1385 | 1539 | 13960 | 675 | 75% | Abajo |
| abogado\_años\_de\_experiencia\_2\_3a11m | 1667 | 2310 | 1101 | 1385 | 1539 | 13960 | 675 | 75% | Abajo |
| abogado\_años\_de\_experiencia\_4\_5a11m | 1288 | 2356 | 1105 | 1284 | 1414 | 12711 | 402 | 50% | Abajo |
| abogado\_años\_de\_experiencia\_4\_5a11m | 1288 | 2356 | 1105 | 1284 | 1414 | 12711 | 402 | 50% | Abajo |
| abogado\_años\_de\_experiencia\_4\_5a11m | 1288 | 2356 | 1105 | 1284 | 1414 | 12711 | 402 | 50% | Abajo |
| abogado\_años\_de\_experiencia\_6\_7a11m | 1903 | 2089 | 1050 | 1206 | 1710 | 10589 | 446 | 75% | Abajo |
| abogado\_años\_de\_experiencia\_6\_7a11m | 1903 | 2089 | 1050 | 1206 | 1710 | 10589 | 446 | 75% | Abajo |
| abogado\_años\_de\_experiencia\_6\_7a11m | 1903 | 2089 | 1050 | 1206 | 1710 | 10589 | 446 | 75% | Abajo |
| abogado\_años\_de\_experiencia\_8\_9a11m | 1960 | 2585 | 1123 | 1354 | 1688 | 16838 | 463 | 75% | Abajo |
| abogado\_años\_de\_experiencia\_8\_9a11m | 1960 | 2585 | 1123 | 1354 | 1688 | 16838 | 463 | 75% | Abajo |
| abogado\_años\_de\_experiencia\_8\_9a11m | 1960 | 2585 | 1123 | 1354 | 1688 | 16838 | 463 | 75% | Abajo |
| abogado\_años\_de\_experiencia\_10\_11a11m | 1558 | 2093 | 1009 | 1576 | 1654 | 8082 | 466 | 25% | Abajo |
| abogado\_años\_de\_experiencia\_10\_11a11m | 1558 | 2093 | 1009 | 1576 | 1654 | 8082 | 466 | 25% | Abajo |
| abogado\_años\_de\_experiencia\_10\_11a11m | 1558 | 2093 | 1009 | 1576 | 1654 | 8082 | 466 | 25% | Abajo |
| abogado\_años\_de\_experiencia\_12\_13a11m | 1647 | 1403 | 967 | 1320 | 1676 | 2552 | 659 | 50% | Arriba o igual |
| abogado\_años\_de\_experiencia\_12\_13a11m | 1647 | 1403 | 967 | 1320 | 1676 | 2552 | 659 | 50% | Arriba o igual |
| abogado\_años\_de\_experiencia\_12\_13a11m | 1647 | 1403 | 967 | 1320 | 1676 | 2552 | 659 | 50% | Arriba o igual |
| abogado\_años\_de\_experiencia\_>14\_a | 1647 | 3264 | 868 | 1120 | 1574 | 16343 | 501.2 | 75% | Abajo |
| abogado\_años\_de\_experiencia\_>14\_a | 1647 | 3264 | 868 | 1120 | 1574 | 16343 | 501.2 | 75% | Abajo |
| abogado\_años\_de\_experiencia\_>14\_a | 1647 | 3264 | 868 | 1120 | 1574 | 16343 | 501.2 | 75% | Abajo |

### 8.7. Realización y productividad abogados por años de experiencia

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| nombre\_viejo | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| abogado\_años\_de\_experiencia\_0\_1a11m | 0.701333333333333 | 1.01 | 0.81 | 0.95 | 1.08 | 1.77 | 0.61 | <25% | Abajo |
| abogado\_años\_de\_experiencia\_0\_1a11m | 0.701333333333333 | 1.01 | 0.81 | 0.95 | 1.08 | 1.77 | 0.61 | <25% | Abajo |
| abogado\_años\_de\_experiencia\_2\_3a11m | 1.11133333333333 | 1.05 | 0.95 | 1.03 | 1.14 | 1.47 | 0.68 | 50% | Arriba o igual |
| abogado\_años\_de\_experiencia\_2\_3a11m | 1.11133333333333 | 1.05 | 0.95 | 1.03 | 1.14 | 1.47 | 0.68 | 50% | Arriba o igual |
| abogado\_años\_de\_experiencia\_4\_5a11m | 0.858666666666667 | 0.95 | 0.87 | 0.91 | 0.98 | 1.39 | 0.75 | <25% | Abajo |
| abogado\_años\_de\_experiencia\_4\_5a11m | 0.858666666666667 | 0.95 | 0.87 | 0.91 | 0.98 | 1.39 | 0.75 | <25% | Abajo |
| abogado\_años\_de\_experiencia\_6\_7a11m | 1.26866666666667 | 0.99 | 0.84 | 0.94 | 1.06 | 1.51 | 0.75 | 75% | Arriba o igual |
| abogado\_años\_de\_experiencia\_6\_7a11m | 1.26866666666667 | 0.99 | 0.84 | 0.94 | 1.06 | 1.51 | 0.75 | 75% | Arriba o igual |
| abogado\_años\_de\_experiencia\_8\_9a11m | 1.30666666666667 | 1.08 | 0.96 | 1.08 | 1.26 | 1.49 | 0.49 | 75% | Arriba o igual |
| abogado\_años\_de\_experiencia\_8\_9a11m | 1.30666666666667 | 1.08 | 0.96 | 1.08 | 1.26 | 1.49 | 0.49 | 75% | Arriba o igual |
| abogado\_años\_de\_experiencia\_10\_11a11m | 1.03866666666667 | 1.06 | 0.99 | 1.03 | 1.08 | 1.47 | 0.81 | 50% | Abajo |
| abogado\_años\_de\_experiencia\_10\_11a11m | 1.03866666666667 | 1.06 | 0.99 | 1.03 | 1.08 | 1.47 | 0.81 | 50% | Abajo |
| abogado\_años\_de\_experiencia\_12\_13a11m | 1.098 | 1.09 | 0.92 | 1.03 | 1.11 | 1.74 | 0.78 | 50% | Arriba o igual |
| abogado\_años\_de\_experiencia\_12\_13a11m | 1.098 | 1.09 | 0.92 | 1.03 | 1.11 | 1.74 | 0.78 | 50% | Arriba o igual |
| abogado\_años\_de\_experiencia\_>14\_a | 1.098 | 0.92 | 0.84 | 0.93 | 1.05 | 1.12 | 0.62 | 75% | Arriba o igual |
| abogado\_años\_de\_experiencia\_>14\_a | 1.098 | 0.92 | 0.84 | 0.93 | 1.05 | 1.12 | 0.62 | 75% | Arriba o igual |

## 9. Cuentas por cobrar

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | MACF | Promedio | 25% | 50% | 75% | Alto | Bajo | cuantil | VS PROM |
| Días cartera promedio | 115 | 81.35 | 60 | 65 | 91.5 | 160 | 45 | 75% | Arriba o igual |
| Aumento de % cartera vencida en días | 15 | 11.37 | 1.25 | 7.5 | 17.77 | 36 | 1 | 50% | Arriba o igual |

## 10. Mercadotecnia

|  |  |  |  |
| --- | --- | --- | --- |
|  | MACF | SI | NO |
| ¿Existe un presupuesto definido para Mercadotecnia? | No | 0.67 | 0.33 |
| ¿Existe un área especializada dentro de la firma? | Si | 0.93 | 0.07 |
| ¿Utilizan medios externos como apoyo? | Si | 0.8 | 0.2 |

|  |  |  |  |
| --- | --- | --- | --- |
| ¿Cuáles de los siguientes medios de promoción utilizan? | MACF | SI | NO |
| Sitio Web | Si | 1 | NA |
| Eventos nacionales e internacionales | Si | 1 | NA |
| Rankings internacionales | Si | 1 | NA |
| Relaciones públicas | Si | 0.87 | 0.13 |
| Conferencias | Si | 0.93 | 0.07 |
| Publicaciones | Si | 1 | NA |
| Brochures | Si | 0.87 | 0.13 |
| Newsletter | Si | 0.87 | 0.13 |

|  |  |  |  |
| --- | --- | --- | --- |
| ¿Utilizan "social media" como medio de promoción? | MACF | SI | NO |
| LinkedIn | Si | 0.87 | 0.13 |
| Twitter | No | 0.53 | 0.4 |
| Facebook | No | 0.4 | 0.47 |

## 10. Tecnologías de Información

|  |  |  |  |
| --- | --- | --- | --- |
| Planeación | MACF | SI | NO |
| ¿Tiene su firma un plan estratégico para la modernización y adopción de tecnología? | Si | 0.8 | 0.2 |
| ¿Su firma cuenta con un gerente o director de TI? | Si | 0.8 | 0.2 |
| ¿Cuántas personas trabajan en TI en la firma? | 4 | NA | NA |
| ¿Cuentan con un presupuesto asignado para desarrollo y modernización tecnológica? | Si | 0.8 | 0.2 |
| ¿Existe un comité de informática en la firma? | Si | 0.67 | 0.33 |

|  |  |  |  |
| --- | --- | --- | --- |
| Seguridad | MACF | SI | NO |
| ¿Tienen a un responsable de la seguridad informática? | Si | 0.93 | 0.07 |
| ¿Tienen planes de contingencia y para el resguardo y recuperación de información? | Si | 0.87 | 0.13 |
| ¿Considera que su firma cuenta con mecanismos correctos y suficientes para el resguardo de la información? | Si | 0.93 | 0.07 |

|  |  |  |  |
| --- | --- | --- | --- |
| Internet y redes sociales | MACF | SI | NO |
| ¿Su página de internet contiene información actualizada y suficiente? | Si | 1 | NA |
| ¿Se tiene presencia en buscadores como Google? | Si | 0.87 | 0.13 |
| ¿Su presencia en internet y redes sociales atrae nuevos clientes a la firma? | Si | 1 | NA |

|  |  |  |  |
| --- | --- | --- | --- |
| Sistema administrativo "back office" | MACF | SI | NO |
| ¿El sistema administrativo o de "back office" responde a las necesidades de su firma? (Facturación, Cuentas por cobrar, Cuentas por pagar, Contabilidad, etc) | NA | NA | NA |
| ¿Existen planes de inversión y modernización en su sistema administrativo? | NA | NA | NA |

|  |  |  |  |
| --- | --- | --- | --- |
| Colaboración y administración documental | MACF | SI | NO |
| ¿Tiene su firma algún sistema de administración de documentos? | Si | 0.8 | 0.2 |
| ¿Cuenta la firma con algún sistema para la digitalización, almacenamiento y clasificación de archivo físico (papel)? | Si | 0.8 | 0.2 |